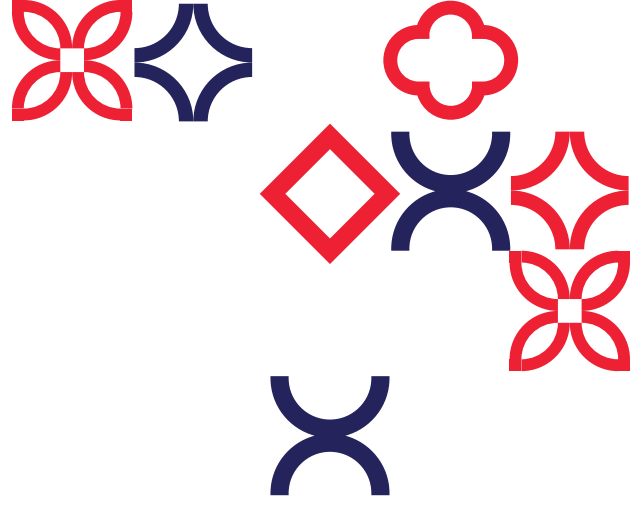


Action in Progress: Advancing Women towards Leadership





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.

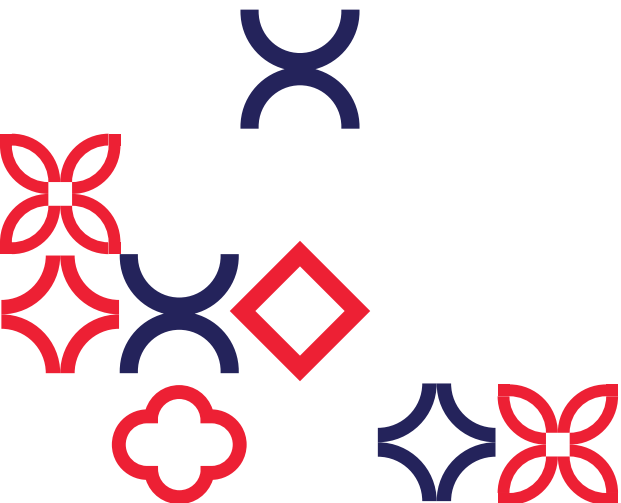




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Welcome to the G20 EMPOWER Best Practices Playbook 2022

We are thrilled to present the G20 EMPOWER Best Practice Playbook 2022. This Playbook brings together more than 73 best practices from 15 different countries to help increase businesses' pledges and performance on the three work axes of the G20 EMPOWER Alliance, Building Women Talent Pipeline, Measuring to Improve, and Enabling Women to Lead the Future.

The Alliance collaborated with its network of over 300 advocates—CEOs, heads of foundations, associations, or organizations from G20 and guest countries to further this transformation. Continuing the groundwork made during the 2020 Saudi Arabia G20 EMPOWER Presidency and the great progress made during the 2021 Italian Presidency, the Indonesian Presidency has expanded the cumulative number of best practices to 240. The Playbook is a component of the G20 EMPOWER Alliance's ongoing initiative to promote knowledge sharing across the public and business sectors. For organizations and leaders seeking to advance women's leadership and empowerment in the private sector and beyond, it seeks to be a living knowledge exchange platform.

In more detail, the Playbook is designed to:

- Present ongoing best practices/policies from other nations across a variety of private sector businesses and industries, so a wider audience can gain insights that may be applied to their own organizations;
- Provide access to the governments of the G20 countries to learn about the best practices being used in the business sector and get ideas for strengthening policies at the national level;
- Allow the G20 EMPOWER Advocates to openly share their best practices with groups and nations that support women's leadership and empowerment;
- Connect businesses and leaders so they may share knowledge and strengthen the G20 EMPOWER network among G20 nations.

Lastly, we would like to thank all contributing organizations and advocates on behalf of the entire G20 EMPOWER delegation for their support on this significant project and for helping us develop shared knowledge and best practices to accelerate change in the private sector so the world can recover together, recover stronger.

Indonesia

G20 EMPOWER 2022 Presidency

Yessie D. Yosetya & Rina Prihatiningsih

Japan

G20 EMPOWER Co-chair and Project Lead

Michiko Achilles & Tsukiko Tsukahara

Boston Consulting Group

G20 EMPOWER Knowledge Partner

Executive Summary

Despite the efforts made and progress witnessed surrounding women's empowerment, women's economic representation is still a lingering problem. The World Economic Forum's Global Gender Gap Report suggested that it would take another 132 years to achieve gender parity based on the current rate of global progress, with further challenges triggered by the COVID-19 pandemic and the evolving global economic crisis. Women's advancement in leadership positions has also been lagging – while all S&P 500 companies have at least one woman on the board, 90% of Fortune 500 CEOs are men).

Accelerating the efforts towards achieving gender parity, the G20 EMPOWER 2022 Playbook presents additional perspectives – how various organizations overcome the challenges women face in the private sector: **87 best practices** submitted by **82 organizations** across **18 countries** and a variety of industries (24% manufacturing, 54% services, 22% others).

Continuing the efforts from the G20 EMPOWER 2021 Playbook, 73 of the 87 best practices are analyzed alongside the focus areas: **measuring to improve**, **building a women talent pipeline**, and **enabling women to lead the future**. Of the 73 best practices analyzed – the most common area, with most best practices submitted, is women talent pipeline (41%, 30 practices), followed by enabling women to lead the future (38%, 28 practices), then measuring to improve (18%, 13 practices).

Accompanying the best practices, nine interviews with nine Representatives/Advocates across nine countries were conducted to delve into how organizations have advanced their implemented initiatives or introduced new initiatives. While each interview might look at more than one initiative in a holistic and **complementary manner**, five of the nine interviews feature lessons learned about women talent pipeline, three about enabling women to lead the future, and one about measuring to improve.

¹ World Economic Forum publication "Global Gender Gap Report", July 2022

² BCG publication "[It's Time to Reimagine Diversity, Equity, and Inclusion](#)", May 2021

³ In order to provide parallelism to G20 EMPOWER Playbook 2021, the three focus areas covered in the Playbook followed the G20 EMPOWER 2021 Italy Presidency. G20 EMPOWER 2022 Indonesia Presidency has a different set of three focus areas (1) accountability for KPI implementation, (2) women in SMEs as drivers of economic growth, and (3) building digital resilience and future skills of women, which may also be referred to occasionally in the Playbook 2022.

⁴ Two (3%) practices were submitted not along the three axes, but support women empowerment in general.

Organizations in the private sector are encouraged to learn from others' practices, even adopt additional practice when applicable, in order to **advance women towards leadership**.

Key learnings from the **Best Practices and Interviews** covered in this G20 EMPOWER Playbook 2022 include:

1. **Total accountability:** Across all different levels of organizations, successful companies commit to creating a diverse and inclusive workplace by linking corporate vision and purposes to D&I, setting goals, allocating resources and efforts, as well as aligning policies. Key to integrate D&I purpose across all aspects of organizations' work.
2. **Solid and consistent measuring:** Setting KPIs, assessing the baseline, and establishing goals are key starting points. Successful companies also monitor and improve implemented practices.
3. **Constant communication with 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. This will also allow organizations to respond to their needs better – e.g., by acting on the hidden-gem measures.
4. **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.
5. **Redefine and update current practices:** Recovery in pandemic, changes in economic landscape, concerns on climate, and changes on 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. Diversifying policies, by leveraging the feedback from various groups, is imperative to make the policies more impactful and encompassing.
6. **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.

In the 2021 Playbook, we also identified four key roles governments can play to support the private sector:

1. **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

2. **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.
3. **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.
4. **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.

In the 2022 Playbook, we confirm the above four roles remain very important and in addition, we identify another key role governments can play:

5. **Assemble an aggregate view on country's progress on women empowerment – probing and signaling organizations to take on a similar approach and bring transparency to our achievement to date**

Accelerating women's empowerment and leadership is a key to recovering together and stronger from the pandemic and contributing to a more sustainable and humanistic economy across the G20 countries and beyond.

Now is the time to act on this great opportunity and reinforce a true partnership among businesses and governments.

Key Findings: Interview

Advancing Women to Leadership

9 interviews with 9 companies in 9 countries

What top best practices within one's organization have advanced women to leadership?

- **Mentoring, coaching, or sponsorship program**

These programs are considered beneficial to provide a tailored learning experience and connect employees to senior management, who often share more diverse, strategic perspectives

- **Networking**

Considered a hidden gem, highly appreciated but still lowly implemented, networking is beneficial to expose women to a wider audience, learn from peers instead of senior management, and build confidence to promote their achievements

- **Parental policy**

More and more organizations have started to adopt this policy to bring parity of women and men employees, in response to or exceeding the expectations of country's requirements

What are major challenges to be addressed to advance women's empowerment in organizations?

- **Low awareness and unconscious bias**

As bias persists, consistent messaging from leadership, coupled with relatable, educational programs and low tolerance policies to eliminate the bias are compulsory; it is important to address the bias on both sides – women overcoming insecurity (bias that they are unable to perform at the same level as men) and men on breaking stereotypes through that women are less competent and committed than men.

- **Maintaining commitment**

Organizations need to be conscious that efforts towards D&I will take time to implement and internalize; diligence and persistence are critical. Leaders should shift their

mindsets about D&I from a “do-good” gesture to action toward a long-term and sustainable advantage¹.

- **Slow recovery**

from the COVID-19 pandemic and changes to the economic, social, and political landscapes.

The two years and more of COVID-19 pandemic has been significantly changing the organizations’ priorities as well as ways of working, which may render previous women empowerment initiatives not as impactful as expected. Outside the pandemic, economic, social, and political condition also need to be considered by organizations when launching initiatives supporting women empowerment.

What key success factors can be implemented to promote the initiatives?

- **Leadership commitment**

Consistent messaging from senior management is critical; emphasis on the values of D&I initiatives and how various aspects of organizations are positively impacted

- **Goal setting**

It is important to set targets to achieve, track and monitor the progress against the set goals, and refine the goals for continuous improvement

- **Addressing the right audience**

The initiatives should appeal to various stakeholders with differing needs, allowing the initiatives to tackle specific issues more effectively, while complementing other initiatives and building a rounded perspective on D&I achievements in one’s organization

- **No “one size fits all” – tailoring approach by taking various intersectional lenses**

Women cannot be simply considered as one group of people with similar needs, they have different priorities, aspects of identity (e.g., origins and age), and wishes to be considered². While lessons learned can be derived from previously implemented initiatives, it is important to take stock of what the target organizations need and what issues they face

- **Establishing the right governance**

Check and balance measures to be put in place for accountability and continuous improvement

⁸ BCG publication “Rethink & Broaden Diversity, Equity, and Inclusion to Create A Competitive Advantage”, March 2022

⁹ BCG publication “Rethink & Broaden Diversity, Equity, and Inclusion to Create A Competitive Advantage”, March 2022

- **Partnering to enrich propositions**

Global organizations, educational institutions and business associations often collect wider perspectives on D&I achievements from their research, and these perspectives can be added to a company's policies and programs to support women's empowerment.

An interview with



Romilly Madew

Chief Executive Officer
Engineers Australia, Australia
(Previously CEO, Infrastructure Australia)
Member of Chief Executive Women (CEW) Australia

What motivates you to advocate for women empowerment opportunities?

Having been given the opportunity to take up leadership, professional, and community roles, I have experienced discrimination myself and I've seen the inequity between men and women – especially capable women. This drove me to take action use my voice and get involved. I am also greatly influenced by my mother, who was an advocate for gender equality.

Which is why, I am excited to be this year's Private Sector Representative for G20 EMPOWER from Australia. I work closely with the Office of Women of the Department of the Prime Minister and Cabinet Australia and Chief Executive Women Australia (of which I am a member), which is an example of intersectoral collaboration.

What goals do you hope to bring to your organization to achieve the G20 EMPOWER KPIs?

After being the CEO of Infrastructure Australia for 3 years, we have achieved 50% representation of women in leadership positions and 40% of women on board. We achieved this through developing flexible working policies for women and building an environment where women can still put their names out there to be a leader while still working part-time and being a careerwoman.

We are also the first federal government agency to update our parental leave policy. With the new policy, any staff regardless of gender has 18 weeks paid leave at full pay; or 36 weeks leave at half pay. We have been highlighted as a case study for parental leave by the Workplace Gender Equality Agency (GEA) of Australia. In terms of talent pipeline, we make sure that we apply a gender lens, look at unconscious bias, and focus on skills.

How did you change the parental leave policy? What were the challenges that you faced?

First, we had to prove the productivity gain of this initiative by proving that we would lose staff if this was not implemented. Once we made the monetary case, we will pick talent who would work with us to achieve this. A challenge that we faced is that we can't compensate our staff as highly as corporations. However, after the launch of the new parental leave policy in 2021, our survey indicated that our staff prefer flexibility compared to high salaries. Hence, flexible policies increased retainment and productivity of our staff. Second, we proved to the Board that men's careers are not impacted by childbirth or household duties compared to women. We also proved that children have better upbringings when both parents are present and involved.

Could you share more of your organization's initiatives to advance or upskill women?

- **Professional Development Program:** We introduced a need-based support around our leaders (both men and women), where we identify our leaders' strengths and we build a team around them that can complement the aspects that the leader is less strong in. We also make sure that they can develop as an executive through engagement, participation, training, mentoring and coaching.
- **Emerging Leaders Program:** We constantly scan for emerging leaders and we put potential people in important roles, for example shadowing the CEO in an important meeting.

What are some best practices of women empowerment initiatives in Australia?

Chief Executive Women (CEW) undertook a STEM sector-based collaboration with BCG (Australia) that aims to advance representation of women's leadership in STEM sectors. Specifically, this collaboration – conducted roundtables to discuss the experiences of women leaders in STEM – their process, barriers, and successful practices that are enabling them to reach leadership roles. The output of this collaboration is a report, [Why Don't Women get the Cool Jobs](#), to show what concrete actions STEM companies can do to increase women's leadership within the industry. Australia's then Ambassador for Women and Girls, Lisa Harvey-Smith, and Australia's former G20 EMPOWER representatives, Kaylene Zakharoff and Christine McLoughlin, informed the roundtable discussions and the report.

CEW undertakes an annual Senior Executive Census on the proportion of women in executive leadership across ASX300 companies. Since 2021 CEW also tracks ASX companies that have set gender balanced targets for their executive teams and have achieved the 40-40-20 gender balance. CEW has also collaborated with Indonesia Business Coalition for Women Empowerment (IBCWE) in Indonesia, who together with the Indonesian Stock Exchange have undertaken the [Census on Women in Executive Leadership Team in IDX200 companies](#), on the representation of women in executive teams across IDX200 companies. The Indonesian Census was funded and supported by Katalis, Investing in Women and the Australian Department of Foreign Affairs and Trade. There is potential for all G20 countries to undertake the Senior Executive Census.

The intentional data collection on gender equality undertaken in the Senior Executive Census is a positive example of an active model of data collection, compared with other countries who encourage disclosure and usually it is optional. What is the benefit of this active model?

The value of CEW collecting this information, is the development of a comparative picture for companies across ASX300. Measuring the level of gender equality achieved is an important driver of change. Companies are aware of the public reporting, and actively try to improve their performance accordingly.

At the government level, the **Workplace Gender Equality Agency (WGEA)** has a data portal that consolidates 10 years of data on gender indicators collected from companies with 100+ employees – a mandatory legal requirement in Australia. Some indicators that we track are gender pay gap, women in leadership, and parental leave. The public sector at Commonwealth-level has started reporting to WGEA voluntarily this year with mandatory reporting to commence from next year. WGEA also give trainings to companies to guide them on how to make strategies for gender equality, reduce sexual harassment, etc.

An interview with



Shahrzad Rafati

Chairperson and CEO
BBTV Holdings, Canada

Can you tell us more about your organization's goals related to women empowerment KPIs?

Continuing what we published in Playbook 2021, we aim to have a 40% female representation across our Board and our senior management. As of this year, we have achieved 33%.

In addition, we have also achieved a 100% gender equity interviewing, which means for every open role we interview at least 2 male and 2 female candidates, ensuring that both genders have the same opportunity to be hired in that role.

How do you ensure that the implementation of women empowerment KPIs is maximized within your organization?

A key point to make sure our women's advancement KPIs are fully implemented and tracked across the organization is to ensure that ownership and accountability are made clear for each manager. Each of our business units is assigned a target – specific to that business unit. Each department may have a different starting point, and each department may have roles that are more technical compared to others, so it is important to tailor our goals and tracking for each department. As a company we have achieved a 45% female representation, with 50% female representation at the manager level.

Also, I think it is very important to not only track it, on a department level, but also to set achievable targets so that it is catered for that specific function of an organization. We of course want to be ambitious and move the company forward; however, taking into account the difference in starting point makes the difference in ownership of the KPIs achievement.

That ownership translates into action plans on how to improve achievement – discussing the latest progress in terms of hiring, for example. We are proud that we make it such a core part of our DNA and culture, as it relates to both promotions and also onboarding of team members.

Just to make sure we review this on a regular basis and conduct our decision-making accordingly, the tracking of our KPIs through report-sharing is done on a monthly basis and gets reviewed on a quarterly basis. Review on a quarterly basis, instead of monthly, is important here, as per our internal observations and discussions several years back, we realized that it was too frequent, because you are also not giving people a chance to achieve their targets and when you do things just like any other target if people do not achieve it and you are constantly on them, it will not be very effective; whereas if you give a quarter for people to achieve their targets, they might balance it with the open roles they have in their organizations. There is also a challenge with smaller and bigger departments, hence we feel quarterly and, of course, annual review is most suitable. We would not want a KPI setting exercise to be counterproductive.

Are there any other challenges you see in your organization regarding the “Measuring to Improve” initiative? How do you overcome those challenges?

Another challenge is related to how global our organization has become – we are now present in 28 countries across 10 language markets, each of which has its own local culture in addition to the global culture we are fostering. It is really important to consider the local and global factors, as women's advancement has been such a core part of our global DNA as a company. We implement the same policies across all different regions while taking into account the nuances that come with them and emphasize with all of our employees that progress is about knowing your starting point and working towards a goal. Goals make achievements worth celebrating, and we definitely celebrate our progress on every front.

Separately from the measurement and tracking of women empowerment KPIs, are there any other programs that you have launched to advance women empowerment in your organization?

We found several good examples from the Playbook 2021 on this, a lot of good points from the examples. We already were doing many of those programs, of course, but it was interesting to see others' experiences and a lot of good points made for our lessons learned.

One example that we have done, and we also see good examples in the Playbook is the inclusive leadership training – because everything starts at the top, and since it starts at the top, it is important for the top to also have proper training programs as they cascade their learnings and experience to bigger audience within the organization.

We also found a lot of good mentorship program examples in the Playbook 2021 that we use to finetune our programs.



Canada

BBTV - Measuring to Improve

General Information		Impacted KPI's	
Country Canada	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services - Entertainment		% in managerial roles	Other % KPI
Sales Globally 200 M€ - 1 B€		Other impacted KPI's: • Female % in new hires	



Employees
Globally 200 - 500



Focus on
Measuring to improve



Level of Implementation
5 Completed (More Than a 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:

Female Only

Quantitative Initiative:

-

Learning/Insight:

-

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.



Canada

BBTV - Female Talent Pipeline

General Information		Impacted KPI's	
Country Canada	Type of Organization Local Subsidiary of Global Organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services - Entertainment		% in managerial roles	Other % KPI
Sales Globally 200 M€ - 1 B€		Other impacted KPI's: <ul style="list-style-type: none"> • Female % in technical roles • Female % in new hires • Female % turnover 	



Employees
Globally 200 - 500



Focus on
Women Talent Pipeline



Level of Implementation
5 Completed (More Than a 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 eliminate gender stereotypes

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

Only Female

Quantitative Initiative:

-

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%

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. 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
G20 EMPOWER 40 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.

An interview with



Fahrul Irvanto

Human Resources Director
PT Nestlé Indonesia, Indonesia

What makes you want to be an advocate that champion for women empowerment issues?

For me, I am excited and honor to be in this community of Advocates. Not only I am able to gain networking with leaders who have the same values and align on what we want to achieve, but also together we can create bigger impact, to have more references, and potential collaboration, cross-entity, companies, and Indonesia at large. Moreover, this group that led and guided by the Minister (of Women Empowerment), also enable us to aligning or strategy with the national goals.

In the Playbook 2021, Nestle has a best practice called Female Talking Talents Session for Leadership Position. Can you share more about this, especially if there are any updates and advancement from 2021?

As a background, our goal from this program is to give higher influence by female. In order to achieve our goals, to create a female friendly environment, we first created the program to increase the quantity and quality of women leaders in the pipeline. Once women leaders acquire high leadership quality, they will become more influential in the company, especially in shaping the company policies, culture, and environment. We are not only targeting the numbers but also the quality of women leaders, therefore we started the program early when the person starts to be growing. The range of programs in our Female Talking Talents Session are:

1. **Women Mentoring Program** – Build the expertise of women employees not only inside of Indonesia, but also sending these women to other countries to gain more perspectives and knowledge
2. **Direct Experience Initiative** – Assigning women to lead some new initiatives and create a breakthrough in male-dominated divisions in foreign countries
3. **Mission for Female Talent Program** – Monitoring development of female managers through identifying whether a female manager is best cultivated to have bigger exposure in Indonesia or abroad
4. **Training for Female Leaders** – Sending women employees abroad for more than 1 year to build the expertise, leadership, and the ability to influence people, then coming back to Indonesia to take on important roles

It must be noted that these programs won't work unless gender biases are eliminated. Hence, we conduct Unconscious Bias and Sexual Harassment and Prevention training to all employees (100% coverage rate). We named it the Diversity and Inclusion training. In terms of parental leave, we have applied the extension

extension of paid maternity leave up to 30 weeks and 4 weeks of paternity leave for the father. To ensure the business keeps running, we also pay other temporary employees to cover for the employees-on-leave's work in certain period. This also helps us to identify if the replacement employees fit in our culture and can be recruited full-time in the future.

What are the challenges your organization faced in delivering programs to empower women employees and how do you overcome it?

COVID-19 was a challenge for us. Due to travel restrictions, we couldn't send our female employees abroad. To overcome this, we still had these women report to leaders abroad and still get the overseas experience programs remotely. Another challenge for us is increasing the representation of women in manufacturing roles, which are traditionally male dominated. We are targeting 50% representation of women in our factories, but the supply is limited due to lack of female STEM (science, technology, engineering, and math) graduates. To tackle this, we are branding our factories as "female-friendly factories" with supportive working environment and good facilities. So far, the interest has increased.

Are there any initiatives that Nestlé creates for women SMEs?

Last year, we put a lot of effort in influencing the women empowerment, not only in the industry, but also in the environment. As a food and beverage manufacturing company, we work with a lot of farmers, both coffee and dairy farmers. We provide supports to our farmer suppliers in the form of training, tools, until skills and knowledge to enhance their entrepreneurship ability through Agripreneurship program. Up to now, the proportion of female farmers that we nurture is 21%.

Besides that, last year we also have Nestlé IDEAL Ambassador program for empowering women with various backgrounds. Through this program, we engage with the women to sell our product and hence, giving more income for them and elevate their personal life better. Besides getting financially empowered, this program also increased awareness on nutrition within mothers in the community.

Are there any specific targets on women empowerment issues that Nestlé wants to achieve?

We believe that we need to do it gradually. Currently, at the senior level, we have 32% of women in the leadership position. In the next 2-3 years, we are aiming to reach 40% representation of women in leadership positions. Besides that, we also track the promotion rate for women. For example, the female employee promotion rate for all division and levels last year was 31%, but this year it has improved by 34%. The increase of the number shows how serious are we in managing this issue. While for manager level, last year the promotion rate for female was only 40%, and this year we have hit 48%, meaning that we really promote the female talents to build the pipeline for the future senior leaders.

How has the Playbook 2021 helped your organization?

The Playbook 2021 has been very helpful and inspiring. I am fascinated by how all companies that are included in this advocates program have continued to develop various programs and how we all, stay true to create a good narrative in promoting and delivering message and implementation of Diversity & Inclusion.

I hope this Advocate Program will continue, so we can have sustainability in creating more impact in Indonesia.

Indonesia

PT Nestlé Indonesia - Female Talking Talent Session for Leadership Position

General Information		Impacted KPI's	
Country Indonesia	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Manufacturing - Food		% in managerial roles	Other % KPI
Sales Globally > 1 B€ Locally > 1 B€		Other impacted KPI's: <ul style="list-style-type: none"> • 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 	



Employees
Globally > 10,000
Locally > 1,000 - 5,000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a 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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

All workforce

Learning/Insight:

-

Extended/Detailed Description:

Nestlé's commitment to enhance gender balance in our workforce and empower women across the entire value chain has been established for many years. 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 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 give 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 a 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 Arrangements

- No Meetings Beyond 17:00
- Short-Duty 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 1st Fit holiday season.



MOTHER'S ROOM AT HO, FACTORIES, DC




GENDER BALANCE
WOMEN LEADERS

An interview with



Minako Fujiie

Managing Executive Officer, Diversity & Inclusion
JERA

As a proponent of the G20 EMPOWER and what have your experiences been with Playbook?

The playbook has been very helpful, I consciously studied other companies' cases contained in the Playbook. In particular, I was aided by the numerical KPIs and policies recommended by the playbook which address best practices around unconscious bias and flexible working. These are also the initiatives that we are implementing at JERA.

Can you explain more about the human resource pipeline enhancement program within JERA?

The Sponsorship program is a company-wide initiative which provides internal consultation and networking opportunities for female managers across the company. Because we select candidates from all divisions, including both power plant and corporate functions, the program has a significant impact on the entire company.

In addition, prospective female section chiefs are provided with training which aims to raise confidence and awareness of personal career potential. The company consults with mothers to discuss and accommodate family responsibilities and assist them in planning their own careers. As a result of these efforts, more women were promoted to either section chief or deputy section chief level.

JERA is also actively promoting female recruitment. The total ratio of female employees is 7%. However, the percentage of female recruitment is about 30% as of April 2022.

In this way, various efforts are being made to strengthen the human resources pipeline.

Any other initiatives you would like to highlight related to JERA's D&I initiatives?

Male executives and department heads (about 80 in total) received training on how to effectively empower female employees as part of their leadership responsibilities. This program was well-received and contributed to an increase in awareness and practical actions within the company.

What are the lessons learned from your implementation of these programs?

- Strong direction and communication from top management is crucial to support initiatives
- Provision of training to all employees regardless of position was important to increase awareness and common understanding across the organization.

- As there are no "one-size-fits-all" solutions, it is important to identify issues within each Business Division's and implement appropriate actions to resolve/accelerate initiative adoption.
- Through this sponsorship program, our corporate culture has become more inclusive. We believe that a combination of both top-down and bottom-up efforts has created the necessary momentum for change.

What are the challenges you faced in implementing these initiatives?

We have to realize that making change and achieving the KPIs will take time and we need to be diligent in maintaining current levels of effort.



Japan

JERA - Sponsorship for Female Managers

General Information		Impacted KPI's	
Country Japan	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Private		Pay gap vs Male	% in BOD
Industry Manufacturing - Energy		% in managerial roles	Other % KPI
Sales Globally > 1 B€		Other impacted KPI's: • Female % in succession plans for managerial positions	



Employees
Globally 1,000 - 5,000



Focus on
Women Talent Pipeline



Level of Implementation
2 (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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

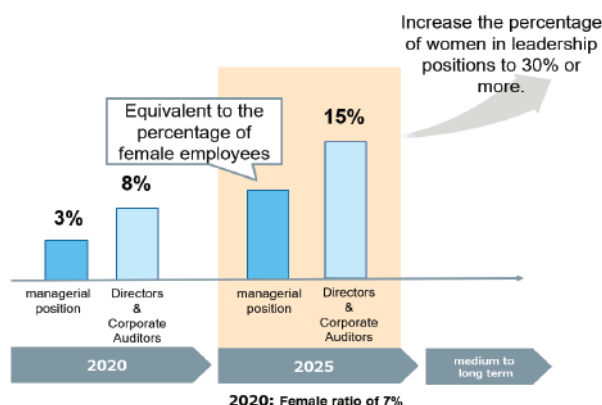
Extended/Detailed Description:

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

An interview with



Silvia Davila

Regional President for Latin America and Mexico GM
Danone, Mexico

What motivated you to be a G20 EMPOWER Advocate?

Empowerment... it has always been a true passion of mine and women empowerment my true calling. So, nothing motivates me more than being able to contribute and make a difference to accelerate women's leadership through inclusiveness.

Every day, I see women who are more willing to take control of their lives, both at home and professionally. There are more women who "believe" and are finding in themselves the power to create and transform their environment to do what they have never dared to do so before; call it running for a presidency, being in a directive role, being entrepreneurs or simply making themselves heard while forming communities with other women.

This is what keeps me advocating for the cause and because I truly believe women's leadership in terms of inclusiveness and equity will -and is- founding a better society.

Danone as a global company is well-known for its inclusion & diversity initiatives. Could you share more about your organization's goals surrounding achievement of women empowerment KPIs?

As part of our inclusive diversity strategy, gender equity is one of our three main pillars. Our goals are based on gender equity in all the positions, especially in managers, first line managers and positions in all our operations.

You have shared with us the initiatives run at Danone Mexico surrounding female talent pipeline last year, featured in G20 EMPOWER Playbook 2021. Could you elaborate how you have further implemented these initiatives?

Mentoring Circles: 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 well for us is to have the participants establish the topics that they want discussed in the sessions. Have meeting guides for the trainers. At this time, we have two generations of mentees (women in leadership positions) and we will be starting a new one this year. We are very excited to see this program develop further as it gives a multiplying effect, all these mentees are mentoring other women.

Women in Operations: We have a proactive recruitment strategy focus on reducing unconscious biases, a referral program based on encourage workers to bring talent to the company, mentoring session between managers and operative workers, and across the year a constant sensibilization through a national

campaign of inclusive diversity. We target pre-sellers, warehouse, and delivery women given they are the one working in operations. We hope to achieve 25% in pre-sellers and warehouse positions occupied by women this year.

UN Women Alliance: Since 2018 we have an alliance focused on the search for new gender practices with the aim of reducing the salary gap and gender parity in the company. We renew this program on an annual basis and hope to continue our partnership with UN Women for many years to come.

Global Parental Policy: Since 2018 we started with a new global policy that creates the conditions for all our employees to live their journey as parents (classified in the policy as primary and secondary caregiver, we do not based on gender) and to be recognized as a parent friendly company culture. As of this year, we are at 65% of guidelines implementation, aiming for 74% at year end.

What are the outcomes you have seen out of these initiatives?

- **Mentoring Circles:** One of the outcomes of this program is the rise of women in managers positions, representing the 41%, showing that the professional development support accompanies women in their career. This means that since 2018 we have increased in a 75% of women in managers positions.
- **Women in Operations:** Since 2018 that we started the programs of proactive recruitment and talent retention, we have increased in a +190% in pre-seller positions.
- **UN Women Alliance:** This alliance reaffirmed our commitment with the society and specially with the women that conform the company, we create programs and spread information to all the employees about gender equality and social stereotypes in order to make awareness and reduce inequity.

What are the challenges your organization faced in delivering programs to measure/achieve women KPIs?

The big challenge are the different ways of thinking in one culture. We must keep in mind that we must validate and respect the individuality of each Danoners to create a new culture in the company. This is a huge challenge because we need to be careful to not exclude no one and give them the importance they deserve. We act in line with the CCE, to improve and reinforce our social commitment that we have done as a company.

What are the lessons learned from the implementation of these programs?

It is proven that a diverse team is more effective in addressing problems and making decisions. However, changing and sustain are different set of skills. You need a plan and a set of KPIs, to measure success or to adjust and consistency in the application, amplification and measuring.



Mexico

DANONE - Women Talent Pipeline

General Information		Impacted KPI's	
Country Mexico	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Manufacturing - Food		% in managerial roles	Other % KPI
Sales Globally > 1B € Locally > 1B €		Other impacted KPI's: • Female % in succession plans for managerial positions	



Employees
Globally > 10,000
Locally > 10,000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a 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

Quantitative Initiative:

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) G20 EMPOWER 183
3. Key Technology positions now occupied by women:
 - a. Palletizer
 - b. Labeller
 - c. FillerFlagship: 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

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.
3. This alliance drive the change in our culture but not just in our company, this alliance has an big impact in Mexico Country

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.

An interview with



Jacoline van Blokland

(Chief People Officer) and Nana Berchie (Global People Director Diversity, Belonging & Human Rights)
Arcadis

What are the strategies your organization is currently pursuing to achieve the women KPIs?

In Arcadis, commitment from executive leadership has paved the way for our Diversity, Equity, Inclusion and Belonging (DEIB) commitment and policies. We have launched three key programs that tie together our commitment to women empowerment:

- **Affinity Groups** based on age representation, neurodiversity & access, pride (LGBTQIA+), ethnicity & heritage, and gender. Our Affinity Groups are essential to us understanding the lived experiences of our employees and understanding how to create equity. We look at these groups with an **intersectional lens** – people don't necessarily have to identify with any or just one of them, but it is important that everyone becomes an ally and understands the reality of lived experiences of others. As an organization, we can't only look internally. We also look at our impact in our surrounding environment and communities, for example our suppliers. Hence, we try to align our policies with ESG principles.
- **Women of Color program**, where we have conducted interviews with a sample 55 women in Arcadis to engage with them and identify their experiences, **needs and potential barriers in succeeding to leadership positions**. From there, we'll be co-creating solutions with our key business leaders, who have the remit to implement programs that will make a difference and be accountable for the change. This also ensures that women KPIs are followed through at different levels throughout the organization.
- **Global Sponsorship program**, where we connect early-level (pre-manager) and mid-level women and other underrepresented groups with senior leader sponsors – who will advocate for them to access opportunities into leadership positions that may not have been an organic progression

A challenge that we are addressing is the **visibility of talented women deeper into the organization**; with these programs and others, we've enlarged the pool of women in leadership by 23%.

How does the governance and measurement system work in these programs?

First, we listen to feedback from our global affinity groups and our employee engagement forums, like our Your Voice survey which has metrics around inclusion and equality. We track diversity KPIs (number of women employees, number of women in leadership, etc.) and report them to our senior leadership and supervisory board. These numbers are then published in our annual reports. For Arcadis, tracking is very important internally and externally because what gets measured gets done. Third, we have three Diversity & Inclusion Directors spread across different business functions and geographies. These directors work with leaders to create **strategies to achieve our ambitions**.

What are the targets that your organization has implemented in your programs?

We publish a People Insights Report and a DEIB Dashboard to track the implementation of our diversity goals. On a monthly/quarterly basis, some of the metrics that we track are the number of women in the workforce, how women view the organization as compared to men, number of women in senior leadership, and others. These metrics are tracked and fed into our policy-making processes and program development. We are targeting more than **25% of female in leadership** positions and we have achieved that, but we have to maintain and exceed that. To further translate our program impacts into financial benefits, we **communicate the high-level outcomes to everyone** in Arcadis and send the results to the financial team for them to include in our no financial reporting.

What are the challenges your organization faced in delivering programs to measure/achieve women KPIs?

The first challenge is ensuring that everyone has **awareness and knowledge of diversity issues** and understand the rationale behind the creation of these programs. To ensure this happens, we hold global webinars spotlighting various themes and we aim to conduct area or team-specific training. Second is ensuring everyone's commitment on our overall gender and diversity targets. This needs time, consideration and a dedicated team that we have in place.

What kind of best practices would you like to see more in the Playbook 2022?

We would like to see more practices that **promote transparency in reporting** (increase from annual basis to shorter). We also find that women are not just women (there are women of color, women of all ages, of all abilities etc.), we want to see more initiatives that have intersectionality in mind, for example programs for women facing menopause. It would be interesting to see how companies make programs around this to complement existing ones.



Netherlands

Arcadis - Top Roles appointments

General Information		Impacted KPI's	
Country Netherlands	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services - Professional		% in managerial roles	Other % KPI
Sales Globally > 1 B€		Other impacted KPI's:	



Employees
Globally > 10,000



Focus on
Women talent pipeline



Level of Implementation
3 (Almost Implemented)

INITIATIVE DESCRIPTION:

Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

Quantitative Initiative:

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.

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

Female Only

Learning/Insight:

- Ownership and role modeling at the top
- Continuous communication
- Metrics
- Mentoring

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.

An interview with



Marta Blanco

President
CEOE Internacional

When and how did you start to advocate for G20 EMPOWER?

I've always been happy and proud to advocate for this alliance from the start. I was reached out by the Spanish government. My appointment took place during the Japanese presidency and my first Advocate meeting was under Saudi Arabia's presidency. I see that we all have a common objective, but we are in different states of implementation; therefore, it's interesting that we can **learn from other countries and position ourselves as leaders of women empowerment** from the private sector. Furthermore, I appreciate how I gain a wide network of women from many different countries.

What hopes do you have for the G20 EMPOWER alliance?

We have spent much effort in establishing and measuring the KPIs – now, we need to **focus on the implementation** of these women KPIs. To do this, we need to take it one step further and incorporate these KPIs into national statistics across G20 countries to push for more private efforts. In relation to this, it would be great if collaborate with international overarching institutions to include women KPIs to measure the economic competitiveness of a country.

In this way, various efforts are being made to strengthen the human resources pipeline.

How has your organization's programs for women evolved since its establishment?

CEOE Internacional has two major programs for women:

- **Promociona**, a program to develop and mentor female senior managers on leaderships and ways to bring impact to their teams and organizations. In 2022, the 10th edition of Promociona was launched and was attended by 120 women. In total since 2013, more than 1,000 female senior managers have participated in the program.
- **Progresa**, a program for female middle managers. In 2022, the 4th edition of Progresa was launched and was attended by 126 women.

As of this year, more than 700 companies of all sizes have joined both Promociona and Progresa. This shows that more companies are realizing the need to support women to reach leadership positions. We have also expanded beyond Spain (to Chile). As the pandemic decreases in severity, we are planning to hold in-person events. A challenge for us is **reaching more companies, specifically SMEs**, and getting them involved.

Can you share more about the outcomes of the Promociona and Progresa project?

For Promociona, 52% of the participants get promoted. This is significant because the participants already occupy prominent positions from the start – all participants have at least 15 years of professional experience. As for Progresa, 30% of participants get promoted. What's most important is that **our programs are seen as exemplary** for executive education programs.

Did your organization face any challenges in expanding to other countries (Chile and Portugal)?

We did not face challenges in terms of program structure (i.e., we did not have to make changes to our programs' pillars); however, we need to make changes in the implementation manner depending on social distancing regulations and culture. Aside from the challenges, we noted several similar characteristics between all three countries. First, women tend to have **low confidence and self-perception**, which impacts their career progression. Second, women do **not build large networks** – women are hard workers, but they rarely promote their work to others. This may be caused by factors outside of their companies, for example domestic responsibilities; when I started working, I didn't have time to build professional networks because after working hours I needed to go home and take care of my children. Hence, we need to overcome these challenges and help women build goals that they previously thought are out of their reach.

How does CEOE Internacional recruit trainers, coaches, and mentors for the Promociona and Progresa projects?

Both programs have three pillars: **coaching, training, and mentoring**. Our coaches come from the ESADE Business School, who is our academic partner. The mentors are high company representatives, who will then go through cross-mentoring sessions with other high representatives. Every year, we get in touch with the Human Resources departments of companies who will select the candidates for both Promociona and Progresa.

How did your organization overcome the challenges posed by the pandemic?

We initially wanted to convert the programs into an online format in Spain. However, an online format wasn't optimal in building strong networks between our participants, so we opted to conduct the programs physically but in a smaller scale. This year, we can conduct face-to-face lessons with more women.

How has your organization utilized the 2021 Playbook?

We have shared the Playbook to our wide network of professionals in Spain. The Playbook has been wonderful in compiling the best practices and help companies in Spain do more to achieve women empowerment. Moving forward, it would be interesting to incentivize debates on the best practices (i.e., the obstacles in implementing these).



Spain

CEOE (Confederation of Employers and Industries) - PROMOCIONA PROJECT

General Information		Impacted KPI's	
Country Spain	Type of Organization Local organization with international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Services - Association		% in managerial roles	Other % KPI
Sales N/R		Other impacted KPI's: <ul style="list-style-type: none"> Female % in succession plans for managerial positions 	



Employees
Locally < 200



Focus on
Enabling Women to Lead The Future



Level of Implementation
5 Completed (More Than a 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

Quantitative Initiative:

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.

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 organization 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 will take place.

Main goals

- Develop: a strategic vision and analyze the key aspects of creating value in organizations 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 organization and to impact the organization 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 organization, 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 personalized 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/>





Spain

CEOE (Confederation of Employers and Industries) - PROGRESA PROJECT

General Information		Impacted KPI's	
Country Spain	Type of Organization Local organization with international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Services - Association		% in managerial roles	Other % KPI
Sales N/R		Other impacted KPI's: • Female % in succession plans for managerial positions	



Employees
Locally < 200



Focus on
Enabling Women to Lead The Future



Level of Implementation
5 Completed (More Than a 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

Quantitative Initiative:

-

Learning/Insight:

The Progresa Project was born as a result of the demand of companies and participants of the Promociona Project, a clear example of the need for this type of initiative.

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 higher 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 organizations 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 organization 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://proyectopromociona.com/>

PROYECTO
PROGRESA

An interview with



Mary Phadi

President
Truckers Association of South Africa (TASA)

Why did you decide to advocate for women empowerment issues and G20 EMPOWER?

When I started my career in 2006, I realized that **women were not empowered much** in South Africa. At that time, the government of South Africa had established the South African Network for Women in Transport (SANWIT) – in which I was then appointed as National Chairperson in 2009. I saw my position as an opportunity to bring forth women empowerment and parity issues in the transportation industry, an industry very male-dominated to an extent where there was **no female presence at all in some sectors**. My passion came from looking at these statistics and realizing that I had to do something to change it.

What are your organization's programs to increase women empowerment and implementation of women KPIs, especially in the transportation industry?

The organization that I am leading, the Truckers Associate of South Africa (TASA), is pushing for the re-regulation of the transportation industry as there is no quota as this industry was deregulated in 1988. TASA want to assure transformation and to increase the **number of women obtaining business operating licenses** in the transportation industry to 50% of total recipients. The process of regulating the industry has started by the Department of Transport. This will not be an easy road up to the formal announcement by the Government, but we will push for it, and we are supporting the government's target to increase women representation in the workforce and entrepreneurial environment. We aim for 50% representation by 2024 to **align with our government's goals**. The other 50% should be dedicated to people with disabilities, the youth, and other often marginalized groups.

What are the challenges TASA has faced in bringing forth this regulating effort?

First, to push to regulate the industry, we are competing with the big players – players with 40+ years of experience in the market. In comparison, TASA is only five years old. When we want the re-introduction of the operating license for the whole industry, we are bringing a huge change and there will be some pushback from these players. We are often **portrayed as not knowledgeable or experienced** enough. Second, the government **procurement system is very biased**. Currently, there is a tender system, but they usually give it to players with huge experience and the big players' uses small companies to front with them in order to get the contract. Third, there is **lack of government funding to women** in the transportation industry. Fourth, there are challenges that we cannot control (i.e., hiking fuel prices). To overcome these challenges, we need to empower women to become role models, who then inspire other women to enter the transportation industry). On a personal level, the first challenge is that women are **less visible and appreciated** compared to men – women must work harder to be recognized by society. I started in the industry alone as a woman, and I have been undermined by men. Second, you need to have **energy, vitality, and grit**. In comparison, men do not need to have the same level of vivacity to survive in the industry.

Can you share about any women empowerment best practices that you have implemented within your organization?

We make sure that we **represent women's voices in policymaking** and we push for women representation as employees in the transportation industry. The TASA (Truckers Association of South Africa) where we pushed private companies to be more **inclusive in hiring**. We also train women in **technical skills** needed to excel in the industry (i.e., formulas, technical tools, etc.) and give them **agency as a decision-maker**. We encourage them to be confident and recover from mistakes. With this approach, women can win their fight.

The representation of TASA (Truckers Association of South Africa) played a role in the development of the policy formation of the Transport Sector **Broad-Based Black Economic Empowerment (BBBEE) Charter Council**, a transport charter which focused on transformation and women represented. The charter emphasis that private organisation's should prioritize women owned businesses. This has led to increased women representation in the transport sector especially freight in SA. The Government must implement those policies

Are there any best practices you wish will get highlighted more in Playbook 2022?

As the COVID-19 pandemic has halted many businesses, we lost a large number of women from the workforce – not only in the transportation industry. In Playbook 2022, we would like to see experiences of women on how they survived the pandemic as a worker or entrepreneur. To amplify the Playbook, we would like to see more side events for the Advocates and expand the Advocate network.

An interview with



Tamsin Jones

HR Director
Mars Wrigley UK

Why did you participate in G20 Empower?

We signed up as it is a great opportunity to promote what we're doing in Mars, share best practice with other businesses & learn from others. Going forward I think there are more opportunities to work together to influence and advance this important topic. For instance, the playbook can be used in our internal organization to highlight the advancements within our company and also globally.

What are your organization's goals surrounding the achievement of women KPIs?

It is within our core goals to achieve diversity and equality between genders. We fundamentally believe that gender balance leads to better business results.

Could you elaborate on the programs you have to boost female talent pipeline?

- We offer a range of flexible working practices to support Associates. This includes a Future of Work programme that encourages a mix of working from home and in the office as well as various part time practices.
- We proudly launched our UK equal parental leave policy in 2020, allowing all new parents (regardless of gender) to take 52 weeks off (26 paid at 90% salary).
- We run a number of *Associate Resource Groups* that drive diversity initiatives across our businesses, including female advancement. These are Associate led by passionate Associates of all levels and functions and some examples are:
 - Our Women in Supply / Sales / Digital Technologies Leadership groups bring female Associates together from traditionally male dominated functions and support them with workshops, mentoring, development opportunities and much more
 - Our Generations group raises awareness of important life stage moments that previously were not talked about such as the menopause
 - Our Parental group works to support parents returning to the workplace.
- We are committed to running Diverse recruitment panels, ensuring diversity of candidates and assessors, including gender balance.

- We run a number of leadership development programmes to boost and support our female talent and inclusive leadership for all senior leaders.
- We have transparent pay scales & performance related pay increases which supports equal pay.

What are the key progress of the initiatives you've mentioned?

We're proud of our progress we have made. Across our UK businesses we have gender balanced management populations and gender balanced succession plans into our UK Leadership teams. For example in Mars Wrigley UK our succession plans for our leadership team are currently 50% female.

What are the lessons learned from your implementation of these programs?

Programs take time to make a sustainable and effective change. Some issues women face are rooted in culture or society as well as workplaces, and long-term and meaningful programs are needed to offset and change these deeply embedded beliefs. We have to commit and invest in these programs.

What are the challenges you faced in implementing these initiatives?

First is the fear of talking about diversity and gender. It should become the norm for women to open up about their challenges and barriers in the workplace – on the other hand, we need to enable and educate male leaderships to also learn the right language and nuance to talk about gender disparity comfortably – there is always a fear of saying the wrong thing. Second is to really listen to the concerns raised by the Resources groups and create programs that actually make a difference.



United Kingdom

Mars Incorporated - Female Talent Pipeline

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Private		Pay gap vs Male	% in BOD
Industry Manufacturing - Food		% in managerial roles	Other % KPI
Sales Globally > 1 B€		Other impacted KPI's: • Female % in new hires	



Employees
Globally > 10,000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a 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:

Female Only

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.

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✂ Define KPIs and dashboards to monitor them over time

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✂ Communicate KPIs internally and externally

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✂ Impact variable pay

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Women talent pipeline

- GP** Graduate program/ link to education institutions
- EO** Equal opportunity in promotion/hiring
- DP** Development programs/mentoring
- UB** Unconscious bias and diversity awareness
- NE** Networking/ Community / Role modeling
- PP** Parental policies
- EP** Equal pay policies
- FB** Flexible benefits
- FW** Flexible working

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Enabling women to lead the future

- LE** Soft skills & leadership
- CN** Individual coaching & mentoring / networking
- HS** Hard skills for managers/entrepreneurs
- MI** Mindfulness and wellbeing
- TS** STEM & Tech skills

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Key Findings and Insights

GENERAL OVERVIEW OF COMPANIES

73 Companies in 15 Countries

AMERICAS 12

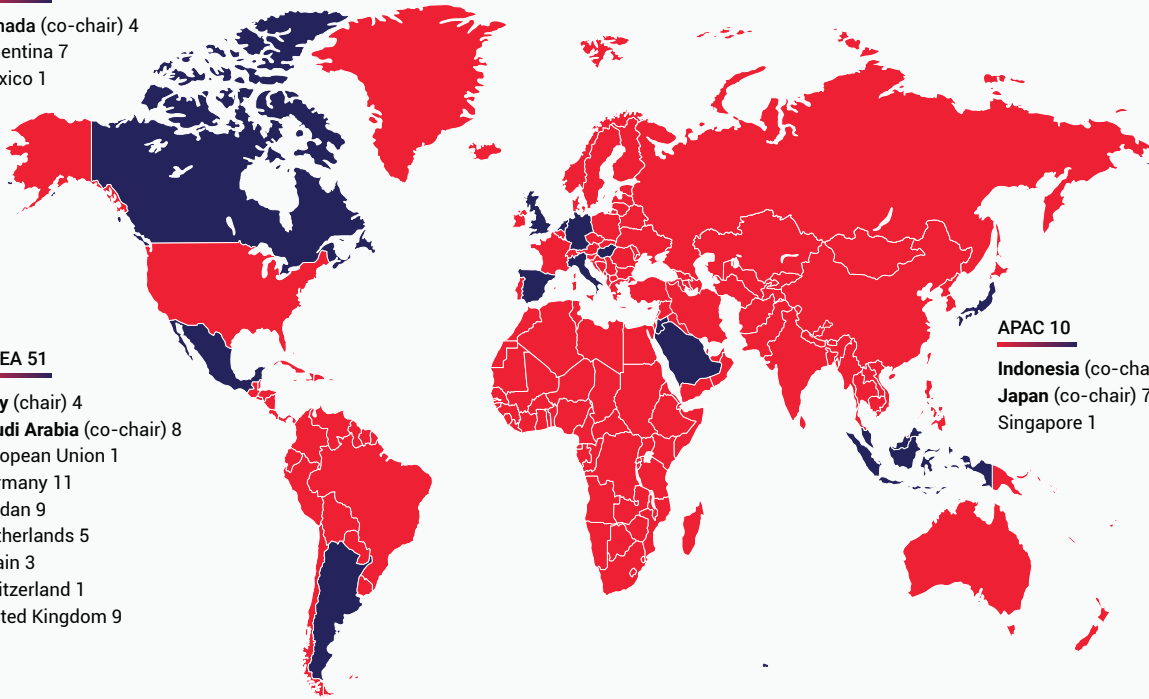
Canada (co-chair) 4
Argentina 7
Mexico 1

EMEA 51

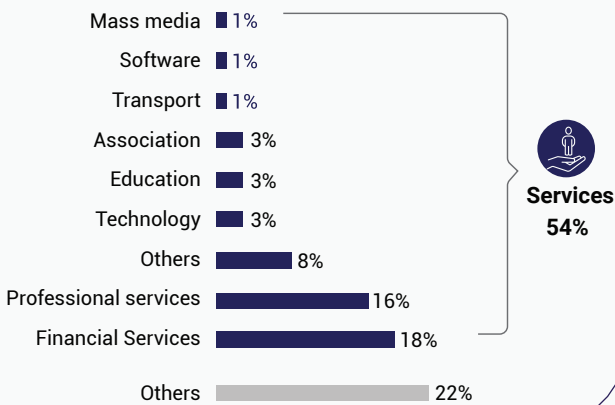
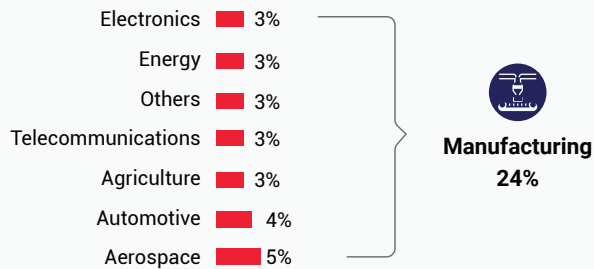
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Germany 11
Jordan 9
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Spain 3
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APAC 10

Indonesia (co-chair) 2
Japan (co-chair) 7
Singapore 1

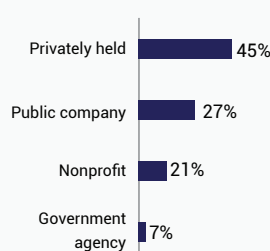


REPRESENTED INDUSTRIES

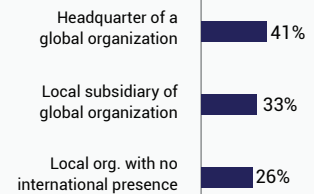


COMPANY TYPE

Type of ownership

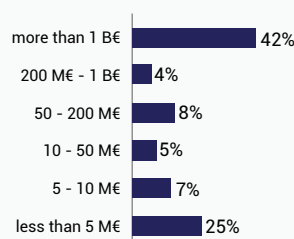


Type of subsidiary

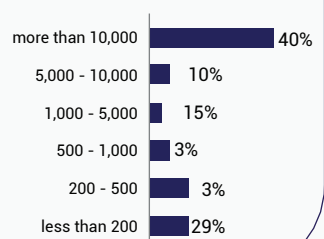


COMPANY SIZE

Global sales

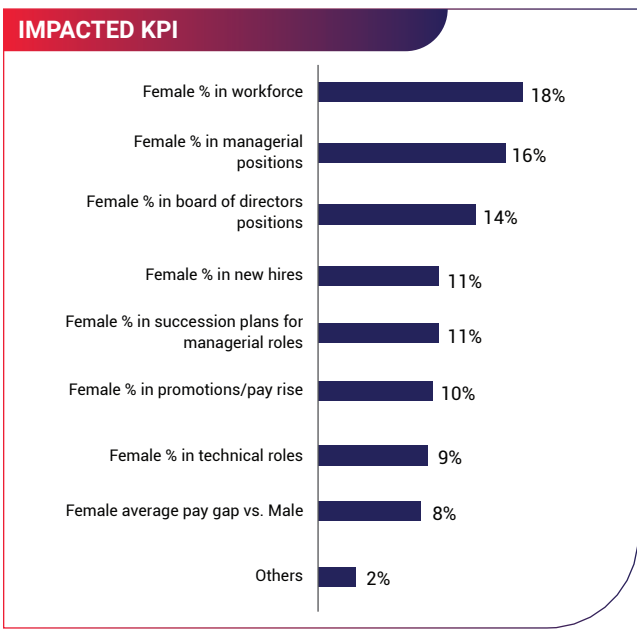
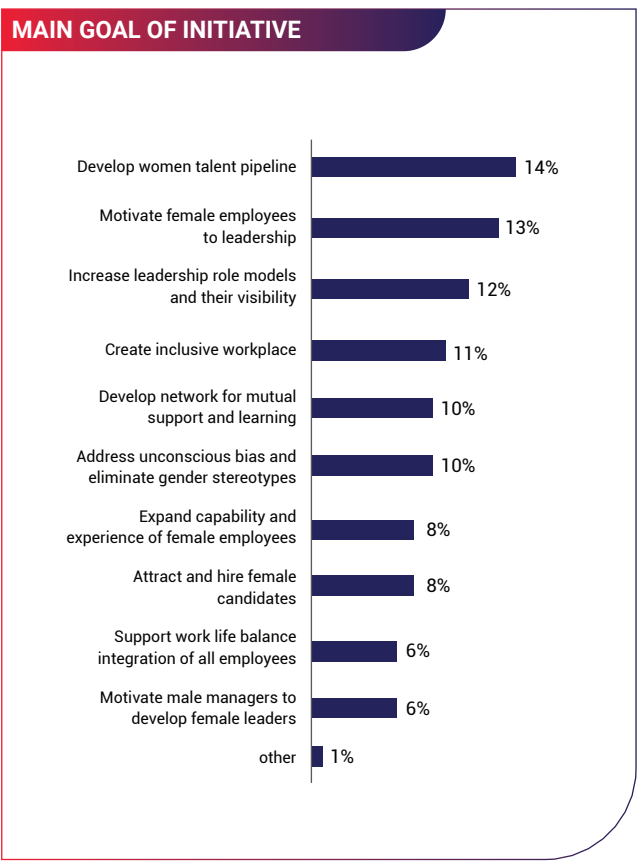
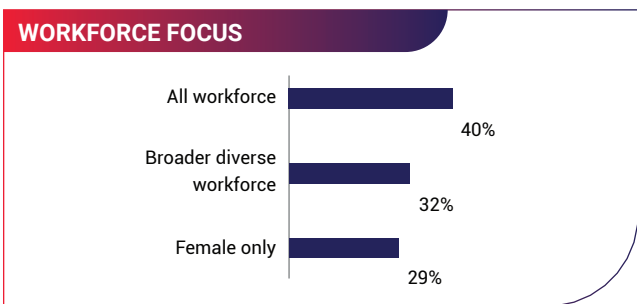
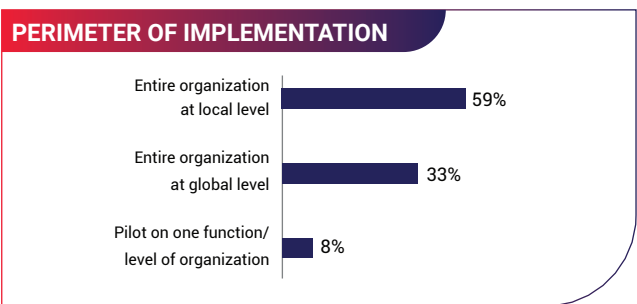
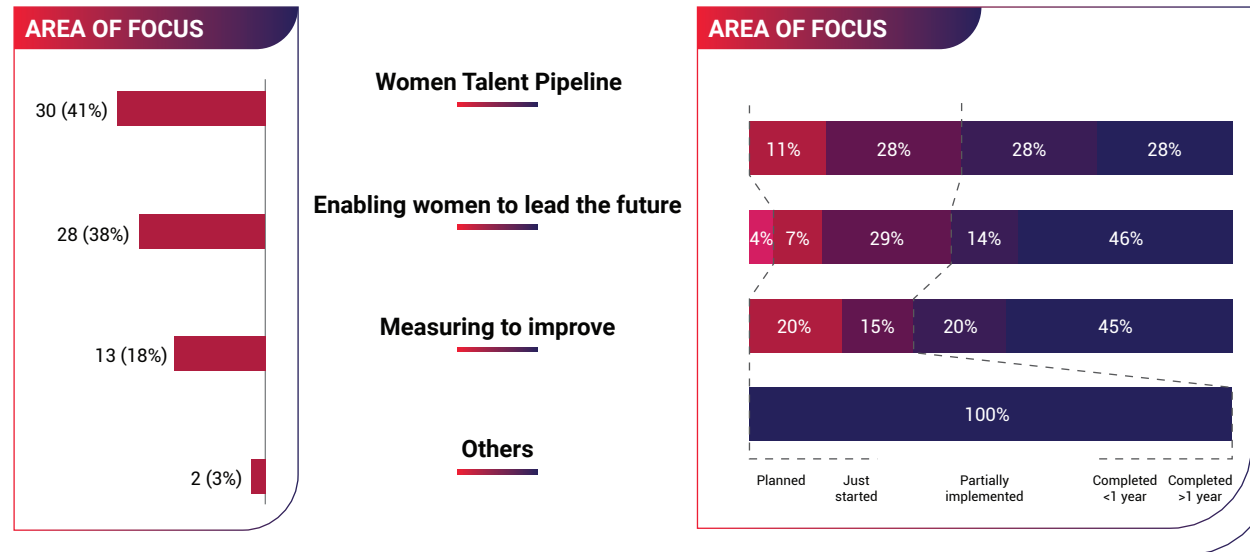


of global employees¹



GENERAL OVERVIEW OF BEST PRACTICES

73 Best practices in 3 areas of focus

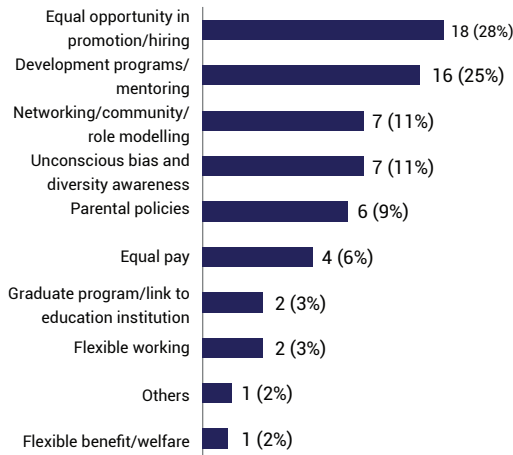


Female representation in leadership: A majority of organization are focusing on increasing the number of females in the workforce and leadership positions, therefore initiatives are directed to develop the women talent pipeline and motivate female employees to leadership

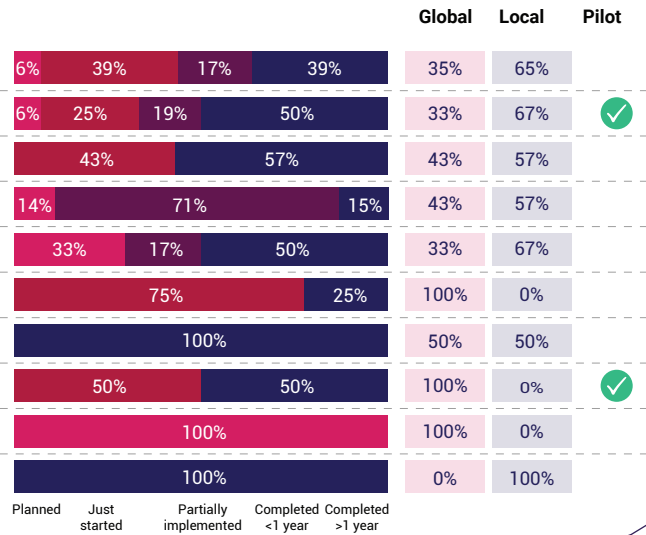
Women Talent Pipeline

30 Best practices (41 %)

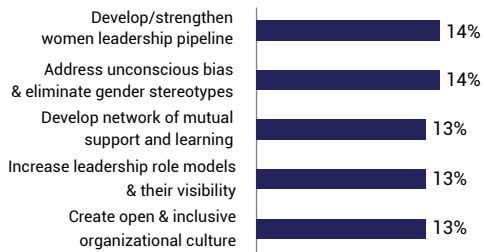
Initiatives launched



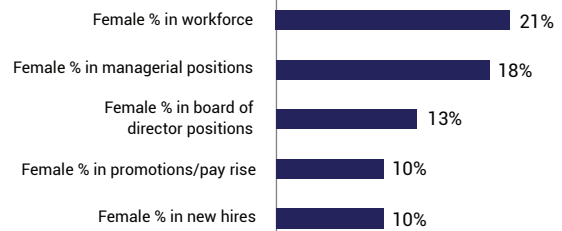
Level of implementation



TOP 5 MAIN GOALS



TOP 5 KPIS

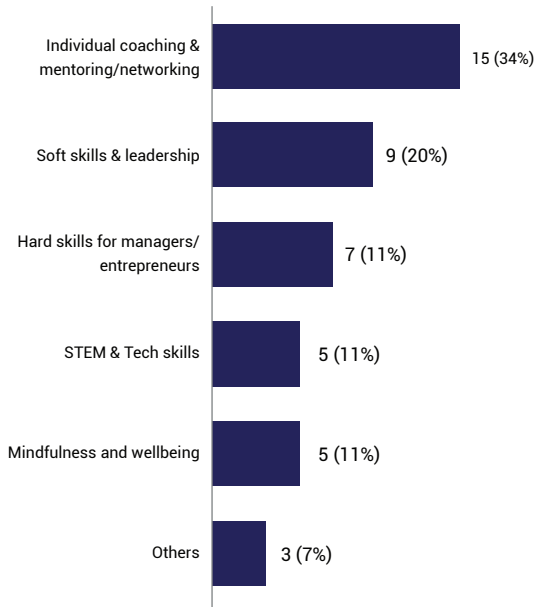


Ensuring equal representation across the career life cycle: Ensuing representation – through gender-sensitive hiring, transparent promotion, and representation of women's issues in leadership level – is key to increasing the number of women in the workforce and help them succeed to managerial and BoD positions

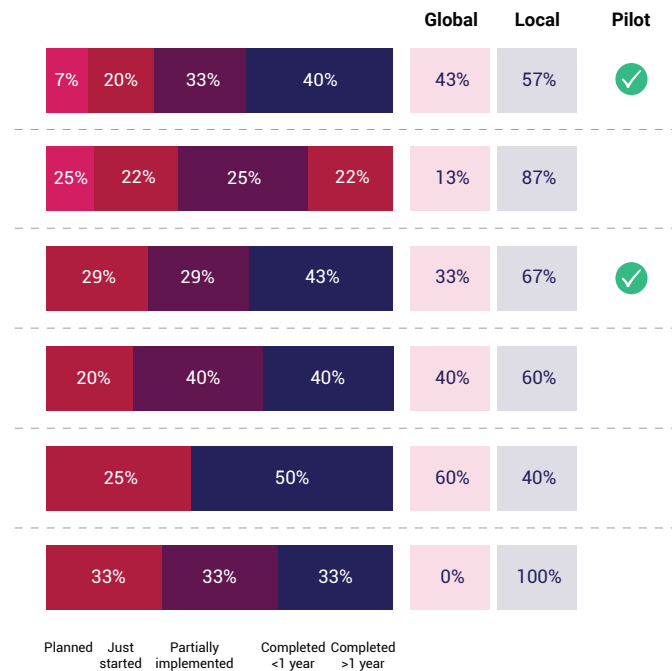
Enabling women to lead the future

28 Best practices (38 %)

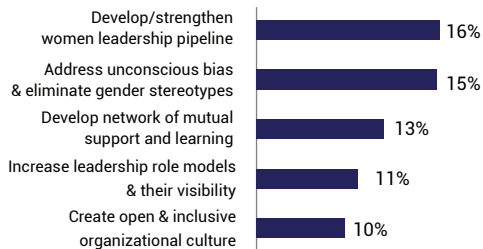
Initiatives launched



Level of implementation



TOP 5 MAIN GOALS



TOP 5 KPIS

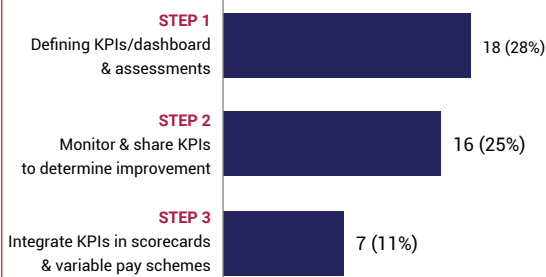


Equipping women with skills of the future: Conducting gender-sensitive training to upskill women in core soft skills and skills of the future (i.e., STEM and tech) is crucial to ensure women's roles in the future economy and workforce

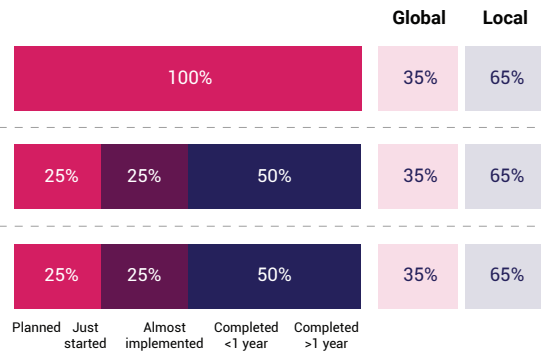
Measuring to improve

13 Best practices (18 %)

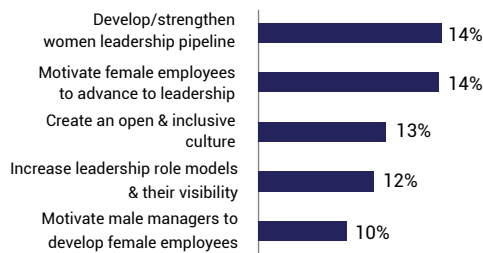
Initiatives launched



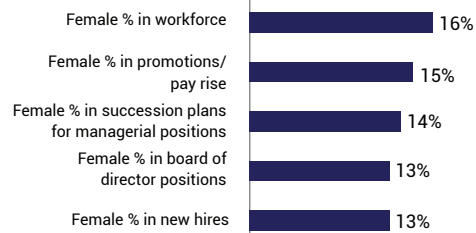
Level of implementation



TOP 5 MAIN GOALS



TOP 5 KPIS



Define KPIs/dashboards & assessments

Highlights from best practices: how to set the baseline

- Assess baseline of gender equality – conduct surveys, interviews, dialogue with women to identify gaps
- Define KPIs based on gaps & cross-reference with other material
- Build dashboards & monitoring systems

Most considered dimensions in assessments:

- **Composition of workforce** at each seniority level
- Equity in **hiring and promotion**
- Equity in talent management and **succession plans**
- Gender equality and **unconscious bias training**
- **Pay equity**
- Number of **support policies in place** for women
- **Psychological safety** of women in the workplace
- **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

Monitor & share KPIs to define improvement actions

Highlights from best practices: how to monitor and share KPIs

- **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**
- **Publish best practices** within industry/company to highlight positive examples
- **Align KPIs with managers/recruiters** to ensure gender parity in training, hiring, and education
- Establish **company policy paper** containing goals surrounding women KPIs and adhere to the goals

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 assessments:

- **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**
- **Leadership and people development** capability (for managers)

Key Findings and Insights: Best Practices

The G20 EMPOWER 2022 Playbook is a collection of company-implemented initiatives enhanced with a series of interviews conducted with selected representatives and advocates.

Highlighting some common features and trends, 73 of the 87 best practices submitted have been included in the analysis with the remaining 14 listed in the “Additional Best Practices” section. Continuing the focal points of the 2021 Playbook, the best practices are assigned to the area of focus that they best represent:

- **Measuring to improve:** 13 best practices (18%) focusing on how businesses track progress, set goals, and monitor trends in the advancement of women in leadership roles
- **Building and nourishing an efficient and sustainable women talent pipeline** (“Women talent pipeline”): 30 best practices (41%) focusing on how diversity, equity, and inclusion policies can be enablers to address and overcome systemic barriers to the advancement of women – shifting organizational and social culture and values
- **Enabling women to lead the future:** 28 best practices (38%) 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.

2 (3%) best practices are classified as “Others” as the practices support women empowerment in general rather than focusing on one of the three axes.

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

Measuring to improve: The G20 EMPOWER Alliance agrees that measurement is critical in providing a baseline – assess the situation, set targets, pinpoint areas of focus, and assign ownership to organizations/functions in advancing women's empowerment. The G20 EMPOWER 2022 Indonesia Presidency further advances this area of focus by emphasizing the accountability for implementation.

A BCG survey on diversity and inclusion (D&I) measures **“metrics and tracking”** is one of the three factors that need to be carefully considered to implement right (the other two being **“leadership commitment”** and **“tailored actions to create change”**), which is just as important as choosing which initiatives to adopt. Top performing firms set clear, measurable goals, track success over time, and disclose it publicly to promote transparency and spur change.

¹ BCG publication [“Fixing the flawed approach to Diversity”](#), January 2019, based on BCG Global Diversity Survey 2018, surveying 16,500 people worldwide

Still, similar to observations made last year, **measuring to improve** is the least frequent (18%) area of focus for best practices, though it has the highest level of implementation (69% already completed, more than 2021 Playbook's of 63%). This should be the first fundamental step to be implemented. The remaining 31% of the Measuring to improve best practices are just starting their implementation, hence we can expect more clarity and transparency at organizations on their baseline of women empowerment in the coming years.

Organizations tend to take a comprehensive view in their metrics measurement. **62%** of Measuring to improve best practices are **targeted to entire workforces**, compared to 47% in Women talent pipeline and 25% in Enabling women to lead the future.

The Measuring to improve area of focus encompasses three types of best practices:

- Practices that **define KPIs and dashboards to monitor them over time** – 1 of 13 (8%) best practices in this area of focus
- Practices on **communicate KPIs internally to inspire change** – 8 of 13 (62%) best practices in this area of focus
- Practices that **include KPIs in employee performance scorecards**, particularly those at a management level, impacting directly their variable pay – 4 of 13 (31%) best practices in this area of focus

Echoing the points from 2021 Playbook, among the best practices that share an assessment framework, the most common dimensions considered are:

- **Composition of workforce** at each seniority level
- Equity in **hiring and promotion**
- Equity in talent management and **succession plans**
- Gender equality and **unconscious bias training**
- **Pay equity**
- Number of **support policies in place for women**
- **Psychological safety** of women in the workplace
- **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

These dimensions are frequently taken into account in an organization's efforts to improve the pipeline for female leaders, encourage female employees to advance to leadership positions, and foster an open and inclusive culture, bringing transparency and providing a springboard for other aspects of women's empowerment.

Companies can monitor KPIs internally by department, function, or country and make each function accountable for its own results, encouraging it to take improvement actions. An example of this is a company that assigns KPI to multiple, staggered levels in their organizations (assign KPIs at the managerial level, aggregated at department head level, aggregated at country level), followed by target setting tailored to each individual organization's inherent needs and challenges regarding women's empowerment, followed by quarterly/timely tracking and refinement of targets, accompanied by programs to achieve them.

According to a BCG report², 40% of S&P 500 firms talk about diversity on earnings calls, demonstrating the value of reviewing accomplishments and connecting them to overall strategy. To emphasize accomplishments and pinpoint potential areas for growth, a company must establish accountability and publish its goals, plans for achieving the goals, and successful results.

Externally, a company can either pledge to an organizational, industrial, or global goal to show commitment or adhere to a more formal monitoring. Another option to compel even more accountability is external certification from a national board or industry organizations. Additionally, certification from outside organizations can be utilized as a starting point for comparing an organization to other organizations of a similar nature in order to determine how far it should and can push its efforts in the direction of women's empowerment.

Similar to 2021, more and more companies have realized that including equity KPIs in employee scorecards is a good example of promoting employee commitment to diversity and align behaviors with D&I goals. This practice is more common among global organizations as their efforts in women's empowerment are often more advanced than those of local/single country organizations.

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.

² BCG publication "Rethink & Broaden Diversity, Equity, and Inclusion to Create A Competitive Advantage", March 2022

With 30 out of 73 (41%) best practices submitted, Women talent pipeline is the most common area of focus across all organizations, showing the importance and high emphasis organizations put in on women talent.

Among the 30 best practices, nine different types of measures have been identified. This is further classified into three groups, per BCG research³: **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).

Back-to-basics measures are indeed the most widespread type of initiatives, with 39% of the Women talent pipeline initiatives covering equal opportunity in promotion/hiring (quotas in candidate shortlists or in succession planning, 28%) and unconscious bias or diversity awareness (11%). While it is already a widespread type of initiatives, it is important to continuously finetune, adapt, and “do it right”, as “bias” and “lack of fair treatment of work” are two of the top three factors most correlated with retention risk during the Great Resignation⁴ (2021), per BCG publication.

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. Sample of this type of initiatives are the development programs and mentoring for women (16 best practices, 25%) as well as networking/community building/role modelling (7 best practices, 11%). Both of these best practices have high level of implementation (69% and 57%, respectively) and good pipeline for future implementation (6% just started development programs, 25% and 43% almost/partially implemented development programs and networking, respectively).

Last year’s Playbook indicated parental policy as one of the most implemented, yet less implemented, **hidden gems**. Parental policy is featured in 6 (9%) best practices in our sample this year, with 50% indicating implementation completion; yet few (8% from Playbook 2021, none from Playbook 2022) indicate early-stage planning of the parental policy initiative. Parental policy is also commonly combined with flexible benefits or welfare programs, but few of those type of best practices (3% and 2%, respectively) is commonly found this year.

Equal pay policies are very minorly (6%) featured in this year’s set of practices and are still in the early stage of implementation (75% partially implemented). This type of initiative is also more common in global organizations as many of them are realizing that it is challenging but beneficial to have a diverse workforce.

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

⁴ BCG publication “[Rethink & Broaden Diversity, Equity, and Inclusion to Create A Competitive Advantage](#)”, March 2022

Another less featured best practice, graduate programs or programs linked to educational institutions (3%), can also be classified as a back-to-basics measure which can help organizations boost the capability and capacity of their women talent pipelines.

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.

28 best practices (38%) are submitted this year on enabling women to lead the future. A majority of them feature initiatives to coach or mentor individually (15 best practices, 34%) or develop soft skills and leadership skills (9 best practices, 20%).

Individual coaching is gaining tractions this year, with more practices featured compared to in Playbook 2021. This indicates the growing importance and emphasis put on tailoring the development on one's needs as well as building a personal connection.

Similar emphasis was made in Playbook 2021 on the **importance of soft skills and leadership skills**. It is acknowledged that men and women lead in various ways. Women are considerably better at being kind, willing to listen, and forthright when interacting with others—skills crucial in the post-COVID era. Other abilities, including the confidence to step outside of their comfort zone, take on challenges, and the pride to put forth and defend their own ideas, are ones that women should continue to develop. Knowing that, it is the complementarity of men and women that generates the winning recipe, **leadership and skill-building programs should focus on strengthening the skills that women need to lead rather than trying to make them more like men**.

The 2021 Playbook and 2022 Playbook interviews often found women's insecurity may stop them from taking any role they do not 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. **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. In addition, spotlighting women in the managerial or leadership role may provide a recognition of one's talent as well as signal one's competence, so as to boost women's confidence in taking advanced roles.

This year, only few (5 best practices, 11%) best practices related to **improvement of STEM skills** are submitted, despite being important. This is possibly due to the demographics of the companies submitting best practices this year – with only 3% in electronics, 3% in technology, and 1% in software – and may not necessarily indicate whether organizations are putting less importance on STEM skills.

Organizations may also look into extending their support on enabling women to lead to SMEs, given their key involvement in the society and contribution to organizations'

operations. Possible support to women leading SMEs can be in the form of core business support (support in women-led/women-owned SMEs' operations, such as extending business lending/funding policies) or policy development support (support in advancing leadership in women-led/women-owned SMEs through establishment of supportive policies to women in workplace). Playbook 2022 features two initiatives on empowering women to lead SMEs.

As noted in the 2021 Playbook, beyond learning from others, 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) to leadership positions:

1. **Define KPIs** to evaluate the starting point and track progress; provide leaders clear ownership to set goals, create programs, and modify them in response to the measures' successes.
2. **Define the policies and initiatives** that more effectively address the needs of employees by considering the unique requirements that every employee might have. This is accomplished through developing an active, two-way relationship with organization's personnel, collecting feedback on initiatives positively responded and what they think organizations can do better.
3. **Frequently review policies to adjust and improve**, especially for the courses that teach skills that could change quickly in the near future, and to make them adaptable to any new or different requirements that might emerge.

Building on this last point, *"a system built for yesterday's homogeneous workforce cannot successfully serve a new and diverse generation."*⁵ As "women" is also a diverse group with a range of needs and objectives, it is necessary to reconsider and constantly fine-tune D&I policies. It is important to design D&I solutions based on a comprehensive understanding of the individual (demography, context, attitudes, or emotional needs). We hope the best practices shared and lessons learned featured have been proven beneficial to the audience. We can take the key highlights on others' experience and take them to tailor our own approach in advancing women towards leadership. Only through shared learning experience can we expedite the amount of time required to achieve gender parity.

We hope the best practices shared and lessons learned featured have proven beneficial to the audience. We can take the key highlights from others' experience to tailor our own approach in advancing women towards leadership. Only through shared learning experience can we expedite gender parity.

⁵ BCG publication "Rethink & Broaden Diversity, Equity, and Inclusion to Create A Competitive Advantage", March 2022



Argentina

Accenture - Women Equality Program

General Information		Impacted KPI's	
Country Argentina Type of Company Privately Held Industry Services - Professional Services Sales More than 1 B€	Type of Organization Local Subsidiary of Global Organization	% 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"> Female-led SMEs or female entrepreneurs accessing to collaterals (on total SMEs assisted) Female-led SMEs or female entrepreneurs in having access to the collateral market (on total female led SMEs assisted) 	



Employees
More than 10,000



Focus on
Address unconscious bias and eliminate gender stereotypes



Level of Implementation
5 Completed (More Than a 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/intergration of all employees
- 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:

Broader diverse workforce

Quantitative Initiative:

Ongoing initiative, with ideation and improvements every year. In 2019, 46.9% of our employees were women. Today, of our 11,500 employees, 52% are women and we have 53.2% parity in our executive team.

Learning/Insight:

Now that every business is becoming a digital one, more women need to be comfortable with the use of Technology to have strong roles and promote change. We are thrilled to see we can help all out generations to build a career in technology. We see the opportunity, we develop, we empower, and we build successful career stories for women. Having the right environment is key, which means that people can come to work, and they can be themselves. We make sure that the great diversity of our workforce is reflected in our leadership board, where everybody has a voice and is heard. Mentoring and development help women rise together – increase collaboration, gain leadership skills.

Extended/Detailed Description:

At Accenture, we continue to make extraordinary progress around gender equity. We have set bold targets to achieve 50/50 gender-balanced workforce by 2025 globally. In Argentina, we have already surpassed our goal since 2020. Today, of our 11,500 employees, 52% are women and we have 53.2% parity in our executive team. These numbers reflect the significant progress we have made in ensuring that gender equity is a priority Women Equality Program. A strategic program comprised of distinct key axes that underpin our commitment to equity - these are: Talent Creation, Experience & Engagement and Career Growth. Our talent goes through an experience of meaningful connection, learning and growing together through a high-level development program that allow us to empower their leadership, build and strengthen their networks, reinforce their career growth, and help them develop a high sense of belonging. We build a multilevel mentoring network generating a growth chain and making visible the role and talent of each woman in their different roles. Thus, we ensure that women are occupying the role that best aligns with their preferences and aptitudes, with the right mentor and project, to promote their professional development and their participation in challenging projects that could arise. Talent Creation through TechnoSHE encouraging more women to get closer to technology. It is the first 100%BONIFIED training program in technology, exclusively for women who want to be part of the future. All women who complete the training are offered a job. "TechnoShe Scholarships", 30 university scholarships for women students of careers related to technology at public universities, which in addition to receiving financial support, each student gets a mentor to accompany her in her career. In 2021, together with Digital House, Mercado Libre and Globant, we provided scholarships to 50 women in the Certified Tech Developer Program. Our inclusion strategy also includes the +45 community that wishes to re-enter the labor market. We have bootcamps and academies where we train them with different technologies for free and for those who pass we extend a job offer. What is more, we have digital marketing campaigns, including topics on how to enhance our culture of equality of our female collaborators (cis and trans) in technology, breaking the schemes and myths of society by highlighting their skills and abilities. All the above always ensuring spaces free of bias, creating a culture of equality where everyone contributes to advance and flourish. The benefits support different family styles, mothers, fathers, co-parenting:

- Since 2015, moms have 5 months of paid maternity leave.
- Adoption leave: consists of 120 calendar days from the granting of guardianship.
- Same gender couples, working at Accenture, the primary caregiver would have 5 months paid leave and the secondary caregiver two months paid leave.

Our program is an umbrella of opportunities that go together with the cycle of integration and development experience - where the training and opportunities don't end, where the authenticity of each person, allows us to deliver on our promise of technology and human wit.



Argentina

BBVA Argentina - Promoting Female Talent and #BTechWomen

General Information		Impacted KPI's	
Country Argentina Type of Company Privately Held Industry Services - Financial Services Sales 200 M€ - 1 B€	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
5,000 -10,000



Focus on
Enabling Women to Lead
The Future



Level of Implementation
2 (Just Started)

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

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

Female % in workforce: from (27%) in 2020 to (30%) in 2022 - managerial positions.

Learning/Insight:

The digital transformation implies a great challenge: reconversion of structures and profiles, understanding that we are facing the employment of the future and the mindset of new professionals. At BBVA we feel that it is not possible to accomplish this change without a gender perspective, because diversity and gender parity are essential to move forward.

Extended/Detailed Description:

In 2020, all the countries in the BBVA Group projected a four-year horizon regarding gender parity. BBVA Argentina defined its KPIs segmented by position, showing an annual progression around "stock" and "flow", two metrics that provide information on the state of affairs at a specific moment and on its mobility, respectively. Within the framework of this initiative, a monitoring dashboard was created which displays the data from each department. Also we start a diagnosis in many levels of the organization using different tools to know the barriers we might have and find the way to solve them. In line with the transformation towards the digital world that the Bank is promoting, the Engineering Department was identified as a priority starting point in the design of specific actions for gender parity. Different worklines were established, which include the creation of a network of ambassadors, selective training programs for the development of leadership skills and a variety of alliances to attract female talent. Regarding the network of ambassadors, the objective of the initiative is twofold: on the one hand, it aims to promote and give visibility, both internally and externally, to the great technological female talent that exists within the organization. It is intended that this network can be a reference for BBVA female colleagues, for other women linked to technology, and for future generations, so they can see how the ambassadors are an example to follow regarding labor decisions. On the other hand, it functions as a nodal point for promoting the employer branding, positioning BBVA as a model Organization. In relation to the selective actions for women's development and specialization in technology, some agreements were made between Learning and Diversity & Inclusion areas: we hired groups of tech trainees and established hubs to accelerate their development as programmers. Also we established a 50%-50% of women in BBVA leadership programs and prioritize women in STEM positions. We made a partnership with a specialized and recognized organization to work together in gender issues, for example we include actual tech women leaders in its leadership program and create a special in house one, to promote leadership skills in initial tech positions. These will allow the detection of potential talents with the skills' reconversion which is natural to the financial industry transformation, and in turn, accelerate the development of those profiles that count with some basic knowledge. We continue working hard to understand and detect how biases influence our talent decisions. We created learning material such as videos, podcasts and conferences with specialists and we encourage people to learn more about it, especially leaders, who have the responsibility to be objective in all talent decisions. Finally, regarding the recruitment of female STEM talent, we were managing alliances with specialized NGOs that give access to their network of graduates to execute searches for specific profiles. In line with this action, BBVA Argentina offers a differential fee to its outsourced selection team each time it achieves the incorporation of female STEM talent.



Argentina

CORTEVA AGRISCIENCE ARGENTINA SRL - Talenta Program

General Information		Impacted KPI's	
Country Argentina	Type of Organization Local Subsidiary of Global Organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Agriculture		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's: <ul style="list-style-type: none"> Women capability - 61% of Training participant completed the entire course indirect impact estimated in 500 people on the communication where they developed their project 	



Employees
500 - 1,000



Focus on
Enabling Women to Lead The Future



Level of Implementation
4 (Completed) - Less than a year

INITIATIVE DESCRIPTION:

Main Goals:

- Offer visibility and public recognition at the national level based on labor carried out by women in the agro-industry.
- Offer a financial and professional training program for innovative women in agriculture, founded by Corteva Agriscience.
- Help develop management skills, new abilities to be able to develop, modernize and improve life in the communities where women work.

- Facilitate the implementation of the best business plans in order to motivate participants through awards for the best business proposals.

Perimeter of Implementation:

Entire organization at Global Level

Workforce Focus:

All workforce

Quantitative Initiative:

As 2021 was the first edition, the results indicated above will be the baseline to work in next editions.

Learning/Insight:

The program had great acceptance in the community, exceeding the original expectations (first estimation 30 participants, final audience 51) Training on the topics proposed to empower women and take their businesses to the next level was highly valued as it helped to develop new skills. Networking with women from all over the country, sharing experiences and learning was an important output of this experience. Corteva will provide the space to maintain this net in contact. Additionally, Corteva will explore opportunities to enhance the training and development contents, considering the level of maturity of projects forward.

Extended/Detailed Description:

Corteva carried out a global research study on the way of life and the difficulties suffered by 4,200 rural women from 17 countries that belong to 5 different regions of the world. The study showed that both training and education are the main needs of women to eliminate the obstacles of gender inequality. Corteva designed the TalentA initiative that highlights the role that women play in rural areas and supports them in the development of innovative projects.

The program was opened to Rural women to present their project following specific conditions:

- Should be led by a rural woman,
- Should be focused on the socio-economic and environmental impact,
- It should be innovative.

It would also help improve the community's quality of life and work for gender inclusion, diversity, and equity in the agro-industry, while fostering sustainable businesses

The awarded projects should receive:

- Financial assistance: Awards grants to the 3 best projects presented.
- Visibility: Promotion of the winning/participating projects and possibility of networking

All the participants will receive training sessions to provide tools to empower women to achieve their goals and professional development.

This includes financial tools, new agricultural technologies, business management, among other content for participating women growers. This program began in Spain in 2019 and was replicated in other countries, like Romania, Portugal, Italy, Ukraine, Chile and Russia to promote the commitment to enhance talent and female entrepreneurship in the agro-industrial environment, by detecting the potential offered in the territory and boosting local economy. In Argentina was successfully implemented in 2021 with more than 51 projects received by rural women.



Argentina

Fundación FLOR - Board Experience (BE)

General Information		Impacted KPI's	
Country Argentina	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Non-Profit		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales Less Than 5 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Enabling Women to Lead The Future



Level of Implementation
3 (Almost Implemented)

INITIATIVE DESCRIPTION:

Main Goals:

- Attract and hire female candidates
- 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:

Pilot on one function/level of organization

Workforce Focus:

Female Only

Quantitative Initiative:

The program is going to start being implemented on July 2022 and we expect the first “business cases” by the end of the year.

Learning/Insight:

Board Experience seeks to directly impact statistics relating to women’s position on a board of directors, causing an immense impact. As a first step, we verified that there are many organizations with the necessity and disposition to support diversity in their board of directors; we also found a grand pool of professional profiles from dedicated and capable women to occupy those positions. With this indicated, we strive to be the point of connection between these two realities and become sponsors for women in our network, so that they can gain access to other organizations and transform society, planting the seeds for future success.

Extended/Detailed Description:

According to Egon Zenhder’s 2020 Diversity Tracker, only 23.3% of Board seats globally are held by women. Moreover, oftentimes when this subject is debated, many organizations refer to women’s lack of board experience as an insurmountable problem. This creates a paradox where women can’t access boards due to a lack of experience yet are unable to achieve this experience. Thus, we launched the Board Experience Program (BE) in 2022 as a solution to this paradox.

Board Experience aims to bring diversity to the highest level of all organizations, from NGOs to large private companies, with us requesting, for no cost, a temporary internship on their Boards for FLOR’s network of professional women that have graduated from our “Mujeres en Decisión” (MED) Program.

MED is an executive program that prepares women in Organizational Governance with a gendered perspective, providing them with personal and professional tools to develop their careers and attain top-level positions. The participants perfect their leadership, negotiation, personal branding, understanding of corporate responsibility, ethics, compliance, and other key abilities to integrate themselves into high spheres of company decision-making.

In Board Experience, the objective is to foster a legal collaboration with different organizations and provide them with interesting candidates that can be interviewed. From these profiles, they can select a temporary member, enriching the decision-making process with a new and diverse perspective.

Organizations receive the opportunity to be known as BE Champions of our Foundation, improve their governance practices to support diversity, and develop a more inclusive vision with responsible leadership.

Meanwhile, our more than 600 MED graduates have the chance to making real-life experiences on Boards, providing a highlight for their resume. We provide the opportunity to expand their connections and networks to have a better understanding of the effort, knowledge, and responsibility of these kinds of requirements.



Argentina

Globant - Women that Build

General Information		Impacted KPI's	
Country Argentina Type of Company Public Company Industry Services - Professional Services Sales 50 - 200 M€	Type of Organization Headquarter of a Global Organization	% 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"> Female % in succession plans for managerial positions 	



Employees
More Than 10,000



Focus on
Enabling Women to Lead The Future



Level of Implementation
3 (Almost 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
- 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
- Reduce the gender gap in the technology industry

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

At our organization and across the technology industry, we're inspiring a genuine, core belief that women belong in technology. With each initiative in our Women that Build program, we have successfully reached women and non-binary people of different backgrounds to help inspire them to pursue technology and build their technology skills, leading to the improvement of overall gender equality globally. We have helped inspire more than 10,000 women in the last three years in Latin America and India; recognized 30 winners and awarded 40+ scholarships through our women awards program; created events and training to foster inclusive perspectives in 35+ technology communities; awarded 3,500+ scholarships through 76 educational initiatives; had 48% of women on our payroll participate in leadership training; accelerated 30% women-led startups through our accelerator fund; led 100+ hours of inclusivity training; had 12,500+ participants in our diversity and inclusion training, and more.

Learning/Insight:

The sustainability of Women That Build is a contemplated advantage, since we have the capacity to continue investing human, technical and budgetary resources to improve the strategies for the accompaniment of women, which go hand in hand with Globant's growth every year. However, the biggest challenge is to be able to scale the program without losing focus on the primary objective: to impact women positively so that they continue to develop in the IT industry. The customization of future experiences has to go hand in hand with the expansion of the initiatives in more countries to give visibility to women whose profiles match our culture. Therefore, the identification of opportunities for improvement is a consequence of a collective work between Globant and the participants, whose feedback is essential for the future of the program.

Extended/Detailed Description:

The organization wanted to create a program which would put into action its values around fostering diversity and inclusion and reducing the gender gap, specifically in the technology industry. In response, it created the "Women that Build" program, which groups together several initiatives – including an original awards program recognizing women in technology; webinars by and for women; education, mentorship and training programs designed to engage women in technology from all backgrounds and geographies; financial and volunteer support for women from vulnerable communities; and public goals designed to increase hiring of women. The overall objective of the Women that Build program was to create a more inclusive technology community that women were inspired to join, and thrived once they got there.

Providing women with equal access to technology skills and careers – an area which has traditionally been regarded and staffed as a male-dominated space – is beneficial across geographies. Today, technology drives most of the world's changes, and in the past 20 years, technologies from social media networks to cryptocurrency have completely transformed our economy. Providing women, especially those from vulnerable communities, with in-demand technology skills helps give them access to traditionally well-paying, secure employment. It also helps ensure that technology solutions at some of the world's largest, most influential companies are created by diverse teams. As women continue to fight for diversity and inclusion across the broader workforce, the Women that Build program and its initiatives help provide them at all life stages with a continuous space for inspiration, confidence, support, and knowledge.

Thus, what started with a few solo programs has grown into a comprehensive program of initiatives that build off of each other to support girls and women at every stage of their lives, education and careers – from childhood to re-entering the workforce.

To create the programs which would make the strongest difference in increasing gender equality, we conducted original research of the major regions where our organization operated – including EMEA, Latin America, North America, and globally – to see what and where issues were impacting women and

non-binary people the most inside and outside of our organization. From there, we were able to get a better understanding of how we should create our program to make the biggest impact across different regions.

After several years of spearheading programs to support diverse and vulnerable communities, in 2020, we created the first edition of our Women that Build Awards. The same year we implemented regular scholarship programs to reduce pay gaps internally, held hundreds of unconscious bias trainings. So far we gave 3,500+ scholarships to young female coders, and set a public goal of having at least 50% of women and non-binary people in organization management by 2025. Since 2020, we've continued to scale what is now known as our Women that Build Program, creating impactful initiatives like "BIG," which helps women join or return to the technology industry, and regional partnerships to promote the development of girls and women in technology all over Latin America and India.



Argentina

LETIS S.A - Policy of Equal Employment, Salary and Opportunities

General Information		Impacted KPI's	
Country Argentina Type of Company Privately Held Industry Services - Professional Services Sales 5-10 M€	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
2 (Just Started)

INITIATIVE DESCRIPTION:

Main Goals:

- 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:

All workforce

Quantitative Initiative:

-

Learning/Insight:

Internal Academy

Extended/Detailed Description:

LETIS S. A. a women owner company, develops since 1997, year in which the company was founded, a salary policy that aims the equality based in expertise, dedication and accomplished objectives. The salary offer has into account the leadership building, a balance of work of life and work and health care of LETIS members. The multicultural team allows the company members to learn from each other, in accordance to the team building policy.



Argentina

Resiliencia SGR - Women Access to Financial Collaterals Program

General Information		Impacted KPI's	
Country Argentina Type of Company Privately Held Industry Financial Services Sales Less Than 5 M€	Type of Organization Local Organization with no international presence	% 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"> Female-led SMEs or female entrepreneurs accessing to collaterals (on total SMEs assisted) Female-led SMEs or female entrepreneurs in having access to the collateral market (on total female led SMEs assisted) 	



Employees
Less Than 200



Focus on
Enabling Women to Lead The Future



Level of Implementation
5 (Completed) - More than a year

INITIATIVE DESCRIPTION:

Main Goals:

- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes

Perimeter of Implementation:

Entire organization at Local Level

Workforce Focus:

Broader diverse workforce

Quantitative Initiative:

Female-led SMEs or female entrepreneurs accessing to collaterals (on total SMEs assisted): Resiliencia reached 350 SMEs, being 149 led by women/female entrepreneurs (42%) Female-led SMEs or female entrepreneurs in having access to the collateral market (on total SMEs assisted): 114 out of the 149 female (75%) led SMEs/entrepreneurs are new in the market of financial collaterals.

Learning/Insight:

There is no debate that when the number of women included and inserted in the financial system increases, economies explode. Providing equitable access to a full range of needs-based financial services (savings, credit, insurance, payments, collateral, etc) coupled with access to quality financial education results in the social and economic empowerment of countless women. As involved, the amount and effectiveness of policies and products on this topic need to be improved. Gender equality is not only a positive force but also imperative for a successful business, making the effect of these policies and products essential and ever-growing.

Extended/Detailed Description:

More than 40% of women worldwide exist outside of the financial system. A high proportion of women are self-employed as well, and often lack professional advisory to fulfill their dreams or grow their business. Due to a lack of credit history, women are more frequently denied loans and pay higher interest rates. According to the Global Findex from World Bank, only 11% of Latin-American women have received a loan, while this figure is upwards of 50% for OECD countries. It is clear that women need to be given access to financial services, whether that be through financial advisory or warrants.

Resiliencia is a Mutual Guarantee Company (MGC) prioritizing small and medium enterprises (SMEs) and entrepreneurs that exhibit diversity and social responsibility. Whether it be for the composition of the enterprise's own workforce or for its larger purpose and impact, Resiliencia not only provides collateral but also acts as the "CFO" for its clients. It believes that financial inclusion is a means of achieving economic development and, ultimately, the social inclusion of marginalized groups: women, people of color, people with disabilities, and elderly people, among others.

MGCs are a unique type of commercial society that have the goal of including SMEs and entrepreneurs in the realm of finances by providing them with collateral and financial advisory. In Argentina, this kind of company is regulated by Law 24.467.

MGCs are composed of two kinds of partners: 1) Participant Partners, who receive the collateral and SMEs, and can be an individual or a company, and 2) Protective Partners, which can be an individual or an enterprise (national, foreign, public and private) who provide capital to the firm and to the MGC's Risk Fund.

Resiliencia does not provide the funds but rather secures them from either financial institutions, including loans from banks, or from the capital market. Female entrepreneurs and women-led SMEs thereby gain access to financing, technical assistance, negotiation skills to guard them against large suppliers, and advice on finances, law, accounting, taxes, and corporate governance. By reducing financial costs as well as lengthening terms for investment projects, they can advance their professional goals.

On the other hand, Protective Partners receive tax benefits, a return on their investment in the risk fund, and gratification from making a positive impact on women.

To achieve this objective, Resiliencia has negotiated with banks' special loans that feature better financial conditions for women, making it a pioneer for gender equity in the MGS, capital, and financial markets.



Canada

Linamar - Female Talent Pipeline

General Information		Impacted KPI's	
Country Canada	Type of Organization Headquarter of global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Manufacturing - Automotive		% in managerial roles	Other % KPI
Sales Globally > 1B €		Other impacted KPI's:	



Employees
Globally > 10,000



Focus on
Women talent pipeline



Level of Implementation
3 (Almost 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
- 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

Quantitative Initiative:

-

Learning/Insight:

-

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. G20 EMPOWER 332

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%. 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 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>



Canada

Manulife - Female Talent Pipeline

General Information		Impacted KPI's	
Country Canada	Type of Organization Headquarter of global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services - Financial		% in managerial roles	Other % KPI
Sales Globally > 1B €		Other impacted KPI's:	



Employees
Globally > 10,000



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 Global Level

Workforce Focus:

All workforce

Quantitative Initiative:

-

Learning/Insight:

-

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_2_020.pdf
G20 EMPOWER 335 RBC – Female T



Canada

RBC - Female Talent Pipeline

General Information		Impacted KPI's	
Country Canada	Type of Organization Headquarter of global organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services - Financial		% in managerial roles	Other % KPI
Sales Globally > 1B €		Other impacted KPI's:	



Employees
Globally > 10,000



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 localLevel

Workforce Focus:

All workforce

Quantitative Initiative:

-

Learning/Insight:

-

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." G20 EMPOWER 337

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



European Union

Hamburgen Hafen und Logistic AG (HHLA) - Diversity Management

General Information		Impacted KPI's	
Country European Union	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Public Company		Pay gap vs Male	% in BOD
Industry Services - Transportation		% in managerial roles	Other % KPI
Sales More Than 1 B€		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Women Talent Pipeline



Level of Implementation
3 (Almost Implemented)

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
- Address unconscious bias and eliminate gender stereotypes

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Learning/Insight:

-

Extended/Detailed Description:

Diversity management has been anchored in the strategic personnel management for several years. Hamburger Hafen und Logistik AG (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, 2021, the proportion of women in the first management level was 25% and in the second management level 25%. The proportion of women employed by HHLA in Germany (including trainees) was 15.7%, internationally it was at 21.7%. Among new recruitments in Germany, the share of women was 32.0% in 2021. 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.

In addition, various measures have been taken to promote equality at HHLA. For example, the topics of part-time, work-life balance and resilience were increasingly communicated and actively promoted via in-house seminars. Through these offers, HHLA shows its commitment, appreciation and recognition and at the same time promotes compatibility also in management positions. The simultaneous increase in the number of men working part-time shows that this offer opens up new options for all sexes and continues to make HHLA an attractive employer. In addition, mentoring and coaching measures have supported women in entering management positions as part of their career orientation. In a HHLA-offered, academic continuing education program, "Corporate MBA – Leadership & Supply Chain Management" in the years 2020-2021, a quota of 50% women and 50% men was realized for 12 participants.



Germany

AllBright Stiftung - AllBright Reports

General Information		Impacted KPI's	
Country Germany	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Other		% in managerial roles	Other % KPI
Sales Less Than 5M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
4 (Completed) - Less than a 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
- Increase leadership role-models and their visibility
- Create open and inclusive organizational culture
- Address unconscious bias and eliminate gender stereotypes

Perimeter of Implementation:

Entire organization at Global Level

Workforce Focus:

All workforce

Quantitative Initiative:

-

Learning/Insight:

Internal Academy

Extended/Detailed Description:

The Swedish-German AllBright Foundation is a politically independent non-profit organisation with headquarters in Stockholm and Berlin. The foundation works to promote more women and diversity in executive business positions. It focuses on equal career opportunities for men and women and better company results by diverse and modern management teams.

In our AllBright reports we monitor the proportion of women in management positions in listed companies. Our goal is to deliver data for a fact-driven, less emotional debate to speed up cultural change.

Every autumn, a report is published documenting the proportion of women on executive and supervisory boards of listed companies in Germany and Sweden. It contains a ranking of companies in terms of the proportion of women in leadership positions including a "green list" of companies with a balanced ratio of men and women in the top executive management, a "yellow list" of companies that have at least one woman but not yet a balanced team on the executive board and a "red list" of companies without a single woman on the board.

These lists give transparency and quick orientation: Which companies succeed best in taking female competence into account and which are thus particularly attractive for women and men who value an open and inclusive corporate culture?

Another recurrent part of the autumn report is an international comparison of the share of women on the executive boards in France, Germany, Poland, Sweden, UK and US – steadily showing how Germany lags behind.

Every spring, the foundation presents a report that looks closer into a certain aspect or cause of the low proportion of women in German top management. Some examples of previous topics: The "Thomas cycle" on boards, the power structures on supervisory boards that are responsible for recruiting executive managers and – most recently – the situation in family-owned companies. Thus, we draw attention to mechanisms that prevent women from reaching the top of companies and explain what needs to be done.

The AllBright reports are made with high awareness of how to present our findings so they actually reach a broader public. Briefness, reduction to the essential, a clear structure and a visually attractive design are key factors here. Also, we comment our findings in a concise, easy to grasp and straightforward editorial. As a result, for journalists and opinion leaders our reports have become a main source when it comes to the latest numbers and comments regarding the share of women on executive level.

Also in regard to sparking a debate within companies, these factors are important. We need to speak a language decision-makers can relate to. The higher the reach of our reports, the more pressure we put on companies, and we learned that pointing out single firms is an effective approach. Our rankings serve the purpose of "naming and shaming", but at the same time we are eager to highlight positive examples – which is highly appreciated by companies.

Find our reports and further information about the foundation here: www.allbright-stiftung.de.



Germany

Archer Daniels Midland (ADM) - Women Employee Resources Group

General Information		Impacted KPI's	
Country Germany	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Public Company		Pay gap vs Male	% in BOD
Industry Other		% in managerial roles	Other % KPI
Sales More Than 1B€		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Measuring to Improve



Level of Implementation
4 (Completed) - Less than a 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
- Expand capability and experience of female employees
- Create open and inclusive organizational culture
- Motivate male managers to develop female leaders
- Address unconscious bias and eliminate gender stereotypes

Perimeter of Implementation:

Entire organization at Global Level

Workforce Focus:

Broader diverse workforce

Quantitative Initiative:

-

Learning/Insight:

-

Extended/Detailed Description:

Women's Employee Resource Group (ERG) is a bottom-up movement led by ADM employees. The goal of the Women's ERG is to promote ADM's way to Gender Parity. Membership in, and Allyship for, the Women's ERG is open for all who support the goal of gender parity.

The Women's ERG provides a safe space allowing frank and open exchange of views and experiences - a space that enables networking across all boundaries, in an atmosphere of trust, encouragement, acceptance. The Women's ERG supports measures to help build an inclusive environment, including social engagement and colleague support.

The main fields of activity of the Women's ERG EMEA are based on 4 pillars

1. Platform to discuss topics to be tackled on the way to Gender Parity at ADM
2. Networking, community and allyship activities
3. Platform for personal and professional growth
4. Collaboration with departments and initiatives

In every region (EMEA, NA, LATAM and APAC) there is an active regional Women's ERG. The four Regional Women's ERGs collaborate with each other to align actions and initiatives on the global level. Senior Sponsors of the regional Women's ERGs are senior leaders, which is a strong signal that Gender Parity is supported by management.

Women's ERG collaborates with departments, especially HR, the regional DE&I Council, internal or external to ADM on a regional and local level to promote the goal of gender parity. Strategy and actions of the regional Women's ERGs are taken in the respective regional Executive Committees. Network of Country Ambassadors and other representatives cascades the initiatives to the local level and collects feedback and listens to the signals from the ground.

The Women's ERG organizes global, regional and local sessions to develop business knowledge and soft skills and offer various networking opportunities and remain in constant communication with its Members.

Representatives of the Women's ERG speak on regular basis with decision-makers and business teams to raise awareness with regard to Gender Parity.

HR teamed-up with Women's ERGs to implement a global mentoring program for Women.



Germany

EAF Berlin in cooperation with VW AG - Promoting Flexibility and Diversity

General Information		Impacted KPI's	
Country Germany Type of Company Private Industry Manufacturing - Automotive Sales Globally > 1B €	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Globally > 10,000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

- Supporting 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

Quantitative Initiative:

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:

- 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:

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. 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
Female employees *16% overall 11% in management positions 16%*
Level of Implementation Completed > 1 year
OTHER % KPI G20 EMPOWER 341
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.



Germany

FidAR - Frauen in die Aufsichtsräte e.V - Women on Board Index (WoB-Index)

General Information		Impacted KPI's	
Country Germany	Type of Organization Local Organization with no international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Other		% in managerial roles	Other % KPI
Sales Less Than 5 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Increase the number of women on German

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

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 initiative. As a main result of our study it proofs that the legal gender quota law works well. All companies subject to the German Quota Law fulfill at least the 30 % Quota. Whereas target figures (soft quota) leave too much room for target "zero" for female representation.

Learning/Insight:

We must continue to advance gender equality. Our goal is parity forward.

Extended/Detailed Description:

FidAR was founded in 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.

Women on Board Index: The annual documentation of women on the supervisory and executive boards of the 185 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.



Germany

FPI Fair Pay Innovation Lab gGmbH - Universal Fair Pay Check

General Information		Impacted KPI's	
Country Germany	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Services -Other		% in managerial roles	Other % KPI
Sales Less Than 5 ME		Other impacted KPI's: • Close all pay gaps	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

- Certify organizations for fair pay
- Create open and inclusive organizational culture

Quantitative Initiative:

Close all pay gaps

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Learning/Insight:

-

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.



Germany

QUBIC - Transfer Competence Hospital - TransKok

General Information		Impacted KPI's	
Country Germany Type of Company Private Industry Other Sales Globally < 5M €	Type of Organization Local Organization with no international presence	% 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"> Female % in succession plans for managerial position 	



Employees
Locally < 200



Focus on
Women talent pipeline



Level of Implementation
3 (Almost 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 stereotype

- Create open and inclusive organizational culture

Perimeter of Implementation:

Entire organization at Local Level

Workforce Focus:

All workforce

Quantitative Initiative:

-

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-durchgleichstellungspolitik-im-krankenhaus/> (book for download)

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.





Germany

SAP SE - VaCANT: the internal Jobfair

General Information		Impacted KPI's	
Country Germany Type of Company Public Industry Services – Technology Sales Globally > 1B €	Type of Organization Headquarter of a Global Organization	% 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"> Female % in technical roles Female % in succession plans for managerial positions 	



Employees
Globally > 10.000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at Local Level

Workforce Focus:

Only Female

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

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. 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 Female employees 33% Level of Implementation Completed < 1 year % in managerial roles OTHER % KPI G20 EMPOWER 351 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 Female Talents visible, but also makes jobs visible in areas, where female are underrepresented.





Germany

Siemens AG - The Gender Equality Program

General Information		Impacted KPI's	
Country Germany Type of Company Privately Held Industry Manufacturing - Electronics Sales Less Than 5M€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Enabling Women to Lead The Future



Level of Implementation
4 (Completed) - Less than a 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
- Create open and inclusive organizational culture
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility

Perimeter of Implementation:

Entire organization at Global Level

Workforce Focus:

Broader diverse workforce

Quantitative Initiative:

-

Learning/Insight:

Through the clear commitment of the Siemens Managing Board, the ownership through the local CEOs in our different businesses and countries, the openly shared data insights, our clear commitments to progress and evidence-based metrics we observe a more fact-based, sustainable dialogue and integration of Gender Equity commitments throughout the organization. The Initiative is owned by the Global Chief Diversity Officer and coordinated through the Global DEI Office. From the people's side, experts from Data Analytics, Communications, Market Insights, Talent Acquisition, Recruiting, Monitoring & Reporting, Employer Branding, Succession Planning as well as all People Business Partners and all local people organizations are involved to drive the initiative. From the business side, this initiative is owned by the top 40 CEOs within our countries and businesses, accountable for business-led action and progress. Hence, bringing together the diversity of minds in an ecosystem of business and people teams was key to crafting the program. Further, there is a strong alignment of the Gender Equity Program to the overall company's transformation ambition and our sustainability goals. Our recommendations to get started:

- Involve the Community – start with an interdisciplinary team coming up with hypotheses on key challenges.
- Let Data be your Guide – prove/disprove hypotheses to identify structural challenges.
- Compare with the Market – get benchmark data to check if ambitions are realistic.
- Empower the Business – don't tell your CEOs what to do but provide real insights that empower them to take intrinsic motivated, business-lead actions on DEI they hold themselves accountable against.
- Just do it – Your measure is a no-regret-move when the data is factual. Regularly review data if you are still on the right track and adapt where needed.

Extended/Detailed Description:

At Siemens we strive to transform the everyday. Committing to this transformation means committing to diversity, equity and inclusion (DEI). Through a spirit of belonging we empower our people, finding untapped opportunities for everyone's growth. Today, at Siemens we put DEI at the forefront, as a truly integrated

business imperative. Our DEI strategy applies to all Siemens-affiliated companies globally and constitutes a 360-degree approach for all stakeholders – our customers, our suppliers, our investors, our people, and the societies we serve. We set clear ambitions to increase the diversity of our organization and hold ourselves publicly accountable. Most prominent of these is our commitment to achieve a 30% female share in Top Management by end of Fiscal Year 2025: The Gender Equity Program.

The Gender Equity Program

In the process of creating our Global DEI strategy, we took time to truly inspect where we are as a company on various diversity dimensions through external benchmarking and internal analysis. We decided to take a more intentional and focused approach to bridge our gaps more sustainably when it comes to Gender Equity at Siemens, relevant to over 240,000 employees worldwide. From there, we have launched the Gender Equity Program (GEP), which focuses on several key dimensions like attracting and promoting more people who identify as women, having clear data and insights available to key decision makers, and engaging the right decision makers like our country and business CEOs to activate the change locally.

As part of the GEP we took a series of measurable, global key actions, including:

- Increasing the share of women in Top Management positions to 30% until end 2025
- Hire "Better than market" for female individual contributors in business functions
- Promotion share of women into management levels matches share of women on individual contributor level
- Strengthening our inclusive working conditions such as flex-/part-time options offered for job postings in management in selected countries The GEP is applicable for Siemens globally, comprising all our businesses and functions across +160 countries. We have had more focused attention on 16 countries who account for +80% of our global workforce. To track the program's effectiveness, we implemented a global monitoring dashboard and made it accessible to all our global business leaders and HR community. We have established quarterly reporting on our progress to CEOs and the Managing Board members.

More information:

<https://new.siemens.com/global/en/company/sustainability/sustainability-figures.html#!/siemens/en/our-degree-framework/>

<https://new.siemens.com/global/en/company/sustainability/diversity.html>



Indonesia

Coca-Cola Euro Pacific Partners Indonesia - Female Warriors

General Information		Impacted KPI's	
Country Indonesia Type of Company Public Company Industry Manufacturing - Others Sales 10 - 50 M€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Women Talent Pipeline



Level of Implementation
5 Completed (More Than a 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
- Create open and inclusive organizational culture

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

- 29.6% female in management positions (2025 target at 40%)
- 11.6% female representation in overall workforce (2025 target at 14%)
- 200 female employees have joined Female Warrior
- 61% of Women Leading participants have been promoted/transferred to new roles
- 50% of Achieving Your Best Self (AYBS) participants have been promoted/transferred to new roles
- 58% of Female Acceleration and Empowerment (FACE) participants have been promoted/transferred to new roles

Learning/Insight:

Support from Leadership Team (i.e. Directors) both at country level and globally (i.e. Board of Directors) is a key success factor to our Female Warrior program. Their endorsement to the program, active participation either as speakers or mentors successfully attract many employees to participate as well as maintain continuity of the program. The design of the program also contributes to the success of the program – by creating impactful projects for the participants and designate them onto long-term responsibility, it maintains their active participations.

Extended/Detailed Description:

Over the couple years we have been working on improving the female representation with focus on frontline roles, developing female leaders with specific leadership development programs and engaging with establishing our community of 'female warriors'. Started in 2014, Female Warrior is a cross-functions, cross-operation platform that is established to strengthen female employees' communities in each operations (Extend), create collaboration amongst female employees CCEP Indonesia (Engage), and to continuously develop leadership capabilities to help advancing the career and capability of our female employees communities (Lead). Female Warrior serve its 'Lead' function through three programs, namely Female Acceleration and Empowerment (FACE), Achieving Your Best Self (AYBS), and Women Leading. FACE and AYBS are designed to increase self-awareness, strengthen confidence and grow leadership skills of the participants, of which is targeted at Superior level and Manager level, respectively. Meanwhile Women Leading focus more on helping the participants, who are at Senior Manager Level, to hit the road with their leadership capability. While designed as platforms for female employees to connect and share experiences, we also involve our male employees in the program, be it as mentors in one of the leadership trainings or as speakers in the community's events. This is imperative to our commitment to promote gender diversity in our workplace.

As of end 2021, more than 200+ female employees of CCEP Indonesia have joined these female leadership programs, where more than 50% of them have successfully been promoted or transferred to new role. Last year we also initiated a Group BIP, a 3-months follow up program for AYBS alumni to monitor their improvements and to enable them communicating their success stories to other colleagues.



Indonesia

PT. Infinite Berkah Energi - HEforSHEconomy

General Information		Impacted KPI's	
Country Indonesia	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Professional Services		% in managerial roles	Other % KPI
Sales 5 - 10 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
2 (Just Started)

INITIATIVE DESCRIPTION:

Main Goals:

- Develop network for mutual support and learning
- Increase leadership role-models and their visibility
- 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

- Attract and hire female candidates
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

Partially completed.

Learning/Insight:

It is so difficult to make male employees take paternity leave focusing on caregiving responsibilities in the home.

Extended/Detailed Description:

An Invitation and a promotion for men and all genders to stand in solidarity with women to create a bold, visible, implementable and united force for women's economic empowerment to create gender equality today for a sustainable tomorrow.



Japan

CENTRAL SECURITY PATROLS CO., LTD - Career Support and Train Up The Manager for Women

General Information		Impacted KPI's	
Country Japan Type of Company Public Company Industry Services - Others Sales 200 M€ - 1 B€	Type of Organization Local organization with no international presence	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Women Talent Pipeline



Level of Implementation
2 (Just Started)

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative :

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

Our D&I initiative began in 2015. At that time, the security industry's unique corporate culture as a male-dominated society remained, and female employees were limited in the tasks in which they could play an active role. To date, we have conducted seminars and training programs and revised the personnel

system over a long period of time in order to raise the awareness of management and managers. At the same time, we are continuing our efforts to increase the number of jobs available to women in the security field. Starting in 2022, we are further strengthening our efforts toward gender equality and women's empowerment. The initiatives are as follows.

1. Career path system

① Train up female employees at the assistant manager

Ratio of female employees at the assistant manager increased to 8.5% in 2017, and 12.2% in 2021. We set the target at least 15% by 2025.

② Train up female employees for the section manager candidates

Ratio of female employees at managerial level increased to 2.2% in 2017 and 3.6% in 2021. We set the target at least 6% by 2025.

2. In-house Internship Program

Provide opportunities for young employees interested in another job to gain hands-on experience and help shape their future careers.

3. D&I Training for Newly Appointed Managers

Training to deepen understanding of the importance of diversity and inclusion, with a focus on unconscious bias, gender sensitivity, and the promotion of women's activities. (Conducted once every year)

4. Career development for female employees

Training for female employees who have been with the company for a relatively short period of time. We support them to develop a long-term career vision and personal growth. (Conducted once every year)

5. Opinion exchange meeting among employees raising children

Create a community where people can exchange information and share concerns about work-life balance. Such an opinion exchange meeting should contribute to more fruitful revision of the relevant in-house system and rules.

6. Promoting male employees to take childcare leave

The acquisition rate in 2017 was 1.4%, rising to 21.6% in 2021. With the goal of 30% by 2025, the company will focus on promoting awareness and understanding of the system.

If necessary to reform the organization that makes it easier for employees to take childcare leave.

① Prepare the leaflets to inform employees of the childcare leave system.

② Opinion exchange meeting by male employees who have taken childcare leave.



Japan

Dai-Ichi Life Holding. - Promoting Active Participation of Female Employees

General Information		Impacted KPI's	
Country Japan Type of Company Public Company Industry Services - Financial Services Sales 200 M€ - 1 B€	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Enabling women to lead the future



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

Dai-ichi Life Holdings focuses on the promotion of D & I initiatives by leveraging diversity and striving to realize the fullest potential of our employees.

Under the leadership of our top management, we promote the achievements of the women who make up the majority of our employees through efforts such as establishing an appropriate working environment and offering enhanced systems within the company. We also provide objective-focused leadership development programs to our next generation of female leaders at various levels of positions in our company.

As a part of our current Mid-term Management Plan, we aim to increase the percentage of our female employees in managerial positions to 30% amongst our 3 domestic life insurance companies by April 2024.

From the listed candidates, selected by our executive officers, who have high potential to be promoted into managerial positions, at least 30 % among them will be women as a succession plan will be formulated for them. In order to eliminate gender bias, post requirements will be clearly identified and evaluation and promotion processes will be fair and impartial to all candidates. In addition, executive officers, who are not directly under their responsibility, will be paired with potential leaders through 1 to 1 training (Cross 1 for 1) and will have a direct impact in their leadership development and this has been implemented fairly rapidly in our company as we are attempting to realize our diversity of decision-makers within our company.

Further, in order to maximize the potential of individual abilities, we need to recognize biases that we are not aware of or consciously control. In promoting our efforts of our female employees, overcoming unconscious bias such as gender-specific stereotypes are critical. To ensure evaluations to be fair and impartial, we conduct unconscious bias training for all our employees and provide an "evaluation error checklist" to raise awareness that unconscious bias can occur and encourage fairness.

Also, the Dai-ichi Life Group have been a member of "30% Club Japan", a business campaign which sets goal to make the ratio of female executives to 30% by 2030 and we are reinforcing our pipeline of female leaders and realizing our diversity of decision-makers within our company. We are also promoting gender equality as an institutional investor as we have joined "30% Club Japan Investor Group", being the first Japanese Insurance Company to join the group.



Japan

FUJITSU Ltd. - Career Workshop for Female Employees

General Information		Impacted KPI's	
Country Japan	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales More Than 1 B€		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Women Talent Pipeline



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

One of our KPIs in relation to D&I is to increase the ratio of women in management positions. In fiscal year 2020, we introduced a new HR scheme called the "Posting System". In the past, promotion to management positions was based on a process of recommendation by superiors, followed by an interview. We changed to a system where employees aim for management positions based on their own choices and self-directed career planning. In line with this change, we hold career workshops for women employees in non-managerial roles one step before management positions. These workshops are designed to dispel any anxiety about becoming a manager and to enable them to take ownership of their careers. This initiative is carried out in unison with our domestic Group companies.

The content of the career workshop includes opinion exchange with senior management, interaction with senior employee role models, and learning about leadership from external speakers.

We recruit participants for this initiative by inviting employees to apply. The program was launched in 2016 and, with more than 250 graduates, has already produced several female managers.

<https://www.fujitsu.com/global/about/csr/diversity/>



Japan

Johnson & Johnson Family of Companies in Japan - "Formation of the Diversity, Equality and Inclusion (DE&I) Council"

General Information		Impacted KPI's	
Country Japan	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Public Company		Pay gap vs Male	% in BOD
Industry Manufacturing - Others		% in managerial roles	Other % KPI
Sales More Than 1 B€		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Enabling women to lead the future



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

Johnson & Johnson (J&J) in Japan has launched initiatives to celebrate diversity, embed equity, and foster inclusion for all employees through a joint effort between management, the HR department, and bottom-up initiatives of Employee Resource Groups (ERG). Promoting gender diversity has been a strategic priority within the DE&I agenda, and J&J Japan has launched multiple initiatives to drive gender diversity by continuously (1) attracting & hiring, (2) developing & accelerating, and (3) supporting & retaining female talents.

1. Attract & Hire: Roundtable Sessions with Female Sales Employees

To attract and hire the future female sales leaders, J&J Japan launched the roundtable sessions with external hiring candidates and female sales employees in 2020. The roundtable sessions aim to attract the future female sales employees by introducing the sales jobs in J&J Japan and sharing the career stories of female sales managers. Sales managers share their achievements and challenges faced throughout their career journey, insight to balance personal life and professional life, and provide their message to external female candidates aspiring to take on management roles. In 2022, a total 220 participants have joined the sessions to attract and hire the future female candidates.

2. Develop & Accelerate: J&J Career Mentoring Program (J-CaMP) launched by Women's Leadership & Inclusion ERG

The Employee Resource Group, Women's Leadership & Inclusion (WLI) is a key driver of enhancing gender diversity in J&J through voluntary initiatives led by employees. J&J Career Mentoring Program, or J-CaMP, is a 100-Day Program targeting female non-manager employees co-designed by employees of WLI and HR. The program aims to support female employees to build confidence to develop a clear career aspiration. Workshops combine learning and group work sessions while balancing knowledge input and practical application of communication skills. Employees are paired with a mentor to gain ongoing support throughout the program journey to deepen their insights and reflect on their own career aspirations. In 2021, 31 participants were selected to participate, with 100% satisfaction rate and 82% of participants felt that they gained a clear sense of their values, strengths, challenge areas and career aspiration.

3. Support & Retain: Coupons for Babysitters Dispatch Services and Financial Aid for Childcare

J&J Japan introduced the discount coupon program for babysitting services provided by the Cabinet Office of Japan. The program aims to enable effective work-life balance by providing the discounts for fees incurred for home childcare and transportation between home and a childcare facility. The program launched in April 2022 for all employees directly employed in J&J Japan Enterprise, and more than 2,000 discount coupons have been distributed within two months after the launch to enable employees to fulfill the responsibilities to their families while focusing on their professional life. The discount coupon program is an addition to the portfolio of unique childcare-related benefits in J&J Japan. For example, the childcare allowance scheme is an annual payment provided to employees for up to 7 years after childbirth to promote work-life balance.



Japan

Nikkei Inc. - Nikkei Women Empowerment Project

General Information		Impacted KPI's	
Country Japan	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Services - Mass Media		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's:	



Employees
1,000 -5,000



Focus on
Enabling women to lead the future



Level of Implementation
2 (Just Started)

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
- Address unconscious bias and eliminate gender stereotypes

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

-

Learning/Insight:

-

Extended/Detailed Description:

- Gender Gap Conference

Focusing on GOA5 SDG Goal #5 (Gender equality) as part of the SDGs event.

This symposium aims to disseminate present examples of companies advanced that are at the forefront in initiating forward-thinking companies in gender initiatives. It targeting targets corporate managers, challenging them to make diversity as an essential agenda item to develop to be as a positive power proactively employed as a force for progress within their organizations.

- Women's Empowerment Consortium

Regular study sessions are held 10 times a each year for the purpose of networking, mostly involving personnel from different companies working in areas such as human resources, general affairs, and diversity & inclusion. At each event, a theme related to gender or diversity is chosen as a central focus, such the sociological aspects of gender, case studies from overseas, or topics relating to managers and executives. E, focusing on personnel, general affairs, and Diversity & Inclusion personnel of each company. Gender and diversity are taken up by theme each time, such as the sociological aspect of gender, overseas cases, for managers / executives, and for experts from industry the business world, the government, and academia are also invited to participate. There is an The sessions are noted for their lively interactive discussions time in each seminar for sharing issues and initiatives in which industry-specific issues and initiatives are examined. specific to the industry.



Japan

Recruit Holdings CO., Ltd. - The Comprehensive Reform (Media & Solutions SBU), Inclusive Interview Rules (HR Technology SBU) and CEO Succession Plan (Staffing SBU)

General Information		Impacted KPI's	
Country Japan	Type of Organization Local subsidiary of global organization	51% in workforce	% in promotions
Type of Company Public Company		Pay gap vs Male	27% in BOD
Industry Services - Others		39% in managerial roles	Other % KPI
Sales More Than 1 B€		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Measuring to Improves



Level of Implementation
5 Completed (More Than a 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
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

Workforce Focus:

Female Only

Quantitative Initiative:

Female % in workforce: 51% (April 1, 2022) female % in managerial positions: 39% (April 1, 2022) female % in board of directors positions: 27% (July 1, 2022).

Perimeter of Implementation:

Entire organization at local level

Learning/Insight:

Setting a group-wide commitment for gender parity contributed to a further progress in measures taken by each Strategic Business Unit (SBU) to improve women ratio. As a result, the ratio of women in senior management and members of the board of directors increased in FY2021. From FY2022, we aim to continue contributing to planning measures and accelerating efforts by setting milestones for the next three years. The reason why the ratio of women is low is different for each SBU, and it is necessary to plan measures based on the characteristics of each business area and the country/region where the business is operated.

Extended/Detailed Description:

The Comprehensive Reform: The measure provides a comprehensive approach to overcome obstacles of increasing women ratio - empowerment and trainings, skill set trainings, and change management awareness. Inclusive Interview Rules: The measure requires diversity in candidates before starting job interviews. CEO Succession Plan: The measure aims to strengthen succession planning for its senior executives and to increase the number of women in their candidate pool.



Japan

Vmware K.K - VMinclusion

General Information		Impacted KPI's	
Country Japan Type of Company Public Company Industry Services - Software Sales More than 1 B€ ¹	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
More Than 10,000²



Focus on
Women Talent Pipeline



Level of Implementation
3 - Almost Implemented

INITIATIVE DESCRIPTION:

Main Goals:

- Attract and hire female candidates
- Support work and life balance/integration of all employees
- 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

¹ This is a global numbers, country wide not publicized

² This is a global numbers, country wide not publicized

Quantitative Initiative:

-

Learning/Insight:

-

Extended/Detailed Description:

At VMware K.K., diversity is one of our highest priorities.

VMware K.K. has been a "Multi-Vendor" for server virtualization products since the foundation of the company and now we exist as "Switzerland of IT Industry". These products would not exist without diversity, and if we require that in our products, it is only natural that we take the same respect toward employee diversity.

VMware K.K. emphasizes the advancement in diversity as a key management strategy, so we take the following concrete steps.

- 1. Establishment of "Gender(Women) PoD" under an initiative of "VMInclusion"**
The Gender(Women) PoD supports VMware K.K. to "advance an environment where a diverse range of employees, regardless of gender, work actively" and "grow an environment where employees continue to work smoothly through various life events."
In addition, by furthering the above environments and securing female employees, we aim to contribute to the elevation of diversity in Japanese society and eliminate gender bias in the IT industry.
- 2. Recruitment events for women**
For both new graduates and mid-career workers, we hold seminars attended by female employees. We also actively post information on social networking sites about our work style and the culture at VMware K.K., especially for females in technical positions.
The purpose of sharing information and activities is to increase awareness of VMware K.K. and its brand power, as well as to promote the flexible work style without time and place constraints that are often seen in the IT industry. This also contributes to attracting interest and increasing the number of female employees in the IT industry.
Nowadays, it is said that the percentage of women in the IT industry living in Japan is less than 20%. There are many possible reasons for this, but one possible factor affecting this could be that there are many prejudices against women in the IT industry.
Women who are not confident about working in the IT industry or have concerns about their work-life balance are often the ones who are most likely to avoid IT engineering jobs.
VMware K.K. continues to send out many messages to women and is constantly working to eliminate prejudice against the IT industry to increase interest in it.
- 3. Support Program for Employees' Work-Life Balance**
VMware supports all employees to continue their career development regardless of their life stage. Specifically, during maternity leave, the company provides 100% of the employee's salary to ease the financial burden on the employee.
In addition, the company grants 18 weeks of paternity leave to full-time employees.
We also have an extensive vacation program, including "EPIC2 Holiday" and "Take a Break Days" to support all employees achieve a good balance between work and life and to work efficiently.
- 4. Diversity-enhancing leadership training for managers**
We conduct "Inclusive Leadership in Action", a workshop-style training program that encourages employees to think and discuss leadership that respects diversity.
This training is mandatory for managers, and approximately 90% of leaders in Japan have completed it so far.



Jordan

Amman Chamber of Commerce - Business Women Committee

General Information		Impacted KPI's	
Country Jordan	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Professional Services		% in managerial roles	Other % KPI
Sales 5 - 10 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Enabling women to lead the future



Level of Implementation
2 (Just Started)

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:

Pilot on one function/level of organization

Workforce Focus:

Broader diverse workforce

Quantitative Initiative:

-

Learning/Insight:

-

Extended/Detailed Description:

Amman Chamber of Commerce launched the Business women Committee that aims at supporting women in commerce to reach decision taking positions by establishing a unified system that organizes and prepares business women for the chambers election process, and thus increase the ratio of women at the Chambers boards.



Jordan

Amman Chamber of Industry - Launching Industrial Women Council

General Information		Impacted KPI's	
Country Jordan Type of Company Privately Held Industry Professional Services Sales Less Than 5 M€	Type of Organization Local organization with no international presence	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Enabling women to lead the future



Level of Implementation
3 (Almost 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

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Quantitative Initiative:

-

Learning/Insight:

-

Extended/Detailed Description:

Amman Chamber of Industry launched the Industrial Women Council to support women in manufacturing, highlight success stories of the Industrial women , instill the industrial culture among young Jordanian females and present role models of Jordanian females in industry. The council aim at preparing a pipeline of future female leaders in industry.



Jordan

Business and Professional Women Association - Wexport, Lead The Way - HR as Business Transformers, Support Accelerating Women Inclusion in The Workplace and Tareeki - MyJourney

General Information		Impacted KPI's	
Country Jordan Type of Company Nonprofit Industry Professional Services Sales 50 - 200 M€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Women Talent Pipeline



Level of Implementation
5 (Completed) more than a 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
- Address unconscious bias and eliminate gender stereotypes
- Expand capability and experience of female employees

- 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 local level

Quantitative Initiative:

-

Workforce Focus:

All workforce

Learning/Insight:

-

Extended/Detailed Description:

BPWA has tailored different initiatives, programs and activities to achieve ultimate goal of increasing the women economic participation in the workplace, increase the percentage of women leaders across different extorts and ensure creating a pipeline of well prepared and ready women to a hive that; on the other hand ensuring their access to markets and paving the way is always our area of focus. Below high level:

1. Local coordinator for closing Gender parity initiative by World economic forum and MOPIC
2. Wexport - the first export unit for women owned and led business ensuring their export readiness and accessibility
3. SAWI - Support corporates, businesses and SMEs review and /or develop policies and procedures from a gender lens allowing to measure impact and development in three main dimensions: recruitment, retention and promotion
4. TAreeki - My Journey an inspirational platform to ensure young generations get motivated and inspired by great female leaders
5. Lead the way - HR as business transformers
Building capacity of HR directors on how to tackle cultural change with GDI being a core competency tackling unconscious bias
6. Standout - a grassroots program focusing on moving informal businesses to be formal with the right business plan



Jordan

Jordan Forum for Business and Professional Women - Insaf Coalition

General Information		Impacted KPI's	
Country Jordan Type of Company Nonprofit Industry Services - Professional Services Sales Less Than 5 M€	Type of Organization Local organization with no international presence	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
2 (Just Started)

INITIATIVE DESCRIPTION:

Main Goals:

- 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

Quantitative Initiative:

65%

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All workforce

Learning/Insight:

Importance of unifying efforts of all kinds of organizations.

Extended/Detailed Description:

A national coalition initiative that aims at unifying efforts to advocate for legislations , policies and programs that enable a fair and supporting environment for business and entrepreneurs women in Jordan. The coalition consists of business women associations, businessmen associations, legal firms , research and consultation organizations. Efforts of all members will be unified under one voice : a fair legislative and supporting environment for business women. The coalition works on investigating the discrimination aspects on the work environments which prohibits women effective participation on economical growth. After deciding on the discrimination aspects The coalition agenda entitles proposing suggestions for improvement by establishing position papers and unify efforts of all members to advocate and deliver recommendations to the decision makers. The coalition is now in the process of advocating for two position papers : availability and access to business information and enhancing access to finance.



Jordan

Karak Castle Center for Consultations and Training - National Network For Women Leaders

General Information		Impacted KPI's	
Country Jordan	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Professional Services		% in managerial roles	Other % KPI
Sales Less Than 5 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Enabling women to lead the future



Level of Implementation
3 - Almost Implemented

INITIATIVE DESCRIPTION:

Main Goals:

- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

Quantitative Initiative:

60%.

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

All workforce

Learning/Insight:

Sharing experiences, networking between all levels, and swot analysis for each stage are the best advice.

Extended/Detailed Description:

Karak Castle Center for Consultations and Training on Wednesday launched Jordan's first-ever National Women's Leadership Network, joining women activists and elected officials of provincial and municipal councils. KCCC aims to build and enhance the capacities of women to reach the decision-making positions. "The Women's Leadership Network aims to raise the profiles of women leaders and strengthen their participation in politics, The women-led network is part of the centre's electoral violence observatory activities, which is an initiative conducted in cooperation with the German Friedrich-Ebert Stiftung (FES) to observe and address violence against women in elections, which affects the representations of women in leadership positions. During the launch of the network, 22 members engaged in operational activities, shared their experiences and discussed various perspectives regarding the scope of women's political participation. "Currently there are 22 members from across the Kingdom, and soon all potential candidates and women activists can join. Also the network will conduct periodical roundtable sessions and meetings. It will also engage in dialogues with decision-makers, professionals and relevant bodies, besides the advance building capacity trainings. The network's mission is "simply to unite women in various positions of public leadership, share their challenges and successes, and prepare future candidates for provincial and municipal councils".



Jordan

The Jordan National Commission for Women - The Women's Employment Peer Learning Platform

General Information		Impacted KPI's	
Country Jordan Type of Company Government Agency Industry Other Sales Less Than 5 M€	Type of Organization Local organization with no international presence	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
4 (Completed) - Less Than a 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:

Broader diverse workforce

Quantitative Initiative:

-

Learning/Insight:

All data is available on website with key research paper, white papers, documentaries. www.BPWA-Amman.org

Extended/Detailed Description:

The Jordanian National Commission for Women in partnership with IFC and Inta@j under the Mashreq Gender Facility program "women economic national action plan 2019- 2024, Create a Women's Employment Peer Learning Platform (PLP) specifically designed to support Jordanian private sector companies and build their capacity on the recruitment, retention, and promotion of women in their workforce. over the past year under the Women's Employment Peer Learning Platform the JNCW were able to : Delivery 3 Webinars on various diversity and inclusion topics, which were attended by 231 participants and reached 128 unique firms.

Produce 3 Business Case Studies. Each company case study profiles one Jordanian private sector pioneering company which has taken strides to advance gender diversity in their own workforce with a focus on a specific theme. The first case study shows how the company brings Women into non-traditional Jobs. The second case study shows how the company is advancing Anti-Sexual Harassment measures in the Workplace. The third company case study shows how the company is promoting Family Friendly Policies! Delivery 2 Trainings to 19 Top Male Executives from Lebanon and Jordan (10) about the value of diversity in leadership positions and on unconscious-bias in corporates Led the "Thinking Forward" Journey 2 Gender Diversity Competition for Jordanian companies who have gender diversity goals. The winners will begin receiving advisory services from IFC to conduct a gender-diversity workforce assessment and create a gender action plan.



Jordan

The Minister of Planning and International Cooperation - Closing Gender Gap Accelerator

General Information		Impacted KPI's	
Country Jordan	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Government Agency		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales 50 -200 M€		Other impacted KPI's:	



Employees
200 - 500



Focus on
Women Talent Pipeline



Level of Implementation
2 (Just Started)

INITIATIVE DESCRIPTION:

Main Goals:

- Expand capability and experience of female employees
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

The Ministry of Planning and International Cooperation, in partnership with the World Economic Forum (WEF), on Nov.23 2021 launched the "Closing Gender Gap Accelerator" under which Jordan became a member of the accelerators network to bridge the gender gap is an important step that will enable Jordan to benefit from the experiences of other countries and pave the way for further cooperation between public and private sectors in increasing women's economic participation. The initiative is distinguished by a partnership between the private and public sectors and the World Economic Forum.



Jordan

Women on Board Association - New Trends to Increase Women on Boards at Corporate Companies

General Information		Impacted KPI's	
Country Jordan	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Professional Services		% in managerial roles	Other % KPI
Sales Less Than 5 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Enable women to lead the future



Level of Implementation
3 - Almost 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

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

All Workforce

Quantitative Initiative:

Prepare a pipeline of women eligible for board positions.

Learning/Insight:

-

Extended/Detailed Description:

The program reviewed the Jordanian legislatives in regards to women representation at the boards of corporate companies and provided a policy paper that recommended a 30% quota endorsement to guarantee fair representation of women on boards. the program also provided a corporate director program to a number of potential women to equip them with governance principles and methods that enable them to enter the boards with high qualifications.



Mexico

Diarg Holdings - Impact as Many Women as Possible Through Education

General Information		Impacted KPI's	
Country Mexico	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Services - Educational		% in managerial roles	Other % KPI
Sales 50 - 200 M€		Other impacted KPI's:	



Employees
500 - 1,000



Focus on
Enabling women to lead the future



Level of Implementation
3 - Almost Implemented

INITIATIVE DESCRIPTION:

Main Goals:

- Develop/strengthen women leadership pipeline
- Motivate female employees to advance to leadership roles
- Develop network for mutual support and learning
- Certify and measure companies on Gender and Diversity

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

Broader diverse workforce

Learning/Insight:

-

Extended/Detailed Description:

Provide a global education programs for women in the workforce to give them the skills necessary to succeed in their personal and professional lives. Our focus is in developing Soft Skills to help them find and own their power. Our programs are hybrid,we are building a global platform for women in the world to network have mentoring and to increase B2B in women led businesses. Dalia Empower is designed for entrepreneurs, women in corporations to women on boards. We also developed a gender, race and diversity index and certification for companies of any size. What is not measured can not be corrected.



Netherlands

Aon - Launch Inclusive People Leadership Strategy and Use of an Inclusion Index

General Information		Impacted KPI's	
Country Netherlands Type of Company Privately Held Industry Services - Financial Services Sales More Than 1 B€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Measuring to Improve



Level of Implementation
4 (Completed) - Less Than a Year

INITIATIVE DESCRIPTION:

Main Goals:

- Motivate male managers to develop female leaders

Quantitative Initiative:

In 2021 new global colleague hireases were 52% women, New US hires in 2021 were 34% racial-ly/ethnically diverse.

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

All workforce

Learning/Insight:

-

Extended/Detailed Description:

Launch Inclusive People Leadership Strategy which calls on all colleagues to be leaders in embracing and modeling our Aon United values and behaviors. In 2021 we expanded the use of an inclusion index to assess a team's diversity to more than 400 managers around the world, helping set priorities for more diverse hiring, promotions and education.



Netherlands

KPMG N.V. - Psychological Safety - Working Together For a Safe, Pleasant and Respectful Workspace

General Information		Impacted KPI's	
Country Netherlands Type of Company Privately Held Industry Services - Professional Sales 200 M€ - 1 B€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Measuring to Improve



Level of Implementation
2 - Just Started

INITIATIVE DESCRIPTION:

Main Goals:

- Create open and inclusive organizational culture

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All workforce

Learning/Insight:

The attention for psychological safety by running a firm wide project has an effect of its own. It is highly appreciated by employees that focus is placed on this theme.

Extended/Detailed Description:

Psychological safety is key in establishing a work-environment where well-being thrives and psychosocial workload due to stress and undesirable behavior are minimized. Having a psychological safe means that everyone in an organization is entitled to respect and a pleasant workplace in which everyone is valued for being the person who they are.

KPMG The Netherlands started rolling out a firm-wide project in 2022 to assess and strengthen the psychological safety within the organization. The project includes different activities, like stimulating leaders to have regular conversations on desirable behavior in their team and lead by example, assessing the current safety net structure and available policies and creating clear guidance on values and behavior. Central part of the approach is an assessment of the current culture of psychological safety. A firm-wide survey measures the levels of psychological safety and the cultural elements that impact that. The outcome of the assessment is validated qualitatively. The results of the assessment are the basis to determine follow up.



Netherlands

Randstad N.V. - Hire Hope

General Information		Impacted KPI's	
Country Netherlands	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services – Professional		% in managerial roles	Other % KPI
Sales Globally 10 – 50M €		Other impacted KPI's: • Female % in workforce of our clients & employability of female candidates	



Employees
Globally > 10.000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

- Attract and hire female candidates
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

Quantitative Initiative:

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.

Perimeter of Implementation:

Entire organization at Local Level

Workforce Focus:

Only Female

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.

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. 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 Level of Implementation Female employees Completed > 1 year 68% G20 EMPOWER 370 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.



Saudi Arabia

Alturki Holding - Alturki Talents Development Program "Hemmah"

General Information		Impacted KPI's	
Country Saudi Arabia	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Measuring to Improve



Level of Implementation
5 (Completed) - more than a year

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative:

Female hiring has increased by 9%, females in top management role increased by 1%.

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Work Force

Learning/Insight:

total hours of learning has increased above 100% within one year.

Extended/Detailed Description:

'Hemma', همة which means 'resilience or strength through adversity' is the Alturki Talent Development Program, a comprehensive learning and development program designed to address the current and future training and development needs of the employees within the Alturki Holding Company and across its group of companies, also aiming to attract and retain the kingdom's best local talent. The program has four core sub programs, ذائق 'Qaddah', ريبخ 'Khabeer', قيوط 'Tuwaiq' and نكمت 'Tamakan.

Why is Alturki launching Hemmah?

Alturki is launching Hemmah as part of its sustainability legacy and in line with its commitment to contribute to the success of Saudi Arabia's Vision 2030.

In addition, addressing the development needs of all of our employees, equipping them with the skills and knowledge they need in the Digital Age, and instilling the value of continuous learning, will enhance employee engagement, increase productivity, and nurture a positive corporate culture.



Saudi Arabia

Chalhoub - Starts With You

General Information		Impacted KPI's	
Country Saudi Arabia	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's: <ul style="list-style-type: none"> 100% of female identified as high performers to have their career development plan set and clear 	



Employees
1,000 - 5,000



Focus on
Women Talent Pipeline



Level of Implementation
1 - Planned

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
- Expand capability and experience of female employees

Quantitative Initiative:

-

Perimeter of Implementation:

Pilot on one function/level of organization

Workforce Focus:

Broader diverse workforce

Learning/Insight:

-

Extended/Detailed Description:

A group wide campaign and piloting from KSA as a priority market to raise awareness of how employees can own their career growth in the group.



Saudi Arabia

KPMG Professional Services - The Female Leaders Network (FLN), I am Remarkable Series by Google and Lean in Circles

General Information		Impacted KPI's	
Country Saudi Arabia Type of Company Privately Held Industry Services - Financial Services Sales More Than 1 B€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
More than 10,000



Focus on
Enabling women to lead the future



Level of Implementation
5 (Completed) - more than a 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
- Create open and inclusive organizational culture

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

- Women in managerial position and above has increased from 33 in 2020 – to 70 in 2022.
- Percentage of new Women hires has reached to 51% of total hires in 2022.

Learning/Insight:

-

Extended/Detailed Description:

At KPMG, Inclusion, diversity, and Equity (IDE) are both a business and moral imperative that help us build trust with our people, our clients, and the communities in which we live and operate. We focus on creating an inclusive, diverse, and equitable 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 IDE strategy that focuses on Gender diversity.

KPMG developed a female network for mutual support and learning Female Leaders Network, (FLN), I am remarkable and Lean in circles.

1. The Female Leaders Network (FLN).

The FLN is a safe place for bringing female leaders closer to discuss issues that affect their professional and personal growth. Also how to balance between working life and family as many are mothers and struggling between work and parenting. It is also a network to connect colleagues and share market development opportunities. The main purpose was to:

- Empower women in KPMG.
- To have an inclusive network for female leaders to help drive awareness, a shoulder and support.
- To host supportive, interactive circles or events to learn and support each other to grow personally and professionally.
- Discuss and identify issues to come up with early solutions ex: bullying, bias, impostor syndrome and more.
- To engage male professionals to help create inclusion and create opportunities for development and advancement.

FLN also started a serious of Leadership the Centered Leadership model It is a small designed circle for leaders to learn different skills; meaning, framing, connecting, engaging, and energizing.

The outcome of FLN till today:

- Good connections together and with clients.
- Safe place to discuss issues.
- Learning more leadership skills
- Discussing latest leadership styles, news, workshops, courses etc.
- Eliminating impostor syndrome and creating a better leader.
- Empower Confidence

2. I am Remarkable series by Google

I am Remarkable is an initiative by Google that strives to empower you to speak openly about your accomplishments in the workplace and beyond, thereby giving you the tools to express your achievements with confidence.

This is ongoing for both genders to attend. The feedback is very positive as employee is benefiting from it.

3. Lean In Circles

Lean In Circles are support groups where women female employees from all levels gather once a month or quarterly periodically 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 the Lean In Circle is to help support identify the employees higher purpose in life, pursue their dreams and, grow personally and professionally.



Saudi Arabia

Mona - Oracle Owl

General Information		Impacted KPI's	
Country Saudi Arabia	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales More than 1 B€		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Women Talent Pipeline



Level of Implementation
5 (Completed) - more than a year

INITIATIVE DESCRIPTION:

Main Goals:

- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Increase leadership role-models and their visibility
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes

Quantitative Initiative:

60%

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

Develop/strengthen women leadership pipeline ;Develop network for mutual support and learning;Increase leadership role-models and their visibility;Support work and life balance/integration of all employees;Address unconscious bias and eliminate gender stereotypes.



Saudi Arabia

Rawabi Holding - Diversity & Inclusion

General Information		Impacted KPI's	
Country Saudi Arabia Type of Company Privately Held Industry Manufacturing - Energy Sales 200 M€ - 1 B€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Women Talent Pipeline



Level of Implementation
4 (Completed) - less than a 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 local level

Workforce Focus:

Female Only

Quantitative Initiative:

75% of planned programs are implemented.

Learning/Insight:

Females are willing to participate and be empowered given the right circumstances and work-life balance. Male employees are also willing to participate and support given enough clarity and understanding of their role.

Extended/Detailed Description:

At Rawabi Holding, we aim to advance the world we live in and make everything we touch better, being powered by people we are always looking for ways to empower our most important asset; our Human Capital. Rawabi Holding started to enroll women in the work force and enable them to excel and advance since the early 90's and we have seen the fruits of our investment in the generations of female leaders we have in our organization and those who we have empowered as interns to flourish in their career paths elsewhere. We aim to continue to empower our female employees with the required knowledge, experience, exposure and support on all levels to ensure their work-life balance and ability to be productive and prosperous.

Some of the steps we took towards this goal is to extend the tuition fees support to include newborns in their daycare facilities up to 18 years of age, this will help female employees ease into coming back to work after their maternity leave. We have also finalized a Buddy System which will help put new joiners on the right track by partnering with an experienced employee of the Group (a Buddy) to guide them through their first few months of hire. Our efforts over the years have resulted in 61% growth rate in female employment across the Group and 40% female representation on the Board of Directors.

Our internal policies and procedures have zero tolerance to any kind of discrimination including differences based on gender. We hire, retain, develop and promote purely based on merit.

Our investment and support goes even a step further to ensure that our future female employees receive the necessary education and training before joining by sponsoring the Leading National Academy (LNA), the first sponsored Saudi female training center in the kingdom, providing job ready females for technical and vocational industries. With representation on the board having Ms. Noaf AlTurki as a Board of Trustees member, Rawabi Holding ensures the quality of graduates and sponsors students to join our workforce post graduation.

We plan on expanding our efforts with the international guidelines which will be shared and discussed as part of the G20 Empower initiative and benefit from case studies and success stories worldwide.



Saudi Arabia

Siemens AG - The Gender Equality Program

General Information		Impacted KPI's	
Country Saudi Arabia	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Government Agency		Pay gap vs Male	% in BOD
Industry Manufacturing – Energy		% in managerial roles	Other % KPI
Sales Globally > 1B €		Other impacted KPI's: <ul style="list-style-type: none"> • Female % in technical roles • Female % in new hires • Female % turnover • Female % in succession plans for managerial positions 	



Employees
Globally > 10.000



Focus on
Women talent pipeline



Level of Implementation
5 Completed (More Than a 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

Quantitative Initiative:

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.

Learning/Insight:

-

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.





Saudi Arabia

Zain Ksa- Trailblazers in The ICT Sector

General Information		Impacted KPI's	
Country Saudi Arabia	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Public Company		Pay gap vs Male	% in BOD
Industry Manufacturing - Telecommunications		% in managerial roles	Other % KPI
Sales More Than 1 B€		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Women Talent Pipeline



Level of Implementation
5 (Completed) - Less than a year

INITIATIVE DESCRIPTION:

Main Goals:

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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

Vision 2030 has changed the shape of Saudi Arabia and the region. The government framework has touched the lives of everyone who calls the Kingdom their home as well as positively impacted the global

economy. In just a few short years the Kingdom has witnessed unprecedented economic growth spurred from non-oil sources. A wide-range of changes have spurred growth and new opportunities in investment, entertainment, cultural, and tourism to name just a few.

Inspired by this exciting new world of possibilities, Zain KSA (one of the Kingdom's leading ICT providers and a member of Zain Group, the pioneering operator group in the region since 1983) embarked on a change of its own. Being the trailblazing ICT provider that we are, in 2017 Zain KSA decided to tap into the knowledge, know-how, and potential of local talent (including women) and as a result Zain KSA has today become one of the pioneering entities in the Kingdom of Saudi Arabia empowering women.

Over the last few years, we have advocated for greater female inclusion in the ICT sector, so much so, that we have made "Inclusion" one of our corporate values and a key aspect of our organization culture.

Via our Women Empowerment (WE) strategy, we created programs to support this fundamental cause, which in turn helps to support the Kingdom's Vision 2030 strategic framework and goals such as the digital transformation of the Kingdom. We are proud of the fact that Zain KSA was one of the Kingdom's first organizations to establish a Diversity and Inclusion Department and over the years WE initiative has grown and be broadened to focus on gender equality which is a testament to how much importance Zain KSA places on uplifting and empowering its workforce.

Zain KSA overhauled HR policies to ensure that both genders were well looked after as well as ensuring that women's rights were protected. Policies such that gave flexibility to working-moms, and flexible working hours, amongst others, were set up to ensure that women would have the optimal environment for them to thrive in the ICT industry.

Not only was the WE Initiative set up but additional ones were also launched to ensure that everyone at Zain KSA continues to excel not only in their careers but at work as well. This forward-thinking management proved invaluable during the COVID-19 pandemic.

- Evolve Program: Internship and training ending in employment
- ZY: For youth development. This is a reverse mentoring program, ZY leaders.
- Women In Tech focusing on improving women in STEM (Science, Technology, Engineering, and Math) skills
- WE ABLE: A disability inclusive program
- BE WELL: Our initiative to help tackle mental health, launched during the COVID-19 pandemic
- ZAINIAC: Encourages internal innovation and ideation

Zain WE Initiative has already proven successful in only a few years:

- Mentoring programs from 2019 throughout 2022 resulted in (28) Female Mentors and (19) Female Mentees
- 2022 ZY leader program (1) Female
- Raised Gender diversity in identifying talented women and looking for the best paths with an increase in female hiring from 20% in 2017 to 34% in 2021
- 2022
- In 2022 total women HC 221, 40 Female leaders 2021
- Female employees were promoted by 26%
- Hired 64 new women and 8 female leaders
- Promoted 43 female employees

Furthermore, Zain KSA has entered strategic partnerships with several tech companies in order to benefit our female staff:

- Huawei: Trained 36 females in several areas related to 5G, and cloud computing.
- Nokia: Enrolled 4 female employees in programs related to 5G related applications in agriculture, smart campuses and healthcare:
- SGS Academy: Enrolled 3 female employees in Cloud Security, PII Security in Cloud and CSA Star
- LinkedIn: Enrolled 16 female employees



Saudi Arabia

Zain KSA - Leaders of Tomorrow

General Information		Impacted KPI's	
Country Saudi Arabia Type of Company Public Company Industry Manufacturing - Telecommunications Sales More Than 1 B€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Enabling women to lead the future



Level of Implementation
4 (Completed) - Less than a 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

Quantitative Initiative:

15% Female Employees

Perimeter of Implementation:

Pilot on one function/level of organization

Workforce Focus:

Female Only

Learning/Insight:

-

Extended/Detailed Description:

In 2021, and under the Women Empowerment umbrella, we created the "Women in Tech" initiative. Women in Tech is a mentorship program for women university students studying STEM (Science, Technology, Engineering and Math) disciplines and who need guidance on navigating the transition from university to joining the workforce.

While the broader Women Empowerment program has focused on promoting a culture of successful women leaders, the "Women in Tech" program will sow the seeds for the next generation of female leadership at Zain KSA.

The mentorship program is a program for women by women and helps them to explore career options.

We began developing the program by attaining as much feedback from the students as possible in order to deeply understand their challenges and needs and how we at Zain KSA can play a proactive role in addressing them.

To foster the development of these women, we connected them with experienced mentors. Successfully matching these promising young mentees with their mentors, will enable future generation of girls and women to enter the ICT sector and create opportunities for them to become change-makers in the industry. This initiative will help to bridge the STEM gender gap, and this program aims to:

- Promote gender equality in STEM-related fields
- Advocate and mentor girls and young women in schools and universities to support them in entering STEM related fields
- Connect women in universities studying STEM-related subjects to experts in the field
- Challenge, motivate, and inspire women who have chosen to be part of the STEM industry
- Provide women with tools on how to combat gender biases WOMEN IN TECH

Women In Tech has a dedicated portal at <https://womenintech.zain.com/en> and several tweets were published that helped to raise awareness, create engagement, and create registrations.

The Zain KSA "Women in Tech" program has been a huge success:

- So far, we have conducted 12 focus groups with 3-4 participants in each group and received 860 survey responses across all markets.
- WI: 5 Female Mentors and 5 Female Mentees
- Reverse Mentoring programs: from 2019 throughout 2022 which resulted in (28) Female Mentors and (19) Female Mentees
- Evolve program: targeted to train and employee 50 candidates

Overall, Zain KSA's WE Initiative and subsequently the Women in Tech initiative has been a success not only for Zain KSA's female staff but the entire ICT sector and in turn, the economy. Furthermore, developing these ambitious and successful women and turning them into the leaders of tomorrow will continue to have a positive impact for the decades to come.

Having said that, the efforts of WE have already borne fruit. In March 2020 Tadawul (Saudi Arabia's Stock Exchange) invited Zain KSA to ring the opening bell of the trading day as Zain KSA had the highest number of female executives amongst the telecom companies. It is truly exciting to think of the impact which these programs will have in the next 5 years and beyond.



Singapore

HFW - Gender Equality Strategy

General Information		Impacted KPI's	
Country Singapore	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Private		Pay gap vs Male	% in BOD
Industry Services - Professional		% in managerial roles	Other % KPI
Sales Locally 50-200M €		Other impacted KPI's: <ul style="list-style-type: none"> • Female % in technical roles • Female % in new hires • Female % in succession plans for managerial positions 	



Employees
Locally 1,000-5,000



Focus on
Women talent pipeline



Level of Implementation
3 (Almost 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

Quantitative Initiative:

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.

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.



Spain

ATREVIA COMUNICACIÓN - 12 years studying the presence of Women on Boards of Directors of Listed Companies

General Information		Impacted KPI's	
Country Spain	Type of Organization Headquarter of global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales 10 - 50 M€		Other impacted KPI's:	



Employees
200 - 500



Focus on
Measuring to Improve



Level of Implementation
5 (Completed) - more than a 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
- Develop network for mutual support and learning
- Motivate male managers to develop female leaders

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

- 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
- Motivate male managers to develop female leaders

Learning/Insight:

According to the CEO of ATREVIA, Asun Soriano, "the increase in parity on the Boards of Directors of Spanish companies is a growing tendency, as has been shown in recent years. However, now efforts must be made to ensure that this female presence is converted into executive power, especially in the context of the transformation that companies are undergoing today. Diversity can provide a different perspective that helps us promote new ways of analysing and facing challenges." Nuria Chinchilla, IESE, professor (PhD): "the value that women bring to boards of directors is already undeniable. There is no going backward, and companies are becoming aware of this fact little by little. Nevertheless, it is still essential to prepare reports and studies that provide data showing the reality of companies that serve as an example and benchmark for increasing female representation on their boards." The report is gaining more and more recognition in the different Spanish media, some examples :

<https://www.youtube.com/watch?v=2Bp1UVgNN78&t=2159s>

<https://www.atrevia.com/actualidad/la-presencia-de-mujeres-consejeras-en-el-sector-tecnologico-llega-por-primera-vez-al-3718-convirtiendo-dose-en-el-mas-paritario-del-mercado-continuo/>

<https://www.atrevia.com/actualidad/presentada-la-nueva-edicion-del-informe-mujeres-en-los-consejos-de-las-empresas-cotizadas-de-atrevia-e-iese-business-school/>

<https://www.atrevia.com/actualidad/la-presencia-de-mujeres-en-los-consejos-de-las-cotizadas-crece-un-28-pero-espana-sigue-lejos-de-la-paridad/>

<https://www.atrevia.com/en/news-atrevia/5th-radiography-of-the-entire-continuous-market-and-the-10th-report-on-women-in-the-ibex-35/>

<https://www.atrevia.com/en/news-atrevia/ix-report-on-women-in-ibex-35/>

Extended/Detailed Description:

In ATREVIA, we believe that the role of women is a catalyst to change society. We have more than 70% of women on our board of directors and 60% occupying management positions.

Among our commitments are research and give visibility to the woman leadership. The 10th edition of the Women on the Boards of Listed Companies Report, elaborated by ATREVIA together with the IESE business school, carries out, for the fifth consecutive year, the analysis of the presence of women on the governing bodies of all the companies listed on the Madrid Stock Exchange's General Index.

The most important conclusions of the report, which includes the 5th Radiography of the entire Continuous Market and the 10th Report on Women in the IBEX-35 and covers a total of 122 companies in this edition, is that the representation of women in Spanish continuous market companies increased by 21 women, 2.94 percentage points, in 2021 to 352 female directors. However, it is vital to note that this increase stood at 28,78% in the previous year.

The most significant push towards parity, for yet another year, was made by IBEX-35 companies, where the presence of women increased by ten more women, 2.77 percentage points, to 149 seats, reaching a parity rate of 33.94%.

Meanwhile, non-IBEX-35 companies continued to make moderate and insufficient progress. Although female representation rose by 2.97 percentage points, it remained at 25.9%, falling short of the 30% recommended by the National Securities Market Commission (CNMV).

The increase of women's presence on the Boards of Directors of the IBEX-35 contrasts, however, with the adequate power of women in Management Committees, the decision-making bodies, where representation stands at just 18.32%.



Spain

Siemens - "STEM Girl Power" Program

General Information		Impacted KPI's	
Country Spain	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Others		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Women Talent Pipeline



Level of Implementation
5 (Completed) - more than a year

INITIATIVE DESCRIPTION:

Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- 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
- Promote STEM Education in girls

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

- Expand capability and experience of female employees
- Attract and hire female candidates
- 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
- Promote STEM Education in girls

Learning/Insight:

Great impact and promotion of STEM Education in girls between 14 and 18 years old from different countries. To show and give visibility to our female employees as role models for girls.

Extended/Detailed Description:

"STEM Girls Power" Program is an International Program created by Siemens Germany and Siemens Spain to promote STEM Education in girls between 14 and 18 years old.

We started the Program in 2020 with the participation of 24 girls from Germany and Spain (12 per country) and we opened to more countries in 2021 with the participation of girls from Germany, Spain, and UK.

We are going to have our 3rd Edition in 2021 with the participation of 48 girls from Germany, Spain, UK, and Switzerland (12 per country). We created this Program because we have low representation of Girls in STEM. So, we decided to make action in this topic. Participants have several activities:

- Participation in an International Team & Project
- To interact with girls, from other countries
- To use different skills: language, digital tools
- To join an International Virtual Event
- To learn about STEM and STEM Female Influencers
- To meet STEM Female Ambassadors and to hear about their experience.

STEM Female Ambassadors are females studying a STEM Education and nowadays they are working in Siemens. So, we show role models to participants, and we give visibility to our female employees. How do we make it real? We start with a virtual meeting where we create teams with participants from different countries. We have an Ice Breaking session, so participants can get to know each other with the support and mentoring of our STEM Female Ambassadors because participants will work on a common project during the Program. And one of our STEM Female Ambassadors showed a demo on how to create an Application with Low code, because every team must create an App during the Program and they are free to choose the App's topic. We have a second virtual meeting one week later where participants have some activities to get to know each other better and we have some time with one of our STEM Female Ambassadors to solve questions about their Apps. Because in the middle time, between meetings, every team must work in the creation of the App. We finish the Program the following week where participants have an inspirational speech of one of our Siemens' female Top Management with Global roles where she shares her personal and professional life. After, every team shares and presents its App to the jury. The jury is made up of our STEM Female Ambassadors and the jury communicates what App is the best and is the winner of the Program.

Siemens supports and promotes STEM Education in girls with this Program in several countries and we received very good feedback from participants and Schools. They consider it a great experience because during COVID situation they had to stop doing several activities and our Program gives the opportunity to girls from several countries to work together in an International STEM Project. Another goal is to get young

women interested in technology and IT. Technical jobs are still very much dominated by men. The Program gives the young women the opportunity to reconsider their future career choice.



Spain

Spanish Association of Executives and Directors EJE&CON - Code of Best Practices for Corporate Talent Management and Competitiveness

General Information		Impacted KPI's	
Country Spain	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Other		% in managerial roles	Other % KPI
Sales Locally < 5M €		Other impacted KPI's: <ul style="list-style-type: none"> • Female % in technical roles • Female % in new hires • Female % turnover • Female % in succession plans for managerial positions 	



Employees
Locally < 200



Focus on
Women talent pipeline



Level of Implementation
5 (Completed) - More than a 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

Quantitative Initiative:

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/>

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.





Switzerland

Competence Center for Diversity & Inclusion at the University of St.Gallen - Advance & HSG GenderIntelligence Report

General Information		Impacted KPI's	
Country Spain	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Services - Educational		% in managerial roles	Other % KPI
Sales Less Than 5M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Measuring to Improve



Level of Implementation
5(Completed) - more than a 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
- Address unconscious bias and eliminate gender stereotypes

- Create open and inclusive organizational culture
- Create transparency on the development of gender diversity

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Quantitative Initiative:

Increase in employee HR raw data for analysis (238'000 in 2018 to 380'000 in 2022).

Learning/Insight:

Creating transparency around gender-related facts and figures is absolutely key, as well as C-Level targeting and involvement.

Extended/Detailed Description:

The annual Advance & HSG Gender Intelligence Report (<https://www.advance-hsg-report.ch/en>) is a cooperation between Advance - Gender Equality in Business (<https://weadvance.ch/>) and the Competence Centre for Diversity & Inclusion (<https://ccdi-unisg.ch/>). It presents key facts, figures, and insights about gender diversity in Swiss businesses and organizations. Last year's report (2021) compiled and analyzed the anonymized data of over 320'000 employees from 90 companies – this year, it will be over 100 companies and over 380'000 employees!

Latest insight coupled with guidance to progress

The aim of the Gender Intelligence Report is to provide research- and evidence-based insights into the landscape and deeper causes of gender inequality at work in Switzerland. The publication includes not only key figures but references cutting-edge research insights into the field and gives a voice to experts and practitioners. In addition, it works as a guiding tool offering KPIs, checklists and recommendations on managing key drivers as well as concrete best practices from participating companies.

Deep diversity findings due to unique raw HR data sets

The Gender Intelligence Report is the only report in Switzerland that is based on anonymized raw HR data provided by participating companies on a yearly basis. Consistent key performance indicators (KPIs) using the same formula and the same type of data for all companies are calculated, which provide transparency on the progress of gender diversity in the Swiss workplace. The report includes key figures along the employee lifecycle (representation by management level, recruitment, turnover rate, promotions) and covers diversity dimensions such as gender, age, and nationality and the intersectional perspective of those. The report addresses questions such as: Are women more likely to advance along the career ladder through internal promotions or external hiring? Do women in the "family primetime" between 31 and 40 leave companies at higher rates than their male counterparts? What is the average employment percentage by gender at each management level?

Consistency in data analysis – variety of angles per year

While being consistent in the data analysis year by year, the Gender Intelligence Report highlights different angles in every edition. For instance: As not all industries face the same issues, this year's report incorporates analyses by industry to see how successfully they vary in managing sustainable talent pipelines. This shows strengths and areas of improvement for the different industries and gives insights to where some industries might be able to learn from best practices in others. The 2022 report will also feature a unique analysis of policies and initiatives that promote inclusive leadership and workplace culture. After all: Inclusion is the fast track to diversity.

Targeted formats for Business Leaders and IE&D/HR community

The Gender Intelligence Report is intended for an audience of business leaders eager to learn how to make their teams and organizations more (gender) diverse and inclusive as well as for experts and practitioners interested in the deeper causes of gender inequality in the Swiss workplace. The report appears in suitable formats that are adapted to the needs of the different target groups. It provides actionable recommendations at the organization and individual level, as well as recommendations tailored towards industries. In this sense, the report outlines a novel and practice-oriented path to unlock the power of diversity and make Swiss business future-proof.



United Kingdom

Airbus Operations Ltd - Review of family leave for improving inclusivity

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Headquarter of global organization	% in workforce	% in promotions
Type of Company Private		Pay gap vs Male	% in BOD
Industry Manufacturing - Aerospace		% in managerial roles	Other % KPI
Sales Globally > 1B €		Other impacted KPI's: • Other - Creation of a family-friendly environment	



Employees
Globally > 10,000



Focus on
Women talent pipeline



Level of Implementation
5 (Completed) - More than a 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

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Learning/Insight:

Ensure that stakeholders across the business are included in policy review including business leaders and union representatives.

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. 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 Female employees 19% Level of Implementation Completed > 1 year G20 EMPOWER 382 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.



United Kingdom

C W Fletcher & Son - Recognise and Reward a Diverse Workforce

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Private		Pay gap vs Male	% in BOD
Industry Manufacturing - Aerospace		% in managerial roles	Other % KPI
Sales Locally 5 – 10M €		Other impacted KPI's:	



Employees
Locally < 200



Focus on
Women Talent Pipeline



Level of Implementation
3 (Almost Implemented)

INITIATIVE DESCRIPTION:

Main Goals:

- Develop/strengthen women leadership pipeline

Quantitative Initiative:

-

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Learning/Insight:

-

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.

Main Goals: • Develop/strengthen women leadership pipeline
Perimeter of Implementation: Entire organization at local level
Workforce Focus: All workforce Female employees 10%
Level of Implementation Partially implemented
G20 EMPOWER 384 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 a 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 doors where female talent can join CW Fletcher and achieve a rich and rewarding career.



United Kingdom

Civil Aviation Authority - Attracting and recruiting more women to the organization

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Government Agency		Pay gap vs Male	% in BOD
Industry Services – Association		% in managerial roles	Other % KPI
Sales less than 5 million €		Other impacted KPI's:	



Employees
Locally 1.000 – 5.000



Focus on
Women Talent Pipeline



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

- Attract and hire female candidates

Quantitative Initiative:

-

Perimeter of Implementation:

Pilot on one function/level of organization

Workforce Focus:

Only Female

Learning/Insight:

-

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. Main Goals: • Attract and hire female candidates Perimeter of Implementation: Pilot on one function/level of organization Workforce Focus: Only Female Level of Implementation Completed > 1 year G20 EMPOWER 386

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%



United Kingdom

Royal Aeronautical Society - Alta Mentoring Scheme

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Non Profit		Pay gap vs Male	% in BOD
Industry Manufacturing - Aerospace		% in managerial roles	Other % KPI
Sales Globally 5 – 10M €		Other impacted KPI's: • Other - to reach 1000 women by 2023	



Employees
Globally < 200



Focus on
Women Talent Pipeline



Level of Implementation
5 Completed (More Than a 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

Quantitative Initiative:

-

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

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. 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 Female employees 60% Level of Implementation Completed > 1 year % in managerial roles G20 EMPOWER 390

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.





United Kingdom

Standard Life Aberdeen plc - Parental Leave Policy

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Public		Pay gap vs Male	% in BOD
Industry Services – Financial		% in managerial roles	Other % KPI
Sales Globally > 1B €		Other impacted KPI's: • Other - to reach 1000 women by 2023	



Employees
Globally 5.000 – 10.000



Focus on
Women Talent Pipeline



Level of Implementation
5 Completed (More Than a 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 global level

Workforce Focus:

Broader diverse workforce

Quantitative Initiative:

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.

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. 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 Level of Implementation Completed > 1 year Female employees 46% G20 EMPOWER 393 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.



United Kingdom

UK Charters - Charter for Women in Finance, Women in Aviation and Aerospace and Women in Defense

General Information		Impacted KPI's	
Country United Kingdom	Type of Organization Local subsidiary of a global organization	% in workforce	% in promotions
Type of Company Nonprofit		Pay gap vs Male	% in BOD
Industry Services-Financial		% in managerial roles	Other % KPI
Sales Locally > 1B €		Other impacted KPI's: <ul style="list-style-type: none"> • Female % in technical roles • Female % in new hires • Female % in succession plans for managerial position 	



Employees
Locally > 10,000



Focus on
Women talent pipeline



Level of Implementation
3 (Almost 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 local Level

Workforce Focus:

All workforce

Quantitative Initiative:

-

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.

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

Women in Aviation & Aerospace Charter (219 company signatories)

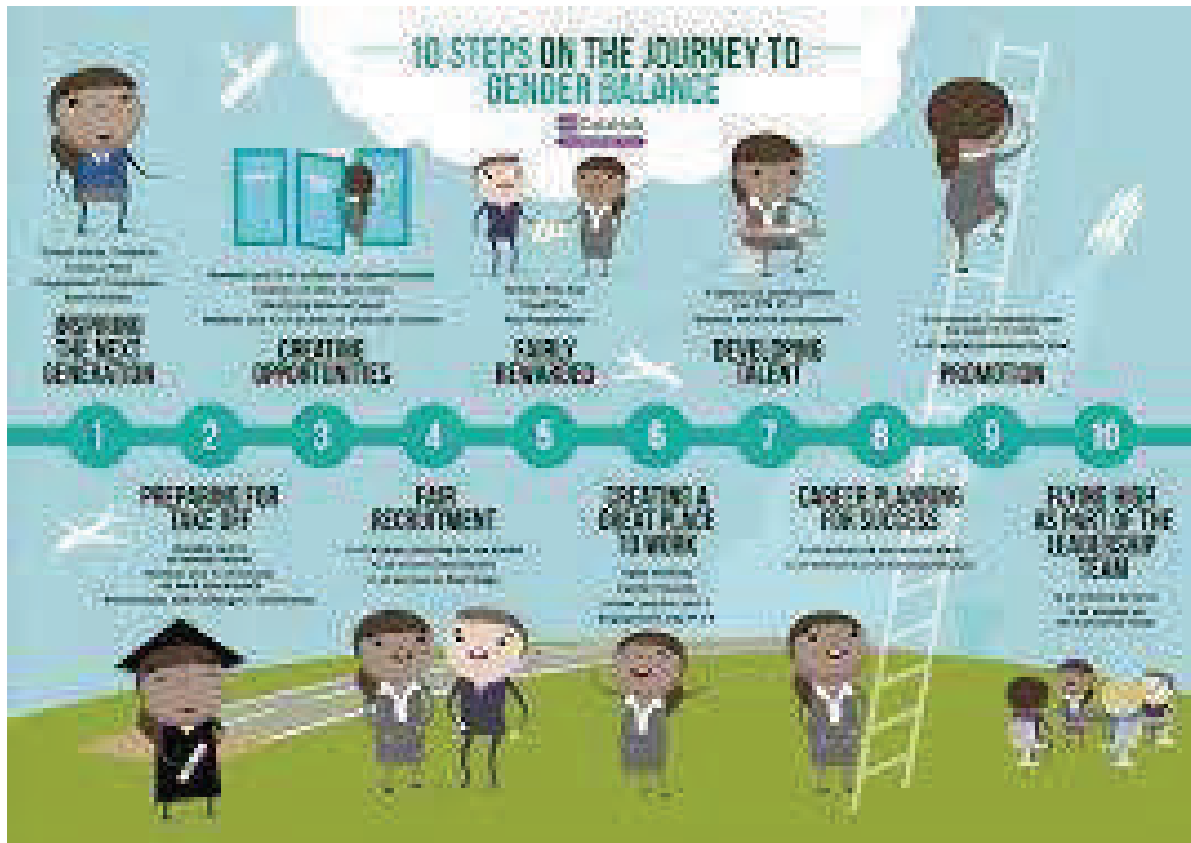
<https://www.gov.uk/government/publications/women-in-aviation-and-aerospace-charter>

<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-BalancedIndustry.pdf>

Women in Defence Charter (more than 49 company signatories)

<https://www.gov.uk/government/publications/women-in-defence-charter>



Additional Best Practices

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Argentina

SAP Argentina - Work and Life Balance/Intergration

General Information		Impacted KPI's	
Country Argentina	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Services - Software		% in managerial roles	Other % KPI
Sales More than 1 B€		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Others



Level of Implementation
5 Completed (More Than a Year)

INITIATIVE DESCRIPTION:

Main Goals:

- Support work and life balance/integration of all employees

Quantitative Initiative:

100% employee reach, 2% increase in Women in Workforce and 6% increase in Women in Management since implementation.

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Learning/Insight:

-

Extended/Detailed Description:

We believe that the balance between men and women in management helps create a more inspiring work environment, where people feel free to express their individual styles. That is why we work to significantly increase the number of women across all areas, especially in leadership positions. Currently, 49.9% of the more than 1,000 collaborators are women and 48.9% of management positions are held by women, a figure that has increased significantly, when in 2015 it was only 36.7%. SAP Argentina is one of the first three SAP locations worldwide to have reached such impactful metrics almost at gender parity. In addition, primary caregivers who return from their parental leave are assigned a buddy who has gone through the same experience. This buddy will provide them with the guidance they need as they resume work, besides the support they receive from Human Resources. We also provide benefits such as childcare and lactation subsidies. We also seek to anticipate other trends resulting from social progress. That is why our parental leave policies were updated in 2019 to be more inclusive of all types of families. SAP was one of the first companies in the country to implement these changes, where we no longer refer to parents as “mother” or “father” but primary or secondary caregivers. This way, monoparental, straight, gay, lesbian or other families will feel included through the language in the policy. Moreover, with this enhancement, we expanded the benefits to secondary caregivers, who can now have 30 business days as of the moment of birth, adoption or surrogacy, to be used throughout the period of one year; whereas the primary caregiver will get to choose between two months of full paid leave in addition to what’s prescribed by law or a progressive return until the first year since the date of birth, adoption or surrogacy is complete, receiving their full salary and benefits.



Argentina

Summabio (Desarrollos Biotecnológicos) - Political and Cultural Organization of Gender and Other Diversities

General Information		Impacted KPI's	
Country Argentina	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Agriculture - Others		% in managerial roles	Other % KPI
Sales Less Than 5M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Women Talent Pipeline



Level of Implementation
4 (Completed) - Less than a year

INITIATIVE DESCRIPTION:

Main Goals:

- Attract and hire female candidates
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Create open and inclusive organizational culture
- Make visible the role of women and their empowerment in the agribusiness

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Broader diverse workforce

Quantitative Initiative:

During the first semester of 2022 the staff had an increase of 33% compared to the latest semester of 2021. However, it also had a decrease of 3% in the number of women of the organization. There was also an increase of 7% in the number of people with disabilities. A new worker, which belongs to the transgender community, has joined us too.

Learning/Insight:

During the first semester, we focused on the incorporation of other diversities, this led us to neglect the percentage of women, as shown in the results of the last measurement. For next semester, we decided that the changes or incorporations will be with shortlists of 3 or at least 2 women, in case of not finding 3 applicants with the profile that helps fulfill the company's needs.

Extended/Detailed Description:

The agribusiness finds itself in constant change and evolution. Even though the role of women in the agricultural world has not stopped growing, it is still difficult to visualize the presence of women in the sector. Women have to play an important role, be the engine of agribusiness. 25 years ago, 95% of the agribusiness was made up of men. There is still a high percentage and there are still meetings where all the participants are male.

Summabio has a clear diversity and inclusion politics. This one has a written instrument where it manifests its purpose. It consists of several stages and actions:

Regular training of team members

- Measurements, auto-evaluation and surveys of evaluation to the team
- Research of human resources

a) Tending to communication language in job application

b) At least one woman is solicited in shortlist

c) Some with a "Positive discrimination" focused on determined diversities

-Internal and external politics of communication without discrimination



India

Apollo Hospitals Group - Gender Diversity in Managerial Role Going Beyond Gender Binary Lens

General Information		Impacted KPI's	
Country India Type of Company Public Company Industry Services - Healthcare Sales More than 1 B€	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's: -	



Employees
More Than 10,000



Focus on
Women Talent Pipeline



Level of Implementation
4 (Completed) Less Than a Year

INITIATIVE DESCRIPTION:

Main Goals:

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

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

All Workforce

Quantitative Initiative:

- Our overall % of female staff is 58%
- Female share of promotions is 56%
- The gender pay gap is nil
- Share of women in Company's Board of Directors is 54%
- Our female % of total staff in Apollo Foundation is 58%, out of which 25% are managers and rest supervisors
- Share of women in technical roles is 34%

Extended/Detailed Description:

Multiple Initiatives to achieve the following Goals:

- Gender diversity in managerial roles going beyond gender binary lens.
- Investments in enabling women in leadership roles across the departments and community projects.
- Address gender, age and expression biases and stereotypes.
- Progressive social change in the core of Hospital's CSR portfolio.

<Please refer to pdf sent for detailed description>

Learning/Insight:

In the communities and especially the rural belts must see women in leadership and technical professionals.



India

Boehringer Ingelheim India Pvt. Ltd - Sabrang
<Mélange of Colors

General Information		Impacted KPI's	
Country India Type of Company Privately Held Industry Services - Healthcare Sales 50-200 M€	Type of Organization Local subsidiary of global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
500 - 1,000



Focus on
Women Talent Pipeline



Level of Implementation
3 - Almost 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
- 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
- Motivate male managers to develop female leaders
- Support work and life balance/integration of all employees

Quantitative Initiative:

Female % in workforce: 15%, Female % in leadership positions: 30%, Female % in non-sales : 35%.

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Broader diverse workforce

Learning/Insight:

It is really important to have leaders and role models who embody inclusion. A top down approach isn't enough but definitely starts the cycle of positive reinforcement. It is also important to 'involve' diverse teams in driving this agenda.

Extended/Detailed Description:

Over the last 5 years, we have worked towards building a gender diverse workforce. With focused efforts, our gender diversity ratio improved from 5.8% in 2017 to 13+% in 2022. Nearly 40% of our senior leadership team are women. 35%+ of our non-sales functions are women. We also have a strong generational diversity with 80% of our employees being millennials and GenZ. On the one hand, while we are trying to build a diverse talent pipeline, ringfence women employees and nurture our generational diversity; on the other hand we are focusing our efforts on creating an inclusive & enabling work environment that continues to appeal to an increasingly diverse workforce.

Sabrang : Where all colors thrive

At Boehringer Ingelheim India, we pursue D&I with a strategic intent ; in a complex and challenging business environment where we need to leverage diversity of thought to drive productivity, we are continuously striving to find ways to strengthen our inclusive culture : a where everyone can bring their whole and authentic selves to work and live up to their full potential.

Sabrang (a hindi word) is a harmonious mélange of colors that reflects our idea to accentuate every color in the mix. To bring it alive, we are focusing on 3 pillars.

People

Our talent development philosophy is based on creating diverse experiences to build a truly diverse workforce.

- We keep a close watch on building a gender diverse leadership pipeline for our critical roles. We review our performance data, succession plans, development plans for gender equity.
- During our talent identification process, we ensure a strong focus on 3G (Gender, Generation, Geography). 33% of our key talent are women and have access to differentiated development journeys.
- At BI, 26% of total promotions were women and 24% of women were in the top 20% earners.
- WoMentoring is an exclusive mentoring intervention for women employees and aims at providing guidance on career goals. In addition, we also conduct workshops for our women employees to help them with their career growth & personal branding.
- For development and career advancement of women, we have global women leaders programs to which we continue to nominate female candidates.

Environment:

- Breakfast with CEO : Our CEO ensures that she meets our women field force during quarterly Sammelans. It is a platform for them to get inspired from a female CEO, voice their concerns and gain visibility to senior leadership.
- Fireside chat with leaders : Open fireside chats with our leaders to discuss key elements of our inclusive culture and how we can do better.
- Quarterly Interface with women leaders: Sabrang women's forum is a quarterly platform that facilitates dialogue for all women employees and helps them interface with women leaders. Communities of support: We also have virtual communities for field-force women to share new initiatives, stay connected, discuss and raise concerns. These platforms were created before Covid and have only strengthened post pandemic.

Behaviors

- Sensitization Training to managers on D&I, Work-Life flexibility etc. Managers are continuously trained on Diversity and Inclusion as well as administering work-life benefits for employees. Competency based hiring workshops are conducted to remove bias in hiring. Further, we have rolled out "Conscious of unconscious bias" sessions starting from the leadership team to all the people managers.
- Speakup Culture: We strive to create an atmosphere of trust and openness. 'Speak up' culture is deeply ingrained and employees can directly reach out to the senior management through communication platforms like 'Bindas Bol' (BU town halls) & 'Awaaz Do' (Skip level connects).
- 5 -Minute Integrity Minutes before every important meeting puts a spotlight on D,E&I topics.
- Our monthly newsletter, Aalaap, helps in reaching out to all employees along with the intranet and the networking, collaboration and information sharing platform.



India

Economic Laws Practice (ELP) - Equal Opportunities For All

General Information		Impacted KPI's	
Country India Type of Company Privately Held Industry Services - Professional Services Sales 50 - 200 M€	Type of Organization Local organization with no international presence	% 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"> Female % in Partner level positions. 	



Employees
200 - 500



Focus on
Women Talent Pipeline



Level of Implementation
3 Almost Implemented

INITIATIVE DESCRIPTION:

Main Goals:

- Create open and inclusive organizational culture

Quantitative Initiative:

18% variation, 20% and 38%.

Perimeter of Implementation:

Entire organization at Local Level

Workforce Focus:

Broader diverse workforce

Learning/Insight:

Opportunities should be based on talent. An individual should have the opportunity to learn on the job and grow.

Extended/Detailed Description:

Economic Laws Practice (ELP) strongly believes in giving equal opportunities to all. Hiring at ELP is merit-based and a transparent process. Equal opportunities are not only restricted to gender binary roles but it goes ahead to even give opportunities to disabled people as well as people from LGBT community. Our Internship program has received applications from LGBT people who have been taken to higher rounds of scrutiny. The concept of maternity relief at ELP is taken seriously and is quite flexible. Apart from the leaves allowed as per the legal requirement, the female employees also enjoy an extended WFH both prior and after the leaves.



India

GHCL - GHCL Digest

General Information		Impacted KPI's	
Country India	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Manufacturing - Chemical		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's:	



Employees
5,000 - 10,000



Focus on
Women Talent Pipeline



Level of Implementation
2 (Just Started)

INITIATIVE DESCRIPTION:

Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles

Quantitative Initiative:

Just started.

Extended/Detailed Description:

Grievance Redressal.

Perimeter of Implementation:

Pilot on one function/level of organization

Workforce Focus:

Female Only

Learning/Insight:

Women Empowerment in India.



India

Jewel Consumer Care Pvt Ltd - JEWEL Catalysts

General Information		Impacted KPI's	
Country India	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Manufacturing - Others		% in managerial roles	Other % KPI
Sales 10-50 M€		Other impacted KPI's: • Female % in technical roles.	



Employees
500 - 1,000



Focus on
Women Talent Pipeline



Level of Implementation
5 (Completed) More Than a Year

INITIATIVE DESCRIPTION:

Main Goals:

- Create open and inclusive organizational culture
- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop network for mutual support and learning

Perimeter of Implementation:

Entire organization at Global Level

Workforce Focus:

All workforce

Quantitative Initiative:

There has been a visible surge in performance and productivity seen amongst our female employees. Since we started, with no female employees except for me at the apex, today almost 20% of our workforce is represented by women. With training and conscious developmental programs, we have seen better consistency in quality levels as also higher productivity in terms of quantity and value and a more progressive work environment at all levels.

Learning/Insight:

There are several little and big stories that come to my mind. But, in a nutshell, I see myself as the protagonist who started her entrepreneurial journey in the manufacturing sector in the 1980s, an era where having female entrepreneurs was rare, but those from the manufacturing sector were unheard of. From finding a firm place for myself to earning the respect of bankers, government officials, and clients who belittled and bullied me for years, I've come a long way. I've been a fighter against all odds, a performer under pressure, and a do-gooder for a beautiful community of 1000 plus employees and their families, who are family to me. I'd like to share an incident that became the turning point in my life. Back in the day, we were the first ones to import a German machine and were quickly gaining recognition for our consistently good quality product, increased production capacity, and precision. Our competitors pulled all possible tricks to get us into trouble and, on some occasions, managed to sabotage our factory. Under immense pressure, I didn't give up and overnight brought engineers with spare parts from Germany to repair the machinery in a matter of 2 weeks to resume production, enabling us to supply the order to a multinational company that had a deadline to launch a new product on a certain date and time. This achievement was a page-turner in my life when I recognised my true potential of performing under pressure and emerging victorious in spite of swimming against the tide. On a broader level, I believe the key to my success has been me being ethical at all times. Honesty and integrity are superpowers that have taken me places and smoothed my journey. In a distracted world, it is imperative to develop laser-light focus, passion and purpose and humility in achieving goals. We must settle for nothing less. One of my greatest lessons is that you can command excellence only if you deliver it. And, believe in yourself even when no one else does, because dreams do come true! Finally, the true wealth that I've created is my ability to inspire other women – my employees, my family and friends and the entire female fraternity that recognises me as an ambassador and advocate of female empowerment.

Extended/Detailed Description:

“JEWEL Catalyst” is an internal policy for all employees of the company that rests on the three pillars of diversity, equity, and inclusivity. At Jewel, we believe that employees are the real stars (sitaras) of the company. As an organization, we uphold an ethos that recognises the value of diverse voices and centers inclusivity and employee wellbeing as central facets of success. Women, although a minority in our workplace, are a true powerhouse of talent. We believe they are Shakti and it's our constant endeavor to change the practice of poor representation of women in our industry and give them a fair platform to perform, prove their worth and grow.

Our workforce is diverse in its true sense, where men, women, and the specially abled thrive together. Overtime, the role of women in the factory has evolved and transformed. From looking into packaging and labeling today, our female employees operate machines on the shop floor. A lot of women like this are uneducated and belong to low socio-economic backgrounds. Contrastingly, we also have women at senior and key managerial positions who are creating a diverse force enabling us to bring various energies together and build a culture of trust and mutual respect.

Jewel has built policies and programmes for the development of its employees that are impartial and fair. We want our employees to be fairly compensated for their work. Talent is the deciding factor that determines an employee's worth. We have internal checks and human resource audits that ensure equitable opportunities are offered to both men and women, particularly in the local community. Over the years, we've made conscious efforts to promote equity amongst the workforce. Women, who were earlier restricted to package and labeling jobs, are now getting skills for the shop floor. We've a technical training model to prepare women for the building of expertise to handle the challenges of operating machines. Our constant endeavor is to ensure that processes and programs are impartial, fair and provide equal possible outcomes for every individual, especially women.

Finally, “JEWEL Catalyst” promotes inclusion of employees, especially women, to ensure they feel a sense of belonging in the workplace. We safeguard our employees and foster feelings that make them feel comfortable, secure and supported by the organization. The MP Goradia Trust, started by us, offers medical help to every Jewel employee and his/her family members at a nominal fee of Rs. 5 per consultation; maternity leaves; compensation for maternity costs, a crèche facility; and a 24X7 in-house doctor that ensures physical and mental well-being at all times. Our goal is to foster a just and all-encompassing environment that respects differences and harbors unity.

Our employees are the shining stars of the organization, and JEWEL Catalyst has programmes and initiatives all year round to ensure adequate implementation and measurable change within the company. We believe such interventions play the role of a catalyst in developing our employees, especially women, who set the ball rolling for a positive change in society.



India

Kalaa Sustainable Design LLP - Kalaa Sakhi

General Information		Impacted KPI's	
Country India	Type of Organization Local organization with no international presence	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Services - Creative		% in managerial roles	Other % KPI
Sales Less than 5 M€		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Women Talent Pipeline



Level of Implementation
4 (Completed) Less Than a Year

INITIATIVE DESCRIPTION:

Main Goals:

- Create open and inclusive organizational culture
- Expand capability and experience of female employees
- 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:

Female only

Quantitative Initiative:

70%.

Learning/Insight:

Working with women from the less privileged sections of society makes you realize the capacity and confidence that a lady has within her is infinite.

Extended/Detailed Description:

The Kalaa Store is a social enterprise with a wide range of environmentally conscious home and lifestyle products. Starting as an Art Gallery, promoting artists from all over India, The Kalaa Store has now diversified into handcrafted ethical apparel and accessories sourced directly from artisans. In 2021, as part of the sustainable livelihood programme, The Kalaa Store partnered with CURE, an NGO to work with women in slum areas of Delhi to provide training and ensure livelihoods. Self Help Groups of women were established and each group became independent units empowered to create products to sustain themselves and their families. The Kalaa Store works with the self help groups providing market linkages for the Kalaa Sakhis. Fuelled by their passion for creativity, The Kalaa Store guides and mentors the Kalaa Sakhi Self Help Groups. Continuous research on market trends inspires the range of 'boho-chic' products using macrame, crochet and upcycling techniques. The collection created by the ladies working in the self help groups is based on the principle of minimalism - using soothing colors and a zero-waste process.

The red dot in our logo validates strength, peace and empowerment. This validation forms the essence of good practice amongst the groups in the slums. Inclusion is deeply entrenched in our philosophy and ladies from all communities are encouraged to participate in the livelihood generation programmes. There is a deep bond amongst the women members of the community and it is this bond which propels them to achieve more. There is mutual respect and each lady is given the liberty to work at her will after completing her household chores, attending to the children, parents and other family members. What most of us take for granted is a luxury in the slum communities - running water from taps is a scarce commodity and the ladies have to allocate time to fill water from tankers on certain days. This fact has inspired the sketch for the Kalaa Sakhi's visiting cards. Despite all these challenges and constraints, the Kalaa Sakhis are willing to think big and are willing to understand global fashion trends to convert their skills into market-ready products.

Although many of the ladies are not literate one of the basic principles of good practice adhered to is financial inclusion and understanding accounts. All the Kalaa Sakhis are encouraged to work on the cost break-up of each product. It is the ladies who source the raw material for their products. This exercise gives them exposure to a world beyond their community and also opens their eyes to market trends. Based on the cost of the raw material and also the time spent to create the handicraft, it is the ladies who decide the price at which they will sell their products to The Kalaa Store. This task of pricing gives the ladies a sense of pride and dignity - it is the opposite of exploitation. The entire group is involved in handling the finances and is encouraged to open bank accounts to ease the money transactions. Financial inclusion is a big step towards women empowerment.



India

Randstad India - Women Mentoring Program

General Information		Impacted KPI's	
Country India Type of Company Privately Held Industry Services - Professional Services Sales 10 - 50 M€	Type of Organization Local subsidiary of global organization	% 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"> Female % in succession plans for managerial positions. 	



Employees
1,000 - 5,000



Focus on
Women Talent Pipeline



Level of Implementation
4 (Completed) Less Than a Year

INITIATIVE DESCRIPTION:

Main Goals:

- Expand capability and experience of female employees

Quantitative Initiative:

100% employee reach, 2% increase in Women in Workforce and 6% increase in Women in Management since implementation.

Perimeter of Implementation:

Entire organization at local level

Workforce Focus:

Female Only

Learning/Insight:

Women employees benefit from a structured mentoring program where they are able to learn from each other and their mentors. They are also able to reflect on their own competencies and challenge gender stereotypes that are obstacles for their growth. We want to take this forward as part of our women ERG as well.

Extended/Detailed Description:

There is a growing body of evidence showing that when more women sit at the decision-making tables, better decisions are made. However there is a large chasm between the number of women starting out on the professional track and the number advancing to senior positions. One of the many ways we can help to 'leak-proof' this pipeline is through mentoring. We choose to challenge and set ambitious professional & personal goals and achieve them with the help of our senior leaders, who mentored them through this exciting journey. We had the first ever women mentoring program at Randstad. For our pilot batch we have 18 brilliant colleagues from different businesses and functions. They were sieved through a process of detailed self evaluation. Each had shared a thoughtful statement of purpose, self development areas and career goals.



India

Tata Steel - MOSAIC

General Information		Impacted KPI's	
Country India	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Manufacturing - Steel		% in managerial roles	Other % KPI
Sales More than 1 B€		Other impacted KPI's:	



Employees
More than 10,000



Focus on
Women Talent Pipeline



Level of Implementation
5 (Completed) More than a 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
- 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

Quantitative Initiative:

KPI FY'20 FY'21 FY'22 female % in workforce 6.9% 7.4% 6.9% female % in board of directors positions 10.0% 10.0% 18.2% Share of women in leadership positions (IL1, IL2, IL3) 7.0% 7.4% 7.7% female % in succession plans for leadership positions (IL4) 9.6% 10.1% 11.3% female % in managerial position (junior, middle, senior mgmt) 12.0% 12.6% 11.7% female % in technical roles (STEM roles) 4.6% 6.0% 5.7% female % in promotions (on total promotions) 5.6% 5.4% 8.8% female % in new hires 15.2% 15.1% 23.2%.

Learning/Insight:

Women Empowerment in India.

Extended/Detailed Description:

Mosaic defines the path the company has taken to build a people's culture that both celebrates and encourages diversity and inclusion. With Challenging work assignments and a healthy work life balance, Tata Steel has been the perfect Launchpad for many women talent in the organization.

Interventions enabling Female Talent Pipeline

Women@Mines: Tata Steel became the first company in India to implement the reforms brought about by the Government of India, allowing women to work on all shifts in mines.

Tejaswini 2.0: Under its flagship Women@Mines programme, Tata Steel has on boarded 38 women Heavy Earth Moving Machinery (HEMM) operators at its mines in West Bokaro and Noamundi. Tejaswini 2.0 aims to provide technical training to unskilled women workers and enable them to work in core jobs at mines. After completing their training, these women are being deployed as operations assistants to operate HEMM at Quarry SE, including dumper, dozer, shovel, excavator, and drill.

Women of Mettle: In line with our conscious efforts towards improving gender diversity in Technical areas we introduced Women of Mettle for Engineering Campuses. It's a pioneering scholarship program of Tata Steel aimed to induct bright young women engineers into the manufacturing sector.

Company policies for D&I (Women focused) :

- Agile working model is a pioneering initiative to provide flexibility and foster a culture of trust and outcome-based performance. There are 2 working models:
- Flexi work from home model and Absolute work from home model, an employee can work from home for any number of days from any location of choice within India.
- Creche facility at workplace: We have our own, company run top end creche facility in various locations. At places where we don't have, we have tie ups with 3rd party creche providers.
- Travel on company business with kids: Primary caregiver can take their kid to the location outside the base city for critical work related to business
- Improving the experience of childcare: We have curated handbooks for managers to join hands to celebrate "Moments that Matter" and to support team members transition through this momentous phase of their lives
- Tata Steel's Gender-Neutral Adoption Leave policy supports employees by offsetting the costs for the adopting parent
- Adoption Leave: Eligible employees are entitled to adoption Leave with full pay for a total period of 12 weeks.

- Eligible officers are entitled to a maternity leave period of 26 weeks. Up to a maximum of four months of additional leave may be granted to an officer who is unable to resume duty on the expiry of maternity leave. Surrogacy leave of 12 weeks is entitled to a commissioning mother
- Childcare leave: To aid mothers in looking after their child of 5 years or below, Tata Steel provides childcare leave (CCL) of 15 days every year.
- Nursing Break: We support women in maintaining a hassle-free balance between childcare and work by providing nursing break up to 120 minutes
- Take Two: Second Career Program enables women who have taken a career break to return to the corporate world on their terms.
- Menstrual Leave - First company in the large scale segment to introduce Menstrual Leave to break the social taboo

Technology and Digitization

stepUP: The AI driven Internal Talent Marketplace enables diverse teams, equitable access to opportunity, and an inclusive culture.



Mexico

Ezentia Group - Female Candidate in Every Slate Presented to Client in Executive Search Business

General Information		Impacted KPI's	
Country Mexico Type of Company Privately Held Industry Services - Software Sales Less Than 5 M€	Type of Organization Local organization with no international presence	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
Less Than 200



Focus on
Women Talent Pipeline



Level of Implementation
3 (Almost Implemented)

INITIATIVE DESCRIPTION:

Main Goals:

- Attract and hire female candidates

Quantitative Initiative:

50%.

Perimeter of Implementation:

Entire organization at global level

Workforce Focus:

All Workforce

Learning/Insight:

Try harder to get female candidates in slates for hiring or promotion, sometimes they are overlooked because they are not the obvious or most visible choice.

Extended/Detailed Description:

As an executive search firm focused on leadership positions, we aim to present at least one female candidate in every slate of final candidates (usually 3) that we present to clients searching for executive talent.



Mexico

ManpowerGroup - Change The World, ESG Strategy

General Information		Impacted KPI's	
Country Mexico	Type of Organization Headquarter of a Global Organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Services - Software		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Enabling women to lead the future



Level of Implementation
4 (Completed) Less Than a Year

INITIATIVE DESCRIPTION:

Main Goals:

- Increase leadership role-models and their visibility
- Create open and inclusive organizational culture
- 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 global level

Workforce Focus:

All Workforce

Quantitative Initiative:

-

Learning/Insight:

We believe the future of work is female, so enabling greater access to employment is good for women, business and for society.

Extended/Detailed Description:

We measure representation for women in our internal organization and benchmark against both peer companies and the broader US and global company performance. We have set organizational goals for diverse representation at the global and local level. We have also worked with clients to help them assess diverse representation in their candidate base and contingent workforce on a case-by- case basis. 60% of ManpowerGroup's workforce is female, 33% of our global leadership is female (with a goal to achieve 50% of women in leadership globally by 2025), and 33% of our Board of Director is female. We believe the future of work is female, so enabling greater access to employment is good for women, business and for society.

Please find more information about what we are doing to support more women in leadership positions:

<https://www.manpowergroup.com/sustainability/diversity>

[https://resources.manpowergroup.com/story/working-to-change-the-world-](https://resources.manpowergroup.com/story/working-to-change-the-world-2021/page/1?_ga=2.208469009.2074782035.1658245323-1929725090.1632324283)

[2021/page/1?_ga=2.208469009.2074782035.1658245323-1929725090.1632324283](https://resources.manpowergroup.com/story/working-to-change-the-world-2021/page/1?_ga=2.208469009.2074782035.1658245323-1929725090.1632324283)



South Korea

Kyobo Life Insurance Company Ltd - Diversity, Equity and Inclusion Program

General Information		Impacted KPI's	
Country South Korea Type of Company Privately Held Industry Services - Financial Services Sales more than 1 B€	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
		Pay gap vs Male	% in BOD
		% in managerial roles	Other % KPI
		Other impacted KPI's:	



Employees
1,000 - 5,000



Focus on
Women Talent Pipeline



Level of Implementation
3 Almost Implemented

INITIATIVE DESCRIPTION:

Main Goals:

- Motivate female employees to advance to leadership roles
- Expand capability and experience of female employees
- 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

Quantitative Initiative:

-

Learning/Insight:

Important insights from the Diversity, Equity and Inclusion Program is to ensure that the company has 1) women leadership pipeline in place 2) provide mentoring, training support to equip women managers with the capability to step up in the careers 3) create a culture of equity and inclusion 4) obtain the support and commitment from the TOP management.

Extended/Detailed Description:

Kyobo Life Insurance Co., Ltd., a major financial institution in Korea set up a Diversity, Inclusion and Equity Program in 2012 with the Vision to create a culture of “Respecting the difference of others.” The Program organizes the nation’s signature Women Conference KWIN, which stands for Korea Women’s Innovative Network.

The KWIN Conference was launched in 2012 with participation by over 500 people annually. The purpose of the conference is to help women middle managers get promoted to higher positions by training and mentoring to ensure women leadership pipeline in Korea. The KWIN Conference has representation from over 200 companies in Korea which have women councils or have a team that supports women empowerment. Since COVID 19, activities have been held virtually. In 2020, the KWIN Conference collaborated with the G20 Empower and created a Youtube Channel as well as a platform for speakers. In 2021, the conference was held jointly with the WIR (Women in Korea) group, established under the umbrella of the Korean German Chamber of Commerce.

The initiative is part of the Diversity, Equity and Inclusion Program by Kyobo Life Insurance Co., Ltd., which is designed to embrace not just the women, but all emerging workforce to provide them with an inclusive organizational culture and to eliminate unconscious bias.

Another important program under the Diversity, Equity and Inclusion is a Mentorship Program which runs on an annual basis where volunteer mentors are matched with mentees. All mentors are trained based on a 5 Step Coaching of the International Coach Federation. The Leader for the initiative, Kumjoo Huh, trained herself to become a coach and provides coaching training to those participating as mentors. This year, the company added a special leadership training program for women middle managers where managers meet regularly for educational sessions but also for leadership workshops.

As a result, statistics are gradually beginning to show improvements in workforce diversity:

Workforce Diversity	2019	2020	2021
Total Women Workforce	1,570(43)	1,577(42.9)	1,572(43.2)
Managerial Position	143(17.9)	147(18.7)	153(19.7)



United States

NielsenIQ - Female Leadership Program

General Information		Impacted KPI's	
Country United States	Type of Organization Headquarter of a global organization	% in workforce	% in promotions
Type of Company Privately Held		Pay gap vs Male	% in BOD
Industry Other		% in managerial roles	Other % KPI
Sales 200 M€ - 1 B€		Other impacted KPI's:	



Employees
More Than 10,000



Focus on
Women Talent Pipeline



Level of Implementation
4 (Completed) - Less than a 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 Only

Quantitative Initiative:

The goal of the program is to increase female representation in senior leadership roles. Because the program is relatively new we haven't been able to quantify the impact yet.

Learning/Insight:

It's about empowering women and encouraging male managers to focus on gender parity, while educating all workforce in supporting women to achieve leadership positions.

Extended/Detailed Description:

We have created a female leadership development program to increase female senior leadership representation in Asia. The first COHORT graduated from the program 3 months ago and the second COHORT started last month. The program focuses on leadership skills and soft skills as well as sensitization of all managers (male and female) on the importance of gender parity. Each graduating COHORT will become mentors/sponsors of the incoming COHORTs which will keep all graduates engaged in the program and visible to the rest of the company. Although this started with Asia, the plan is to implement this globally next year.

List of Advocates

No	Organization/Individual	Country
1	50&50 Gender Leadership	Spain
2	a2a	Italy
3	ABB	Italy
4	ABRH Associação Brasileira Recursos Humanos-Brasil	Brazil
5	Accenture Italy	Italy
6	Accrenus	Argentina
7	Achmea	The Netherlands
8	ACWA Power	Saudi Arabia
9	ADIMRA	Argentina
10	Advance - Gender Equality in Business	Switzerland
11	Advanced Petrochemical	Saudi Arabia
12	Aegon	The Netherlands
13	AIG Japan Holdings K.K.	Japan
14	Air Canada	Canada
15	Ajinomoto Co., Inc.	Japan
16	Aldukheil Financial Group	Saudi Arabia
17	Almarai	Saudi Arabia
18	Alstom Italia	Italy
19	Anna Zanardi (Individual)	Italy
20	Aon	The Netherlands
21	APG	The Netherlands
22	Arcadis	The Netherlands
23	Asia Pulp & Paper (APP) Sinar Mas	Indonesia
24	ASLA Associazione Studi Legali Associati	Italy
25	Auto-móvil SRL	Argentina
26	Autogrill	Italy
27	Avanade	Italy
28	Avery	Italy
29	AXA	France
30	Banca d'Italia	Italy
31	Banca di Credito Popolare	Italy

List of Advocates

No	Organization/Individual	Country
32	Bank OCBC NISP	Indonesia
33	Banque Saudi Fransi	Saudi Arabia
34	Barilla	Italy
35	Bayer	France
36	Behavioral Management Consulting Co	Saudi Arabia
37	Binden Group	Argentina
38	Biosidus	Argentina
39	Birra Peroni	Italy
40	BIVA	Mexico
41	Bluenergy Group	Italy
42	BMI Group	Italy
43	BNP Paribas	France
44	BOLTON FOOD	Italy
45	Bombardier Inc.	Canada
46	Bosch	Italy
47	Bouygues	France
48	BP Berau, Ltd.	Indonesia
49	British American Tobacco	Italy
50	Bupa Arabia	Saudi Arabia
51	CAMPOFRIO FOOD GROUP	Spain
52	Canadian Government	Canada
53	Cassa di Risparmio di Bolzano - SparKasse	Italy
54	CCE (Business Coordinating Council)	Mexico
55	Ceetrus	Italy
56	CEOE CAMPUS	Spain
57	Cesare Fiorucci	Italy
58	Chiomenti	Italy
59	Chiomenti Studio Legale	Italy
60	Cisco Saudi	Saudi Arabia
61	Citi	Italy
62	Cleary Gottlieb Steen & Hamilton LLP	Italy

List of Advocates

No	Organization/Individual	Country
63	Coca Cola Amatil	Indonesia
64	Coface	Italy
65	COMMERCIAL TRANSPORT ACADEMY CTA (PTY) LTD	South Africa
66	Comune di Milano	Italy
67	Daiwa Securities Group Inc.	Japan
68	DANONE - SPECIALIZED NUTRITION	Italy
69	Danone Latin America	Mexico
70	Dassault Systemes Italia	Italy
71	DCH-Organización Internacional de Directivos de Capital	Spain
72	Decent Work for Women Program, ILO	Jordan
73	Deloitte	Italy
74	Deloitte Tohmatsu Group	Japan
75	DENSO	Italy
76	Deutsche Bank	Italy
77	DHL	Italy
78	DLA Piper	Italy
79	Dr. Sulaiman AlHabib Medical Group	Saudi Arabia
80	Edge	Italy
81	Edison	Italy
82	EJE&CON Asociación Española de Ejecutiv@s y Consejer@s	Spain
83	EMAAR - KSA	Saudi Arabia
84	Eneco	The Netherlands
85	ENI	Italy
86	Eugino Sidoli (Individual)	Italy
87	Evides	The Netherlands
88	EXS Italia	Italy
89	EY - Global Shared Services	Italy
90	EY Japan	Japan
91	Ezentia Group	Mexico
92	Fastweb	Italy
93	FB&Associati	Italy

List of Advocates

No	Organization/Individual	Country
94	Fondazione Bellisario	Italy
95	Fugro	The Netherlands
96	Fujitsu Limited	Japan
97	Fuori Quota	Italy
98	Gajah Tunggal Group	Indonesia
99	GE AVIO	Italy
100	Geodis	France
101	GILEAD SCIENCES (Spain)	Spain
102	Globant	Argentina
103	Google Italy	Italy
104	Grab Indonesia	Indonesia
105	Grafica Latina SRL - Security Prints	Argentina
106	Grupo Delia Flores	Argentina
107	Grupo Muchnik	Argentina
108	Grupo PRODENSA	Mexico
109	Gruppo CAP	Italy
110	Hadiputranto, Hadinoto & Partners	Indonesia
111	HarperCollins Italia	Italy
112	Hearst Magazines Italia	Italy
113	Henkel Italia	Italy
114	HPE	Italy
115	HSBC Bank	Italy
116	IBM	Italy
117	IDEAL ISLAMIC MICRO FINANCE COMPANY	Jordan
118	ILLIMITY	Italy
119	Indonesia Business Coalition for Women Empowerment (IBCWE)	Indonesia
120	Indonesia Global Compact Network (IGCN)	Indonesia
121	Indonesia Stock Exchange (IDX)	Indonesia
122	Indonesian Business Women's Association	Indonesia
123	Inwit	Italy
124	Jabal Omar	Saudi Arabia

List of Advocates

No	Organization/Individual	Country
125	Japan Association for Female Executives	Japan
126	Japan Association of Corporate Executives	Japan
127	Japan Institute for Women's Empowerment & Diversity Management	Japan
128	Japan Tobaco Inc.	Japan
129	Java Medinvest	Indonesia
130	JERA Inc.	Japan
131	JLL Italia	Italy
132	Johnson and Johnson	Japan
133	Johnson and Johnson Group	Japan
134	Johnson&Johnson	France
135	Just Eat Takeaway	The Netherlands
136	Keidanren Japan Business Federation	Japan
137	Kirin Holdings Co., Ltd.	Japan
138	KLM	The Netherlands
139	Kone	Italy
140	KPMG	The Netherlands
141	KPMG Saudi	Saudi Arabia
142	Laura Biagiotti Group	Italy
143	Learning Edge	Italy
144	Lenovo	France
145	Linamar	Canada
146	LIXIL Group Corporation	Japan
147	Lottomatica	Italy
148	Ma'aden	Saudi Arabia
149	Magna	Canada
150	ManpowerGroup	Mexico
151	Manulife	Canada
152	Mars	Italy
153	Marsh	Italy
154	Marsh & McLennan Companies	Italy
155	McDonald's Italy	Italy

List of Advocates

No	Organization/Individual	Country
156	Mediterranean Shipping Company Saudi	Saudi Arabia
157	MetLife Spain and Portugal	Spain
158	METRO	Italy
159	MICROSOFT	Italy
160	Microsoft	The Netherlands
161	Mitsubishi Chemical Corporation	Japan
162	Monte dei Paschi di Siena	Italy
163	MS&AD Insurance Group Holdings, Inc.	Japan
164	NATIONAL Public Relations	Canada
165	Nesma Company	Saudi Arabia
166	NielsenIQ Latin America	Mexico
167	Nikkei Woman Empowerment Project	Japan
168	NN Group	The Netherlands
169	NTT DATA Corporation	Japan
170	NTT Data Italia	Italy
171	Olayan Saudi Holding Company	Saudi Arabia
172	on a personal basis*	Spain
173	Oracle	Saudi Arabia
174	Panasonic Corporation Connected Solutions Company	Japan
175	Parentalk.id	Indonesia
176	PepsiCo	Italy
177	PepsiCo	Saudi Arabia
178	PFIZER	Italy
179	Philadelphia Chocolate Manufacturing Company	Jordan
180	PHILIPS	Italy
181	Post NL	The Netherlands
182	Procter & Gamble	Saudi Arabia
183	Procter & Gamble Holding	Italy
184	PT Amarthia Mikro Fintek	Indonesia
185	PT Blue Bird Tbk	Indonesia
186	PT Kalbe Farma, Tbk	Indonesia

List of Advocates

No	Organization/Individual	Country
187	PT Komunikasi Kinerja	Indonesia
188	PT Martina Berto, Tbk (Martha Tilaar Group)	Indonesia
189	PT Nestlé Indonesia	Indonesia
190	PT Riau Andalan Pulp and Paper	Indonesia
191	PT Supra Boga Lestari, Tbk	Indonesia
192	PT Unilever Indonesia, Tbk	Indonesia
193	PT Van Aroma	Indonesia
194	PT. Procter & Gamble Home Products Indonesia	Indonesia
195	Rabo Carbon Bank (Rabobank)	The Netherlands
196	Randstad	The Netherlands
197	Republic National Distributing Company	Argentina
198	Resona Holdings, Inc.	Japan
199	RGI	Italy
200	Riyad Bank	Saudi Arabia
201	Rolaco Holding	Saudi Arabia
202	Royal Bank of Canada	Canada
203	Royal Haskoning DHV	The Netherlands
204	Ryerson University's Diversity Institute	Canada
205	SABB	Saudi Arabia
206	SABIC	Saudi Arabia
207	Salesforce	Italy
208	Salvatore Ferragamo	Italy
209	SAP Japan Co., Ltd.	Japan
210	SAP Mexico	Mexico
211	Saudi Aramco	Saudi Arabia
212	Saudi Telecommunication Company	Saudi Arabia
213	Scania	Argentina
214	Schiphol	The Netherlands
215	SECNewgate	Italy
216	Self employed	Russia
217	SHIMIZU Corporation	Japan

List of Advocates

No	Organization/Individual	Country
218	Saudi Telecommunication Company	Canada
219	Scania	The Netherlands
220	Schiphol	Indonesia
221	SECNewgate	Japan
222	Roman Dusenko Co.	Italy
223	SHIMIZU Corporation	Indonesia
224	Shoppers Drug Mart	Japan
225	SHV	Japan
226	Sintesa Group	Italy
227	Slack Japan	The Netherlands
228	SNAM	Saudi Arabia
229	Sociolla	Argentina
230	SOMPO Holdings Co., Ltd.	Japan
231	Sony Corporation	Japan
232	Sopra Steria	Saudi Arabia
233	Spie	Argentina
234	STC	Saudi Arabia
235	STIGOL&Asociados	Italy
236	Sumitomo Mitsui Financial Group, Inc.	Italy
237	Sumitomo Mitsui Trust Holdings, Inc.	Indonesia
238	SUNBULAH	The Netherlands
239	Supervielle	Italy
240	Takamol Holding	The Netherlands
241	TeamSystem Group	Italy
242	Teleperformance	Japan
243	Telkomtelstra	Spain
244	TenneT	Italy
245	The Dai-ichi Life Insurance Company, Limited	Argentina
246	The Language Grid	Italy
247	The Livekindly Collective	Canada
248	Toffoletto De Luca Tamajo	Italy

List of Advocates

No	Organization/Individual	Country
249	VENCHI	Italy
250	VGZ	The Netherlands
251	Vitalis	Mexico
252	VMware Japan	Japan
253	VOPAK	The Netherlands
254	WestJet	Canada
255	WHT Wine Partners	Argentina
256	Wolox	Argentina
257	Wolters Kluwer Italia	Italy
258	Women's Leadership Forum	Russia
259	Wujud	Saudi Arabia
260	XL Axiata	Indonesia
261	YAM112003	Italy
262	Zain KSA	Saudi Arabia
263	Zimmer Biomet	Italy

For the latest update, please visit <https://tinyurl.com/G20EmpowerAdvocates2022>

2022 New Advocates

No	Organization/Individual	Country
264	28Fevrier	Singapore
265	Accenture	Argentina
266	Ambuja Neotia Holdings Pvt Ltd	India
267	Anastasia Tech	Singapore
268	Avaada	India
269	Aysa	Argentina
270	Bain & Company SE Asia Inc	Singapore
271	Bain Capital Advisor (India) Private Limited	India
272	BBVA	Argentina
273	Beccar Varela	Argentina
274	Biosidus	Argentina
275	Bloomberg Singapore Pte Ltd	Singapore
276	Boehringer Ingelheim India Private Ltd.	India
277	Boston Consulting Group	India
278	Brilliance Capital Pte Ltd	Singapore
279	Colcar	Argentina
280	Corteva	Argentina
281	Daigz	Singapore
282	Danone Indonesia	Indonesia
283	DBS Bank	Singapore
284	Droguería Del Sud	Argentina
285	DWHQ Pte Ltd	Singapore
286	E WASTE SOCIAL PVT LTD	India
287	ESL LOGISTICS	Indonesia
288	Financial Women's Associations	Singapore
289	Fundación FLOR	Argentina
290	FWD Insurance Indonesia	Indonesia
291	Gire	Argentina
292	Globant	Argentina
293	Golden Agri-Resources	Indonesia
294	Grupo Werthein	Argentina

2022 New Advocates

No	Organization/Individual	Country
295	Hero Future Energies	India
296	HFaith	Singapore
297	Hindu Unilever Limited	India
298	Hitech Magnetic & Electronics Pvt Ltd	India
299	HMS Assurance	Singapore
300	House of Pte Ltd	Singapore
301	ICICI Lombard General Insurance Company Limited	India
302	Ikebana International	India
303	India Sanitation Coalition FICCI Water Mission	India
304	Industrias Guidi	Argentina
305	J.P Morgan	Argentina
306	JIndal Steel & Power Ltd	India
307	JR Group	Singapore
308	Jumain Sataysfaction	Singapore
309	KADIN	Indonesia
310	Keystone Cable (S) Pte Ltd	Singapore
311	KOP Limited	Singapore
312	L'Oréal Indonesia	Indonesia
313	Ladiesfirst	Singapore
314	Larsen & Toubro Limited	India
315	Lemonilo	Indonesia
316	Letis S.A	Argentina
317	Lily & Co	Singapore
318	Los Grobo	Argentina
319	Mangalam Ventures Limited/NeceSera	India
320	Mann Deshi Foundation, Mann Deshi Bank	India
321	Marks and Spencer	United Kingdom
322	Mewah International Inch	Singapore
323	Nykaa Fashion	India
324	Oriental Remedies	Singapore
325	Panasonic	India

2022 New Advocates

No	Organization/Individual	Country
326	Perum DAMRI	Indonesia
327	Perum LKBN ANTARA	Indonesia
328	Perum LPPNPI (AIRNAV INDONESIA)	Indonesia
329	PERUM PERCETAKAN NEGARA RI (PNRI)	Indonesia
330	PERUM PERURI	Indonesia
331	Plusmar	Argentina
332	PT Angkasa Pura I	Indonesia
333	PT Anugerah Pharmindo Lestari	Indonesia
334	PT Bank BTPN, Tbk.	Indonesia
335	PT Frisian Flag Indonesia	Indonesia
336	PT GOTO GOJEK TOKOPEDIA	Indonesia
337	PT Hotel Indonesia Natour (Persero)	Indonesia
338	PT Kereta Api Logistik	Indonesia
339	PT Mustika Ratu Tbk	Indonesia
340	PT Pelindo Solusi Logistik (PSL)	Indonesia
341	PT PELINDO TERMINAL PETIKEMAS	Indonesia
342	PT Pertamina (Persero)	Indonesia
343	PT PLN (Persero)	Indonesia
344	PT Rajawali Nusantara Indonesia (Persero) ID FOOD	Indonesia
345	PT SARINAH	Indonesia
346	PT Telkom Indonesia (Persero) Tbk	Indonesia
347	PT Tokopedia	Indonesia
348	PT. Hotel Sahid Jaya International Tbk	Indonesia
349	PT. MOBILIARI STEPHINDO	Indonesia
350	Rebel GoFood Indonesia	Indonesia
351	Resiliencia SGR	Argentina
352	SAP	Argentina
353	Schneider Electric	Argentina
354	SG WEN	Singapore
355	Shardul Amarchand Mangaldas	India
356	SHINGDA Group	Singapore

2022 New Advocates

No	Organization/Individual	Country
358	Sinar Mas Agribusiness and Food	Indonesia
359	Singapore Council of Women's Organisation	Singapore
360	Singlife with Avivah	Singapore
361	SISTIC.com Pte Ltd	Singapore
362	Spotify	Italy
363	Standard Chartered Bank	Singapore
364	Summabio	Argentina
365	Synagie Pte Ltd	Singapore
366	Syngenta	Argentina
367	TAFE LIMITED	India
368	Tan Siok Chin	Singapore
369	Temasek International Pte Ltd	Singapore
370	Tessaract Technologies	Singapore
371	The Kalaa Store Kalaa Sustainable Design LLP	India
372	Unilever	Argentina
373	Vaish & Associates Chartered Accountants	India
374	Viviendas Asistidas	Argentina
375	Waste Management and Recycling Association of Singapore	Singapore
376	Waycool Foods and Products Ltd	India
377	Willmott Dixon	United Kingdom
378	Wiseelephant	Singapore
379	YES Foundation	India
380	Zurich Services	Singapore

For the latest update, please visit <https://tinyurl.com/G20EmpowerAdvocates2022>

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