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G20 EMPOWER

Best Practices Playbook 2023

**Action in Progress:
Advancing Women towards
Leadership**





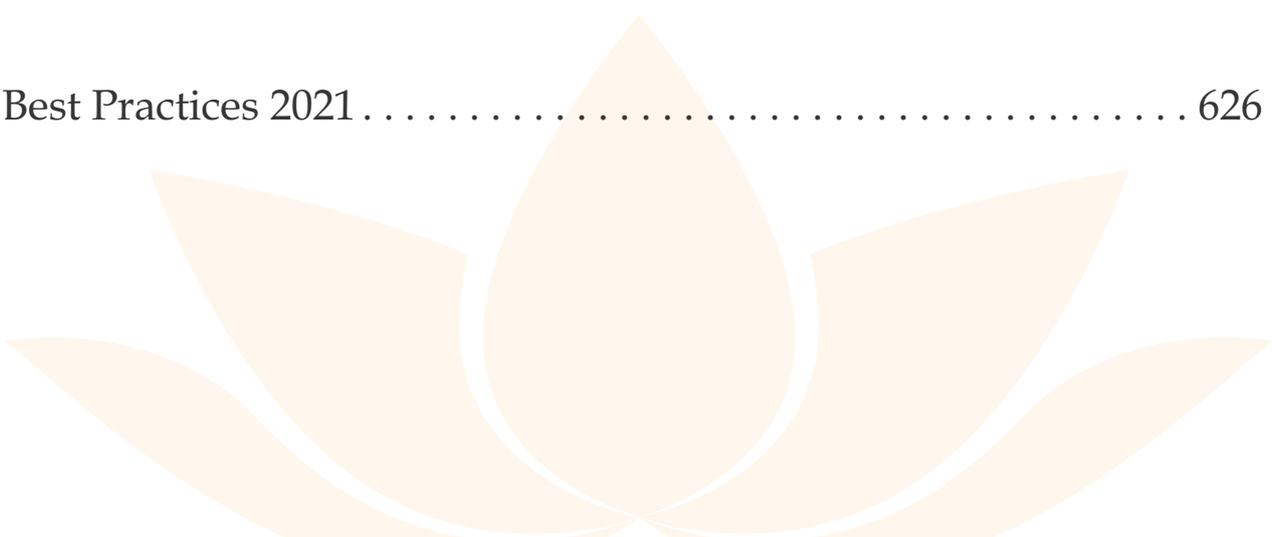
G20 EMPOWER Vision

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 2023

Welcome to the G20 EMPOWER Best Practices Playbook (BPP) 2023!

The Best Practices Playbook is a key outcome of EMPOWER, and we hope it is as meaningful and insightful for you as it has been for the India G20 EMPOWER Presidency (2023). Collecting best practices began as part of the Organisation for Economic Co-operation and Development (OECD) survey under the Saudi Arabia G20 EMPOWER Presidency (2020) led by Japan Co-Chairs and was upgraded every year through the Italy G20 EMPOWER Presidency (2021) and Indonesia G20 EMPOWER Presidency (2022). This year the India G20 EMPOWER Presidency (2023) has garnered a total of 151 best practices (141 best practices and 11 additional best practices)¹ across 19 G20 countries and invited countries. The cumulative number of best practices from 2020 to 2023 exceeds 500.

The EMPOWER Alliance relied on its network of over 500 Advocates (both organisations and individuals, including CEOs, heads of foundations, associations, and organisations from G20 countries and invited countries) to share best practices and key initiatives which are helping to advance women's leadership and empowerment.

This Playbook is a compilation of best practices related to four focus areas, viz. Measuring to Improve, Building and Nourishing an Efficient and Sustainable Women Talent Pipeline, Enabling Women to Lead the Future, and Supporting Women Entrepreneurs & Leaders at the Local Level. The fourth focus area, 'Supporting Women Entrepreneurs & Leaders at the Local Level', has been added to the Playbook this year by the India G20 EMPOWER Presidency (2023) to further strengthen the commitment of the private and public sectors to women's advancement and empowerment.

¹Two best practices were withdrawn subsequent to the analysis- therefore, only 139 best practices have been showcased.

As one of the key outcomes of the G20 EMPOWER Alliance, the Playbook is designed to supplement the efforts of the Alliance to facilitate the exchange of knowledge across entities and countries.

More specifically, the Playbook is meant to:

- Capture existing best practices/policies related to the four focus areas (mentioned above) from various entities across the G20 countries and invited countries and enable a broader audience to apply key insights from these practices to their own organisations,
- Help governments of various countries become aware of the initiatives being taken in the industry, to inform policymaking at the national level,
- Provide a platform for G20 EMPOWER Advocates to share their best practices in the public domain with other stakeholders which are working to advance women's leadership and empowerment,
- Make the G20 EMPOWER network stronger through knowledge-sharing among businesses and leaders.

The Playbook is a knowledge-exchange initiative that will catalyse women-led development globally. The G20 EMPOWER Playbook 2023 would not have been possible without the efforts of the EMPOWER Advocates who shared their best practices and insights and the support from delegates and governments of the G20 member and invited countries. The Alliance is grateful for their enthusiasm and continued support. Last but not the least, we would also like to thank Accenture (India) for their efforts to digitise the Playbook to improve accessibility.

India

G20 EMPOWER 2023 Presidency

Dr. Sangita Reddy

Japan

G20 EMPOWER Co-chairs

Michiko Achilles & Tsukiko Tsukahara

UN Women

G20 EMPOWER Knowledge Partner

Executive Summary

The G20 Alliance for the Empowerment and Progression of Women's Economic Representation (G20 EMPOWER) is a highly influential alliance of G20 business leaders and governments committed to accelerating women's leadership and empowerment in the private sector. Under India's G20 Presidency, G20 EMPOWER prioritises the shift from women's development to women-led development, aiming to transform challenges into opportunities by advancing women in every decision-making level for more inclusive and sustainable growth and by promoting women-led entrepreneurship and greater inclusion of women in the workforce.

According to the Global Gender Gap Report 2023, the global gender parity score has returned to pre-pandemic levels.² While this is a positive development, the overall rate of progress on gender equality has slowed down considerably, with only 68.6% of the gender gap closed in 2023.³ According to World Bank, the global labour force participation rate for women is just over 50% as compared to 80% for men.⁴ Further, globally, women hold only 19.7% of board seats, and 6.7% of board chair, 5% of CEO, and 15.7% of CFO positions.⁵ Addressing these disparities is of utmost importance.

The G20 EMPOWER Playbook 2023 presents perspectives towards action taken by organisations for reducing gender inequality across the four focus areas. Overall, **151 best practices were received**. Out of this total, the Playbook analyses **141 best practices⁶** from **16 G20 countries and invited countries** across different sectors (**64% Services; 25% Manufacturing; 6% Both; 5% Others**). The **remaining 10 best practices** received are listed under the 'Additional Best Practices' section in this Playbook. These best practices are aligned to one of the four focus areas of the 2023 Playbook: the best practices related to **Women Talent Pipeline (47%)**, followed by **Enabling Women to Lead the Future (23%)**, **Supporting Women Entrepreneurs &**

²World Economic Forum, 'Global Gender Gap Report 2023'. https://www3.weforum.org/docs/WEF_GGGR_2023.pdf

³World Economic Forum, 'Global Gender Gap Report 2023'. https://www3.weforum.org/docs/WEF_GGGR_2023.pdf

⁴World Bank, 'Female labour force participation', 2022. <https://genderdata.worldbank.org/data-stories/flfp-data-story/>

⁵World Bank, 'Increasing Women's Representation in Business Leadership', 2023.

<https://openknowledge.worldbank.org/entities/publication/59d43be6-643e-4357-92b9-99a87ced6251>

⁶Two best practices were withdrawn subsequent to the analysis- therefore, only 139 best practices have been show-cased.

Leaders at the Local Level (17%) and Measuring to Improve (7%). This indicates that organisations are increasingly placing emphasis on increasing the female labour force participation through proactive measures to promote the women talent pipeline among other initiatives. This in turn will contribute towards bridging the overall gender gap.

In addition to the best practices, **13 interviews were conducted with women leaders from 6 countries** to gain deeper insights into how organisations have progressed in implementing or introducing new initiatives.

Following are the key learnings from the interviews and best practices in the Playbook 2023:

1. Organisations focused on **inclusion and diversity, financial inclusion and women's leadership** as their top main goals.
2. The main barriers to women's empowerment were the **presence of stereotypes and societal bias, lack of adequate care infrastructure and family-friendly policies, lack of confidence among women employees and barriers to finance.**
3. The key factors identified for successful implementation of initiatives by the organisations were: leveraging **technology, collaborating** with stakeholders, providing **mentorship** programs and creating an **inclusive and supportive work environment.**
4. Organisations have demonstrated their commitment to advancing gender equality in the workplace through proactive measures: by **setting KPIs & targets, monitoring outcomes,** and consistently striving for **improved women's leadership representation.**
5. The active inclusion of women in implementation of the best practices (by organisations) has demonstrated the significance of inclusive communication. Organisations should create a platform for open dialogue and the exchange of ideas, fostering collaboration that leads to enhanced outcomes.

The key learnings from the G20 EMPOWER Best Practices Playbook 2023 suggest that advancing women-led development will promote sustainable and economic growth across G20 countries and beyond.

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Interviews of Advocates

13 Interviews with Women Leaders in 6 Countries

What main goals are organisations focussing on, in their initiatives towards women's empowerment within their organisations and in communities?

- **Inclusion and Diversity**

Organisations demonstrate a clear commitment to creating inclusive and equitable work environments, with goals set for achieving gender balance and enhancing representation at all levels of decision-making.

- **Financial Inclusion**

Financial inclusion and women's economic empowerment are key goals for organisations. They prioritise initiatives that promote women's ownership rights, access to capital and assets. By providing women with capital, know-how and networks, they foster an ecosystem of empowerment, transforming various aspects of societies, including property ownership, job creation, education, and health-related outcomes.

- **Women's Leadership**

Efforts to advance women's leadership involve data-driven strategies, mentorship programs, skill development initiatives, and promoting inclusive recruitment practices. Organisations track progress, set targets, and leverage various programs to create an environment where women can thrive and excel in leadership roles.

The interview analysis reveals that 12 organisations focussed on '**women's leadership**', 13 on '**gender equality/parity**', 11 on '**inclusion/diversity**', 11 on '**initiatives/programs**' and 8 on '**empowerment**'.

What are the barriers & challenges that organisations face in implementing initiatives aimed at women empowerment?

- **Stereotypes and Societal Bias**

Organisations recognise that achieving gender equality requires addressing deep-rooted patriarchal systems and societal expectations. Education plays a crucial role in challenging gender stereotypes and empowering women to pursue their aspirations confidently. Shifting mindsets and promoting men's understanding and acceptance of evolving gender dynamics are essential for creating inclusive work environments.

While organisations have made significant progress, there are still challenges to address, such as reaching women in rural areas, addressing unconscious bias, and ensuring equal opportunities for career advancement. Ongoing efforts to bridge these gaps and refine implementation strategies are essential to continue supporting women leaders and entrepreneurs effectively.

- **Lack of Care infrastructure**

Care infrastructure and family responsibilities also present significant challenges. Organisations mentioned that governments need to provide adequate care infrastructure to support women's career and family decisions. Family-friendly policies and flexible work arrangements are crucial in enabling women to balance their professional and personal lives effectively.

- **Lack of Confidence among Women Employees**

Internal challenges within organisations include the lack of confidence among women employees, societal and familial expectations, and perfectionism. Addressing these challenges requires mentorship programs, role models, sharing inspirational stories, and fostering a supportive and inclusive culture that encourages learning from trial and error.

- **Barriers to Finance**

Access to capital, scaling businesses, and creating assets are key challenges faced by women entrepreneurs. Overcoming these challenges involves demonstrating the business potential of women-led enterprises, creating marketing platforms, and providing credit rating tools (specifically for women) and digital workflows to showcase their success and access funding opportunities.

Among the barriers stated by interviewees, 5 mentioned '**bias/unconscious bias**', 8 mentioned '**societal norms/cultural barriers**' and 5 mentioned '**resistance to**

change'. Despite these challenges, organisations remain committed to overcoming barriers and fostering gender equality. They recognise the importance of inclusivity, data-driven strategies, education, and promoting a culture that values diversity and equal opportunities for all employees.

What are the factors which led to the successful implementation of these initiatives?

- **Leveraging Technology**

Organisations recognise the importance of providing skills and resources to empower women. They leverage technology, forge collaborations, and emphasise digital and financial literacy to equip women with the tools they need to succeed. Scalable and sustainable programs are implemented to reach a wide network of women, including those in rural areas.

- **Collaboration with Stakeholders**

Partnerships and collaborations are key success factors in implementing these initiatives. Collaborating with other organisations, academic institutions, and industry experts allows for a broader reach and access to resources and expertise.

- **Mentorship Programs**

Individual development and tailored career paths are prioritised to support women's advancement within organisations. Mentorship programs, psychometric evaluations and leadership development initiatives ensure that women have access to the necessary support and opportunities for growth. Internal initiatives are complemented by external programs that provide leadership skills, mentorship, and networking opportunities.

- **Inclusive and Supportive Environment**

Success factors in implementation include sponsorship and support from organisations, rigorous selection processes, partnerships with academic institutions, transparency in DE&I efforts and creating an inclusive and supportive environment.

When discussing implementation of the initiatives, 7 interviewees emphasised upon **'skill development/education'**, 5 upon **'partnerships/collaborations'**, 8 upon **'networking/support'**, 8 upon **'mentoring/mentorship'** and 5 upon **'upskilling/opportunities'**.

Interviews of Advocates

An Interview with



Andrea Grobocopatel

Economist, President of FLOR Foundation & Resiliencia SGR, Argentina

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

I started advocating for G20 EMPOWER in 2021, and I have used this platform to actively participate in the EMPOWER events. Through our two organisations (FLOR Foundation & Resiliencia SGR), I have helped create a substantial network of over 1,000 individuals who are eager to participate in some capacity.

The collaboration with G20 EMPOWER has proven to be incredibly beneficial for our organisations. Personally, it aligns perfectly with my commitment to women's empowerment across the private and public sectors in Argentina. Whenever I come across initiatives and good practices from other places, I make it a priority to share them within my country. Participating actively, dedicating time to new ideas and acting promptly are essential for creating meaningful change. In my book, *Passion to Do*, which I wrote ten years ago, I emphasised the importance of combining our efforts and replicating successful practices across countries to achieve the desired change.

I have also participated as the Argentine delegate in W20 for the past six years. I wear multiple hats in various organisations because I want to help make the equality and transformation, we envision for women worldwide a reality.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

Our organisation, the FLOR Foundation, aims to advance women's leadership through various programs. One of our notable initiatives is the 'Women in Decision' program started ten years ago. It prepares women to break the glass ceiling by providing them with training to become board members, company presidents, or even national presidents. We maintain a list of qualified women, and when organisations, investors, or banks seek women for board positions, we connect them with suitable candidates from our list. Even in cases where women lack experience, we emphasise that only a small percentage of women in our country and Latin America possess the necessary expertise. To address this, we have recently launched a new program called 'Board Experience'. It provides practical training by connecting women with organisations where they can gain valuable experience serving on boards. This program acts as a bridge between women and companies, benefiting both parties by improving governance and offering women relevant experience.

The second organisation is Resiliencia SGR, which we established five years ago. Here, we approach banks and advocate for reduced interest rates for women who are business owners. By explaining that reducing rates is more beneficial than extensive marketing efforts, we have successfully convinced all banks in Argentina to reduce interest rates for women owners. This initiative is crucial because many women are hesitant to approach banks or lack confidence in seeking financial assistance. When we inform them about the reduced rates and provide collateral support, they realise that they can access financial resources.

These two initiatives, the 'Board Experience' program in FLOR Foundation and the reduced interest rates for female-owned businesses through Resiliencia SGR, demonstrate our commitment to advancing women's leadership and economic empowerment.

Our work goes beyond Argentina as we aim to expand our impact in Latin America, Asia, and Africa. We are actively translating our programs from Spanish to English to support family businesses, enterprises, and start-ups, enabling greater economic independence for women.

What were the barriers & challenges that you faced in delivering the above programs?

It is evident that a comprehensive transformation of our society is necessary. Our education system, deeply entrenched in a patriarchal structure, has been a major

hindrance. The foremost challenge lies with women, as we have been educated in ways that reinforce patriarchal norms. Our schools lack subjects that emphasise the value of diversity and understanding the uniqueness of every individual. Recalling my own schooling experience, I remember being taught domestic skills like cooking and knitting and being conditioned to aspire to be an assistant to my father rather than envisioning myself as a shareholder or a vice president of a company. This patriarchal mindset needs to change at all levels of education, from primary schools to universities, with teachers and professors learning more about gender perspectives and the benefits that diversity brings, fostering creativity and innovation. Hence, improving education systems represents a significant challenge, encompassing aspects ranging from foundational education to lifelong learning.

Another challenge is the need for a mindset shift among all individuals. We must alter our thinking patterns, believe in ourselves, enhance our oratory skills, learn negotiation techniques, and prepare ourselves to pursue our aspirations. Striving for excellence in various domains such as finance, English, and other subjects is essential to confidently declare our desire to participate fully.

Additionally, there is a challenge associated with men's understanding and acceptance of the changes occurring in gender dynamics. Men often struggle to comprehend the complementary nature of diverse perspectives and fail to grasp the concept of diversity. Understanding diversity in terms of gender, age, and culture is paramount. Decision-making processes benefit from diverse viewpoints, resulting in better outcomes. The FLOR Foundation Diversity Award, along with various other foundations and governments, plays a significant role in recognising and promoting organisations that effectively embrace diversity indicators. Acknowledging these differences is a substantial challenge that needs attention. Additionally, I firmly believe that creating care spaces for employees who live with kids, elderly, or people with disabilities can foster greater career opportunities for people of all backgrounds, and not only create more diversity but also support the distinct trajectories of each of their lives. Due to its associated costs, both governments and businesses must recognise their role in providing the adequate care infrastructure to facilitate this diversity. It is imperative to take prompt action without waiting for years to pass, as I personally believe in the urgency of this change.

Are there any more of your company's initiatives that you would like to highlight?

Our organisation has implemented several initiatives to support women leaders in

the community. One notable initiative involves partnering with a prominent company that awards rural and grassroots women. We provide education and mentorship programs to the award recipients, enabling them to think bigger about financial inclusion and offering support through mentorship. We prioritise these programs over conferences, and instead conduct meetings, consultations, and follow them up with mentorship. Women in decision-making roles, such as executive presidents and high-level managers, provide mentorship and support to women in vulnerable situations. This mentorship is facilitated by women who have more experience and can mentor those who are just beginning their entrepreneurial journey or are facing challenging circumstances.

In terms of education and mentoring, we emphasise the importance of formalising the work of women who may not be part of the formal sector. We provide information on tax and financial inclusion and explain that by working in a more formal manner, they can access banking services. Opening a bank account is crucial, and we also emphasise good practices and cost-effective ways to operate formally. Our organisation assists individuals, especially women, in the community with opening bank accounts.

Indeed, supporting women in becoming entrepreneurs is a key aspect of our organisation's aim. After they have opened their bank accounts, we offer guidance and support in starting their own small businesses. We believe that women should be the CFOs of their start-ups or small companies, as not all of them can afford a dedicated financial department. We emphasise the importance of securing loans to fuel business growth before considering share ownership. Many entrepreneurs, particularly women, end up as minority owners in their own ventures when they seek external investments. Therefore, we advise them to prioritise loans to expand their businesses first and explore share options later. By doing so, we empower women to retain control and ownership of their ideas and companies.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

Our initiatives have brought about significant outcomes. We have witnessed increased representation of women on boards and in government positions within companies, resulting in improved governance in small businesses. Participating in our programs also enables women to add board membership experience (through Board Experience Program, a good practice featured in the Best Practices Playbook 2022) to their CVs, contributing to their professional growth. While we do not have

comprehensive statistics on the impact of our initiatives in Argentina, we are actively working with national authorities to measure important factors such as the number of women accessing reduced-rate loans.

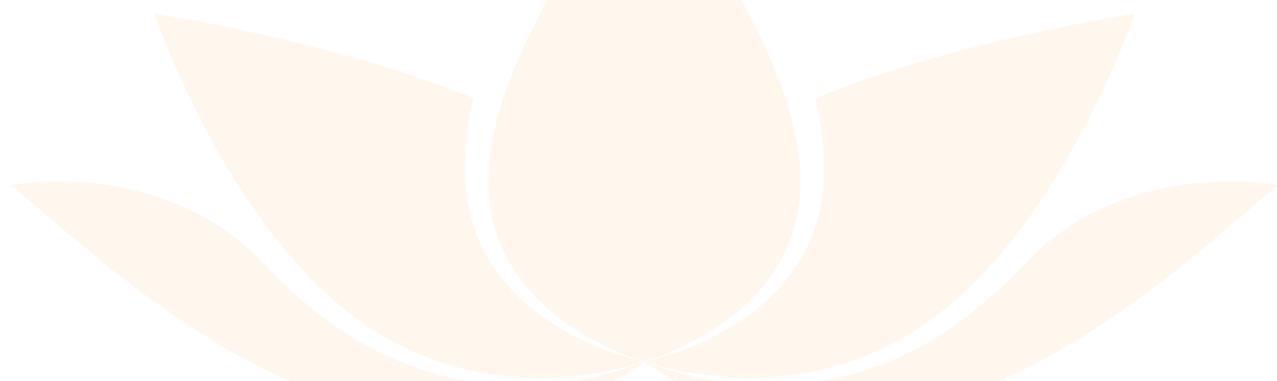
How has the Best Practice Playbook 2022 helped your organisation?

The Best Practice Playbook 2022 has had a significant impact on our organisation. Last year, we incorporated two practices into the Playbook: one focused on Resilience SGR, including rates and operational procedures, and another highlighting board experience and our program. Together with my team at the foundation, we sought out EMPOWER Advocates in Argentina, and we successfully recruited more than 15 of them. This was a notable achievement, considering that Argentina had a single advocate the previous year.

We held a meeting with Argentina's EMPOWER Advocates to explain their roles and responsibilities. Our plan is to organise a new event in August, after the G20 EMPOWER 2023 Meeting, to bring together the advocates and continue discussions about the Best Practices Playbook and the daily actions they can take to bring about change.

In terms of FLOR Foundation's best practices, the first one is the Board Experience Program, which has proven to be highly effective. Through this program, we provide women with comprehensive training for 50 hours, focusing on oratory, negotiation skills, and more.

A practice that I prioritise at Resiliencia SGR is ensuring equal opportunities for both men and women in our farm operations. This involves providing steady incomes, supporting education by identifying suitable schools, and offering diverse job opportunities for couples. We regularly hold meetings with all employees, both those in the office and those working on the farm, to listen to their needs and aspirations. It is important to maintain a strong connection with them, especially considering their unique living conditions in the rural setting.



An Interview with



Carolina Castro

President, Industrias Guidi

Argentina's G20 EMPOWER Representative, Argentina

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

I believe that social justice will only be attained by an inclusive world. Today, we are far from this ideal. Women and minorities in general are underrepresented in the workforce, they lack equal opportunities to access finance and become entrepreneurs and they also lack key skills such as digital and technical education. All this prevents women and minorities from having upward social mobility.

So, when the G20 defined the necessity of having an EMPOWER alliance that advocated for women's economic empowerment I was very enthusiastic to come on board, representing women in my country, Argentina, to help bring about policies in favour of this agenda.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

In recent years we have established a protocol for the prevention of violence and harassment in line with Convention 190 from the ILO. Since the time the protocol was implemented, we have received 18 cases that have been addressed by a committee and have allowed for a better work environment.

But our most important action has been the recruitment of women. As you may know, in the automobile sector and in particular the metallurgic sector there are few women in the workforce.

Our company wanted to change this. The opportunity to do so came when we had to build a new industrial facility from zero. We envisioned this new plant being operated by men and women alike. Today our workforce in that plant is 40% female in all levels. We have women welding parts, driving clarks, moving 50 tonnes overhead cranes. Our most important contribution is giving working opportunities to women in the metallurgic sector.

What were the barriers & challenges that you faced in delivering the above programs?

In a typical SME company in a country like Argentina where the economy is unstable the owner, the general manager or the directors are constantly dealing with challenges such as financing, state bureaucracy, and overall trying to make their business work.

An agenda such as an inclusive and diverse workforce is not their first concern. So, part of what we must do is raise awareness of the importance but also beneficial aspects of being proactive and working in favour of more women inclusion.

In this sense I believe the Best Practices Playbook of G20 EMPOWER is a great source of inspiration with concrete and practical examples of what can be done. We need to keep on building on that and disseminating the information collected.

Are there any more of your company's initiatives that you would like to highlight?

Yes, at first, we defined a target of 30%. It was not easy to achieve it since when we posted recruitment notices at first almost no women applied for the jobs listed. We had to work hand in hand with employment agencies and the trade union. We changed the language and started posting jobs asking specifically for women. We are very proud to have surpassed our initial target.

We still have a challenge regarding two sectors within our company: maintenance and the tool shop. We are lacking women there, and we understand the challenge has to do with the fact that fewer women than men have technical backgrounds such as the ones needed for this type of job. To overcome this, we are encouraging our female employees to take technical education courses.

G20 EMPOWER defined education as a game-changing pathway for women's empowerment. Our own experience trying to recruit technical female workers is a perfect example of the importance of having active policy towards more women in STEM.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

Our journey towards full gender parity has only just begun, and we are very aware that we can do better, but also that there is a limit to what one company can do by itself, especially if this is an SME. This is why I believe that collective collaboration on an agenda so vast and challenging as women's economic empowerment needs governments to implement public policies that can accelerate the journey.

For instance, we have managed to have 40% female workforce in one of our plants, yet, as I said, we still lack women in technical roles. This is not something we can overcome on our own- we need more girls attending technical school and more women engineers. This is an educational agenda that needs incentives and other strategies from governments.

How has the Best Practice Playbook 2022 helped your organisation?

G20 EMPOWER has been a great benchmarking experience. The Playbook has allowed us to better understand what is going on in terms of active policy, at country and company level. EMPOWER is the best example of what to do and how to do it.

An Interview with



Dorothy Hisgrove

National Managing Partner –
People & Inclusion, KPMG,
Australia

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

I joined G20 EMPOWER in November 2022 to help drive meaningful change in promoting women's economic representation across private sector organisations. I strongly believe we must continue advocating for women's leadership advancement, building on KPMG Australia's efforts to achieve gender equity and address systemic barriers and biases. When we empower women as leaders and decision-makers, the community and economy benefit.

There is significant power when corporations join forces to promote and accelerate systemic change in gender equity. G20 EMPOWER enables us to collaborate and share knowledge, so we can all drive meaningful progress and create a lasting impact on the global stage. Together we do this faster than on our own.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

We are committed to building more equitable workplaces for our people and taking actions to address systemic barriers and biases. Our programs, initiatives, and practices are leader led and adopt a comprehensive and systemic approach to ensure meaningful change is enabled, building, and maintaining inclusive workforce.

Organisations with greater gender balance in executive leadership teams report higher profitability and return on equity so our goal is to have 40% women in

Leadership by 2025. Underpinning our 40% target is a principle of a minimum of 40% women, a minimum of 40% men, and 20% flexibility to be truly inclusive of gender diversity.

To ensure there is shared accountability across the firm, we extend our women in leadership targets down to the service line level. These targets form part of the 'Leader scorecard' at the Associate Director, Director and Partner levels so that we are building a pipeline of future women leaders. We have also developed a 'People Metrics' dashboard that provides leaders with real time data on the gender composition of their operating divisions and progress against the targets. A quarterly Inclusion Metrics report is also provided to our National Executive and Board to maintain our focus on ongoing progress.

We are committed to advancing equality and inclusion in all recruitment campaigns. Our employer branding efforts are carefully developed to ensure a balanced representation of our current employee population and our external job advertisement are reviewed and edited to ensure language and content used is inclusive and promotes diversity within KPMG. We aim to achieve shortlist that are inclusive of all genders along with a gender diverse interview panels who are assessing and selecting our future talent. At job offer stage strong consideration of gender pay equity is done to ensure incoming talent are offered remuneration that focuses on reducing the gender pay gap.

We designed and delivered workshops such as **Inclusive Leadership: Managing Bias program for partners** and implemented **bias disruptors** into our end of year performance calibration sessions and the impact of this program is evident in our most recent performance review round. This has facilitated more in-depth and meaningful discussions to inform performance ratings and to address unconscious bias. We also closely monitor our Partner admissions process, applying a gender lens at each stage to ensure fairness and equality. We also have a women-only Empowering Future Leaders group coaching program to accelerate their leadership development and provide a rich opportunity for cross divisional learning and sharing, aiming towards our Manager and Senior Manager levels.

In addition, our workplace is committed to supporting families and has implemented a family-friendly policy that offers **26 weeks of flexible parental leave** to all parents, regardless of gender. This policy extends to parents through various means such as adoption, surrogacy, and foster care.

Since the introduction of our policy, we have seen a remarkable 20% increase in the number of men taking advantage of the parental leave benefits. This encouraging statistic indicates that our policy has effectively encouraged men to take an active role in childcare, contributing to a more balanced division of responsibilities within families and enabling women to return to work more easily.

Moreover, we recognise the importance of creating a fair and inclusive workplace where everyone has equal opportunities for growth and success. We have made progress towards **reducing the gender pay gap** through implementation of clear strategies. We believe, by closing the gender pay gap, we are creating an environment that encourages women's participation in the workforce and their advancement into leadership roles.

What were the barriers & challenges that you faced in delivering the above programs?

We track and report at a deeper level on targets underpinned by the 40/40/20 principle - as it is important for us to better understand, promote, and share the experiences of our employees who identify outside of the binary. For us to do this, we needed to improve our data capture to report on this more accurately to understand their experiences. Therefore, we have enhanced our HRIS system, to include gender identity (instead of sex assigned at birth), giving us the ability to now track and report on the 20% flexibility within our partnership target as well as gain deeper insights to understand what we need to do to ensure our workplace is inclusive of all genders.

To address the gender-pay gap, we educate leaders on its significance and impact in promoting a just and inclusive society; a key challenge was providing real time data on progress against gender targets. We therefore implemented a gender pay gap dashboard for transparency and progress tracking. This enables prompt identification of pipeline gaps, ongoing monitoring, and informed decision-making for salary equity.

One challenge in developing the year-end performance review bias disruptor program was to ensure that participants could recognise various types of bias within a 60-minute training session. We addressed this by focusing on four primary biases and integrating real-life examples of situations where they might arise.

When we first delivered our 'Inclusive Leadership: Managing Bias' program for

partners', low attendance was identified as a potential challenge. To mitigate this, all National Executive Committee leaders and senior Divisional Partners led by example, actively promoting the initiative through in-person attendance, and communicating the importance of the program to the Partnership. As a result, 71.5% of our partnership completed the program.

The overarching principle of our parental leave policy is to promote equality and support for all parents, regardless of gender and provide equity in caregiving responsibilities. We have achieved great success in the uptake of our 26 weeks of gender-neutral flexible parental leave, with a significant increase in men taking advantage of this opportunity. However, we do acknowledge the challenges associated with covering the costs of providing paid leave. While it can be a significant investment, we recognise that not leading in best practices for family leave options could result in the loss of valuable talent and make it challenging to attract diverse talent. Balancing resourcing and client deliverables, especially during leaner times, is another challenge that we navigate.

Nonetheless, we remain committed to prioritising family-friendly policies and finding innovative solutions to address these challenges, ensuring that our workforce feels supported, valued, and able to achieve work-life balance.

What are the initiatives that your organisation has implemented to support women leaders and entrepreneurs in the community? What are the key success factors you think in your implementation?

We have collaborated with Australian Business and Community Network to create a "Future Leaders" program, aiming to challenge stereotypes and showcase the potential of technology careers to 15-year-old students.

We recently hosted a Female Founder Roundtable in our firm's Innovation Lab, in collaboration with Climate Salad, a community of Australian climate tech entrepreneurs, scientists, investors, mentors, corporates, and government representatives. The discussion focused on the challenges faced by women entrepreneurs and emphasised the importance of having strong male sponsors to support female entrepreneurs in their endeavours.

In 2022, we were awarded Australia's Best Workplace for Fathers, and this year, we are proud to sponsor the Fathers Awards in partnership with the Fathering Project.

Are there any more of your company's initiatives that you would like to highlight?

'Shining a light on domestic and family violence'.

We are committed to addressing **domestic and family violence (DFV)** by raising awareness, providing support, and creating a safe and inclusive workplace.

Most survivors of violence, regardless of gender, experience violence from male perpetrators. Women are more likely to be seriously harmed or killed by people they know, usually a current or ex-partner, with high rates of violence occurring within known relationships. Different women may experience violence differently due to the intersectionality of gender inequality with other forms of discrimination. DFV affects the LGBTQ+ community and Aboriginal and Torres Strait Islander people disproportionately. KPMG Australia partners with Women's Community Shelter to develop a leader literacy program focussing on supporting victims/survivors and addressing gender inequity and allyship. Additionally, we offer **20 days of paid Family and Domestic Violence leave** to our employees. We recognise the importance of shedding light on DFV and corporate Australia's role in creating safe and inclusive workplaces for all.

'IT's Her Future' program.

We also actively promote gender equity in traditionally male-dominated sectors through various initiatives. We have implemented mentoring programs such as 'IT's Her Future' to develop female talent in technology, providing training on mentoring skills and organising panel sessions and events to create an inclusive community. Currently, 124 KPMG Australia women are participating in the program, supported by 94 mentors.

To inspire more women and those who haven't had the opportunity to work in technology to pursue technology careers, IT's Her Future launched a free coding program for KPMG staff. This program is targeted at women and those lacking prior technology experience, with 497 registrations and 120 people taught weekly. The company plans to expand this project to local communities, aligning with KPMG's global goal of reaching 10 million disadvantaged young people by 2030.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

Our suite of initiatives has played a crucial role in progressing a fair and equitable environment where women feel empowered and have equal opportunities to advance. The outcomes of our initiatives include:

- **Parental Leave:** The policy incentivises equal sharing of care which better supports women to return to the workforce. Since implementation, there has been a 20% increase in uptake from men.
- **Gender Pay Gap:** We complete a detailed gender parity analysis annually and set targets for the reduction of overall gender pay gaps across our firm. We have made steady progress and our employee gender pay gap is currently sitting at 9.7%, down from 13.7% in 2021. Our partner gender pay gap has been reduced by 4.1% to 12.46% and we have maintained our like for like role gender pay comparison below 1%.
- **Women in Leadership:** For the past financial year, we achieved 33.4% women in partnership (up from 31.2% in 2021) - progressing towards our stated target of 40% women in partnership by 2025. Since the implementation of our Women in Leadership program in 2015, 42% of women in the program have been promoted into more senior roles in the firm. At the partner level, 25 women from the program have been promoted into the partnership, with total representation of women in our partnership increasing by over four percentage points within the first three years of the program.

Together, these efforts have not only increased women's representation in leadership positions but have also fostered a workplace where all employees can thrive and contribute to our success.

How has the Best Practice Playbook 2022 helped your organisation?

We recognise the importance of learning from other organisations and sharing best practices to strengthen our diversity, equity, and inclusion (DEI) efforts. The Best Practice Playbook 2022 has provided the opportunity for cross-industry collaboration, where we gained valuable insights into the challenges that other companies face and can adapt our strategies accordingly. The Playbook cultivates a strong sense of allyship, and this is crucial as we aim to support and uplift the participation of women in workplaces across different industries and sectors. When we work together, we can accelerate progress.

An Interview with



Pip Dexter

Chief People and Purpose Officer, Deloitte, Australia

Kate Furlong

Leader of Diversity, Equity and Inclusion, Deloitte, Australia



When and why did you decide to advocate for G20 EMPOWER?

It has been 9 months since we got involved with G20 EMPOWER. Deloitte has had a long-term commitment to empowering women and we have been very focused on advancing women in the workplace for over 20 years. Diversity, equity and inclusion and intersectionality are areas which are important to Deloitte. Therefore, when we were asked to be part of EMPOWER, it was an easy yes. At a personal level, I am honoured that we were asked to contribute to G20 EMPOWER agenda.

Do you think that being part of the G20 EMPOWER Alliance has been helpful to the organisation in any way?

Yes. Two key things have made a difference. Firstly, it has been great to be a part of a group where you have common interests and goals or shared agenda. Secondly, at a practical level, I have found the shared learnings to be quite helpful. I had the opportunity to share the things which Deloitte had done and most recently, I was at a meeting where a senior partner of another firm was present, and that inspired some new ideas. Through similar conversations, we get ideas of things that we could do differently, and it also inspires us to keep working at it.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

Deloitte has set clear goals such as the 40-40-20 goal. Specifically, our overall commitment is to achieve a minimum of 40% women at all levels of the organisation. We have made very good progress at Manager and below levels of the organisation where we have a minimum of 50-50 representation at all levels. We have 42%

representation of females on our boards in our senior executive team and 32% females in our partnership roles. In Deloitte (Australia), we have circa 14000 people; 1000 of them are partners. We are working towards making sure that we have greater representation of females in senior levels, and therefore, one of our key areas of focus is the talent pipeline underneath. We have got role-based and level-based organisations like others. Therefore, we really need to focus on improving the gender balance from senior manager, director through to partner into executive leadership roles. A recent strategy implemented to address this was to use data to drive focus. This included introducing gender dashboards in each of our business units and their sub-units which enables transparency. We track the number of people hired and promoted. Secondly, while we develop leaders more broadly, our focus is on developing women leaders. For many years, we have had an 'Inspiring Women's Program' in place. We have implemented an 'Allies Program' which focusses on enabling allies (which can be of any gender) to better sponsor and support women leaders. To sum it up, having clear targets, tracking them, setting guidelines to ensure that we have a good gender balance in recruitment and progression at that level and investing in developing talent will help.

The other three areas that we focus on are (1) talent attraction- looking at different segments such as return-to-work programs (which target women who have been out of the workforce for around 18 months or more to help them transition back to the workforce). This also involves looking at challenges associated with return to work and supporting part-time to enable women to return to work; (2) women in technical secondment where we focus on tech talent; and (3) succession planning wherein talent dashboards (referred to earlier) are really focused on our leadership succession.

In the Women in Tech program, we advertise roles internally where the thinking is that if we retrain employees (in consulting roles) at Deloitte in tech skills, we can support a good transition for them through a targeted program. The idea is that over 12 months, they will be able to do a secondment into a tech area and we will put an individual learning program around them. In consultation with them later, we will be able to provide group coaching- there will be a tech development aspect to that as well as a cohort-based approach. What we find in our return-to-work programs is that the cohort-based approach is quite effective in building a network and supporting each other through the program.

Our Inspiring Women, which is now running into its 22nd year, targets highly talented women and future leaders and takes them through a 12-month development experience. We normally take around 200 women for that program each year. It is a high-end program with a suite of targeted development workshops, and coaching and shadowing is a key part of it. For example, women in that program get to shadow

senior leaders across the firm, and sit in on their meetings, and learn (for instance, how they facilitate client meetings), and there are other mentoring aspects to it as well. We have had a huge success with this program- we have seen hard progression rates for women who have been through this program, with a lot of women even progressing up to executive roles.

Another important feature to note is that although we may not always have 50% representation in the pipeline (we see that the representation is skewed slightly more towards men in senior positions), we ensure that there is 50-50 representation in the development programs.

Normally, the women are nominated by their leaders to participate in these development programs.

What were the barriers/challenges which you faced in delivering the above programs?

We have 42% representation of females on our boards in our senior executive team and 32% females in our partnership roles. When we started out (with the Inspiring Women program) 22 years ago, the figures were below 20% (nearly 16%). Getting from 30% to 40% has been harder than going up to 30%. Some of our fastest growing businesses (e.g., audit and accounting services; tax advisory and legal services; financial advisory; consulting; cyber; data; cybersecurity) in Deloitte require technology skills, however, not many women are equipped with skills in technology. Therefore, improving gender representation in these businesses has proved to be a challenge. That is why we have specific strategies to build skills within Deloitte in that area. One of the other challenges that we found was that targets are useful, but it is important to support women in their roles so that we can retain them. Therefore, we offer all our new female partners specific coaching because we have found that when women have made partners, it has often compounded with demands in their families at the same time.

Some of the programs have also been around creating a family friendly workplace. One of our challenges has been at the stage where women step out to start a family. What we heard from women was that the transition back was really challenging, therefore, we have been quite focused on the family since the last 4-5 years. We launched a new gender-neutral policy back in 2020 and introduced 18 weeks of paid parental leave to be taken flexibly, with superannuation paid on top of that. In 2022, we introduced a new flexible work framework wherein we offer people 12 different ways to flex their week. Under the framework, employees are allowed to flex for various reasons including cultural and religious reasons. Last year, we introduced a new policy where when people return to work after parental leave, for the first 12 months after their return, they can work 4 days and get paid for 5. The idea is to pay employees

for an extra day to not only help them financially but also to help them transition back. Another part of that is also a reduction in KPIs to support employees through that period.

Please can you share the key success factors in terms of the implementation of these programs?

One of the key things is the ongoing commitment from the top- board members, CEOs, and senior leadership. Secondly, everyone understands the business imperative of why diversity is important. Another success factor is that we really listen to our people- we have 'people panels' (comprising both male and female) now which are our internal listening systems. Our programs around creating a family friendly workplace were based on listening to our employees and co-creating programs catering to their needs. Another important factor is having clear targets and our gender dashboard ensures that leaders have the data in their heads when making decisions.

We have also done a lot around inclusive leadership and training as well for all our directors and partners which is part of our core curriculum. We are constantly building people's awareness and capabilities to surface any unconscious bias. Therefore, we also approach it from a culture perspective.

Are there any other outcomes that you have seen through the implementation of the programs?

Diversity is a business imperative. Our clients value the diverse perspectives and thoughts that we bring to help solve complex problems. There have been examples where we have lost work because we have not brought gender diverse perspectives to the business. That is why we have also signed up to the 50-50 panel pledge, to ensure that there is 50-50 representation on the panel when Deloitte is speaking. Other than the hard numbers, we have really seen an improvement in our engagement over the past couple of years in employee engagement. We also monitor gender pay gap and we do not have a gap in terms of like wages for like roles.

We have seen very good outcomes as a result of our family friendly policies. We have better retention rates for employees returning from parental leave and better retention rates six months after employees return to work. We are also seeing a change in the way people are taking parental leave- 50% of the people taking parental leave are men and more men are opting for blocks of parental leave (instead of taking a day off a week), which is the societal pace that we are trying to drive in terms of how people are caring for their families and societies.

An Interview with



Chetna Sinha Gala

Founder - Chairperson, Mann Deshi Foundation & Mann Deshi Mahila Bank, India

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

When I co-chaired the World Economic Forum at Davos in 2018, I realised that private capital and political power are represented on the global platform, but the social sector is not represented. In the social sector, although the economy is unorganised and the value is smaller, it is bigger in size, affecting a greater population. Since then, I have been thinking about the role of global platforms.

I was the Chair of Financial Inclusion when G20 was chaired by Argentina. Since then, I have been thinking of how G20 countries should deal with financial inclusion, keeping women at the centre. I see a lot of opportunity for the social sector in G20 EMPOWER which talks about unlocking the private sector.

I would like to elucidate with an anecdote/example how G20 EMPOWER has been useful for my organisation. I have been running the Mann Deshi Women's Bank and Mann Deshi Foundation which has impacted 1 million women entrepreneurs. The chatbot is a tool that allows women to actively participate, making it an engaging and interactive platform for digital financial literacy. Women or anyone can participate by asking questions, providing suggestions, and even taking quizzes to test their knowledge. By incorporating gamification elements, such as quizzes and scores, the chatbot becomes more interesting and effective in delivering financial literacy information. It creates a two-way communication where women can actively engage and learn.

We witnessed that in the sector of banking, finance, and entrepreneurship whatever work/module the organisation had done on digital financial inclusion, financial literacy, digital financial literacy and chatbot for digital financial literacy, it could bring to a much broader global platform such as G20 EMPOWER. The modules were also considered for EMPOWER Digital Inclusion Platform. In the second EMPOWER Meeting at Thiruvananthapuram, the chatbot was discussed. Apart from getting this exposure, we realised that different countries can also think in the same way, and explore and innovate in those (banking, finance, and entrepreneurship) sectors.

Mann Deshi is a grassroots organisation which places grassroots women at the centre. When I am associated with G20 or digital financial literacy is being used by G20 EMPOWER, I feel that the voices of the grassroots women have been taken to a global platform.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

The goal of the organisation is that the access and control of finance should rest with women. Globally, less than 5% of women own property, which makes ownership of property very unequal. The implication of women not owning property is that women do not have collateral for loans. Therefore, women are excluded from access to credit. Even the microcredit available in South Asia and South-East Asia are in the nature of very small amounts. When we focus on women's leadership, the question is how many women own the business and how many women are leading the business. This is an area where our organisation worked not only as a program but as a whole idea that women should lead the business and own capitals/assets. When women lead the business, they create an ecosystem through that.

If a woman wants to start a business, the question is (1) from where she will raise the capital; (2) know-how; and (3) network. Men-led businesses automatically have networks, but women-led businesses lack networks. Mann Deshi has impacted 1 million women entrepreneurs who have started and scaled their businesses. This means that these women own capital and assets and have access to credit and markets. Most importantly, these women are becoming role models to other women across the globe. Women-owned and women-led businesses are going to change the index of the country. In global index, women-owned businesses will change so many things- (1) ownership of property will vest in women; (2) women-led businesses will create jobs for more women; (3) if women control assets and finance,

they invest in education and health which in turn will change the index of malnourishment and education.

Can you share some of the challenges which you have faced along the way?

I would like to share a very important milestone of our organisation from two and a half decades ago. 25 years ago, rural women approached me expressing their desire to save money. However, the banks were not opening accounts for them. I believed that these women were not seeking loans but a safe space to save, and they should have it. So, when the banks refused to open accounts for them, I thought, why not start a bank specifically for women living in rural villages? We applied for the banking licence of Mann Deshi Bank.

Initially, our licence application was denied because the women were unable to read and write. It was true that women did not have the opportunity to attend school in the villages, and this fact was widely known. However, our determined women decided to apply again after committing to learn how to read and write. We started literacy classes, and for more than 6 months, the women diligently learned these skills. We applied for the licence again, and this time, they accompanied us to meet with the Reserve Bank of India.

During the meeting, they highlighted the fact that while they couldn't read and write, they could certainly count. They challenged the Reserve Bank officers to engage in a calculation exercise without using a calculator. They confidently demonstrated their ability to calculate interest on any given principal amount. For this reason, we were granted the banking licence. This marked the establishment of the first rural women's bank in India.

I am immensely proud that for the past two and a half decades, Mann Deshi has been providing savings, credit, insurance, and pension services to these women.

There are both social/cultural challenges and political challenges. When women want to start a business, women are told by the society that they cannot do it. Social/cultural challenge is that when daughters say that they want to start a business, the parents tell the daughter that she should first get married and do whatever she wants to do once she is married. Once the woman is married, the whole focus is on providing capital to the man to start a business. Notwithstanding these barriers, there are women who have been able to set up their business. In scaling these businesses, however, women face the barrier of lack of access to capital. To

enable access to capital in such cases, we need to focus on showing that there is a strong business in them, so that the banker/lender will come forward to give loans to women. To achieve this, we must give tools to women to prove that they are bankable. Examples of these tools are (1) credit rating tools for women to assure lenders that by giving loans to women, the lenders will not only earn interest but also get the payments on time from female borrowers (compared to male borrowers). Further, lenders should be cognisant that by not giving loans to women, lenders risk losing business. For this, it is important to build credit rating tools for women, create a digital working flow wherein women can show what is cash-in, cash-out and essentially, showcase their business. There are so many platforms for marketing the products- we need to think about how we can digitise the economic activity that women-owned enterprises are doing, so that by seeing this the lender is comfortable providing loans to women.

These are the challenges which women entrepreneurs face, especially first-generation entrepreneurs who do not have a legacy or a history and are charting their own path. If women entrepreneurs need access to capital, they need credit rating tools. Cash flows and revenues are also very important. Therefore, the challenge for women is also to create marketing platforms to be able to demonstrate their business/turnover.

Lastly, it is important for women to create assets for themselves/or their companies which in turn will help them build capital and scale their business.

What are the initiatives that your organisation has implemented to support women leaders and entrepreneurs in the community?

We created a business school for rural women. Note that this is not a vocational skill training centre. This is a business school aimed at rural women who missed their education as they had to drop out of school to get married at a relatively young age. When we started the school, we realised that in remote areas, women could not even come to the school. This led us to conceptualising a school which would “go” to the women. In other words, we created a business school on wheels (i.e., school on buses). The school on buses are fitted with tailoring machines and different machines (for making different products like paper cups and paper plates). These buses go into the remote areas, where they train women to start their businesses. Once women get the training, we also set up chambers of commerce for rural women entrepreneurs. These chambers of commerce help women in networking, marketing, access to knowledge, getting licences, registering the company,

company structuring, finance linkages, and linkages to the bank (in case women want bigger loan amounts, beyond microcredit). We also have a Capital Innovation Centre where women can get investment in their businesses along with mentoring support.

We also focus on creating women leaders. We have the first radio which is operated by women, namely, the 'Mann Deshi Tarang Vahini' (Mann Deshi's Community Radio) where women entrepreneurs are interviewed and celebrated through narratives created around them. Mann Deshi also has a YouTube channel. Further, Mann Deshi's chatbot is an innovative tool that provides financial literacy and support to rural women entrepreneurs in India.

Mann Deshi has designed an MBA curriculum (Desi MBA) which is a one-year MBA course for women. The course comprises 5 residential workshops, post which women go for exposure visit. Women enrolled in the program can simultaneously run their businesses. The women who win awards in the Desi MBA program get investment for their businesses.

Please can you share the key success factors in terms of the implementation of these programs?

There is more than one success factor. One factor worth mentioning is role model for the society. When a woman becomes a business owner, she becomes a role model for thousands of women. Women draw inspiration from the role model thinking if she (the role model) can do it, even we can do it. In fact, women came to us when they witnessed so many women become successful business leaders and that is how Mann Deshi has been able to impact 1 million women. The second factor is that there are some areas where policies have changed. For example, creating credit scores for women which are of value to lenders. Credit scores are very important for first time borrowers who do not have any collateral. The third factor which is very important is ownership of property/capital. Further, the 1 million women entrepreneurs whom Mann Deshi has impacted have the potential to impact 1 million more women, which is another important factor.

Are there any other outcomes that you have seen through the implementation of the programs?

The biggest outcome is that today these women are seen as advisors to the family. Generally, when women come forward, they must take advice from others but once women become entrepreneurs, they become the advisors.

The second biggest outcome is that all these women have their assets (be it capital, gold, animal, house, or land) registered in their own name as owners. Consequently, women have ownership rights to sell or multiply their assets.

Do you think that the EMPOWER Best Practices Playbook, 2022 has helped your organisation in any way?

I am Co-Chair of the EMPOWER Working Group on Financial Inclusion and Business Acceleration (FIBA). The Playbook is very helpful because firstly, it helped me think about how we can create a platform to collaborate on FIBA, and how we can unlock private capital and build blocks of women entrepreneurs.

Secondly, when one goes through the global index on gender, it is easy to feel frustrated sometimes and think that things are not moving. Having a Best Practices Playbook will give us a lot of ideas on how we can move the needle and improve the indices on aspects related to gender.



An Interview with



Rajashree Birla

Chairperson, Aditya Birla Centre for Community Initiatives & Rural Development, Aditya Birla Group, India

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

To set the context, we have always believed in the potential of women and that they make equally good leaders as men. In fact, their creativity, out-of-box thought leadership and resilience, enables them to bring a lot to the table. As a Group, fostering and empowering women is part of our DNA. So, pushing for G20 EMPOWER movement is simply a natural progression.

In my view, G20 EMPOWER takes championing for women to the next level. It is a reaffirmative process and we are totally aligned with it. Today, the gender equity gap is narrowing. Still there is a long road ahead. G20 EMPOWER is a welcome proactive step towards reconfiguring for the extension of the current role and future roles that women will be tasked with.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

We have developed a playbook fixated on a holistic approach that truly perpetuates women leaders. As a matter of fact, it is now a business case with most progressive corporates. Our endeavour is to make Aditya Birla Group an aspirational workplace for women, and increasingly weave women into mainstream operations in the near future. We have long begun enhancing the representation of women at leadership levels across operations, be it management, manufacturing, marketing, branding, sales, or research. We are making good progress. Currently, we have over 200 women in senior and top leadership roles.

What were the barriers & challenges that you faced in delivering the above programs?

Despite our razor-sharp focus in the last decade, we have had to confront some challenges as the milieu keeps evolving. Regardless, these have been systematically addressed. Given the size and geographical spread of the Group, we continue our transformative journey. Bear in mind that some of our operations are far-flung and in the most remote areas. Attracting women in these locations is a tough task. Here there is a skew, but we are hopeful of getting over this hump soon, as more and more professional women seek purpose and fulfilment in their positions and are location agnostic. A little aside. At the shop floor level, we have more than 16,000 women striving to make the best fashion fabrics in our fashion, retail and textile business. Likewise, in some of our overseas Plants women run the manufacturing operations. It might interest you to know that, in the rural interiors under the aegis of Aditya Birla Centre for Community Initiatives and Rural Development, which I chair, we empower over 100,000 women as we equip them to become self-reliant, provide financial literacy and enable them run micro enterprises through self-help groups. There too it was a tough slog to change the mindsets of men and make them accept the primacy of women in bettering their quality of life. I would also like to share that we provide quality education to 100,000 students through our formal and non-formal schools. Of these, 50% are girls.

That said, we feel good when we see that our managers are becoming increasingly adaptive and are putting in their efforts to be supportive and attune to the inescapable reality that more and more competent and professional women will be working shoulder to shoulder with them.

What are the key success factors in your implementation?

First, we are ensuring that we walk the talk. It's like a movement. We have formed a strong cohort of women ABGites across multiple levels and outlined a clear path that signals the attention that we specially accord to them. For instance, our initiative 'Strength Inclusive Culture', crafted to bring sharper focus on behaviours and mindsets with the right feel for gender equity has gained enormous ground. Likewise, the 'BetterTogether Platform' has been instituted to drive a mindset of inclusion through diverse, innovative programs among which are immersive workshops, interactive manager sensitisation, i-nudges, a digital learning channel and creatively worked out employee campaigns.

Second, we have been addressing the issue that most young women face when they

must begin a family. We have put in place several workplace enablers that empower women to continue on their career path with some adjustments of course.

To give you some examples, we have a 'Maternity Support Program' that encourages women to integrate personal and professional commitments seamlessly. Childcare and mother comfort with the arrival of the baby and an extended leave period later form its core. There are several other enabling initiatives, which include 'Career Management Support', travel and stay arrangements for the mother, baby and the caretaker, while on work travel. Flexible work options including flexible timing and work from home are a given.

I must also highlight a special program viz. 'Life Unlimited'. This is a great comfort as it offers a 24*7 friend, guide and confidant, at your backend call. Often women come across life situations where they wish for a 'someone' they could talk to for guidance. A 24/7, multi-lingual, confidential counselling support is provided, Life Unlimited is the helping hand which guides our women colleagues through these stressful times. Alongside we offer an additional option for chat support.

Most important is the focus on levelling the playing field. This entails, consciously increasing women representation at leadership levels through focused hiring and developing a connection with hiring partners to onboard them on diversity hiring. A clear signal is beamed - emphasising the fact that given everything being equal, the scale must tilt towards women. Alongside, at our quarterly business review meetings the hiring, progress and attrition is reviewed by the senior most leadership / management teams.

I must also share with you some of the ways in which we encourage women to take charge and achieve their full potential, consisting of structured programs, such as SpringBoard, an intensive 9 month structured intervention to accelerate the career path of High Potential Women Managers. Likewise, the BeUnstoppable Rhythmic Connect, the Self Reflection Survey, the Action Guidance Digital Nudges, on contextual topics, have enabled women develop great confidence in themselves as also go on a self-reflective mode.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

The outcomes have been very fulfilling. There has been a decisive shift as more and more women are in key roles. Many of them are CEOs, CFOs, CHROs, Manufacturing Plant Heads, Corporate Function Heads, Chief Procurement

Officers, Chief Digital Officers, Chief R&D Officers, etc. As I mentioned earlier, we have nearly 200 women in top leadership positions, the number is increasing year after year. In a few years ahead, we hopefully will be on the top of the pole in the context of women empowerment.

Let me conclude in the words of our Honourable Prime Minister, Shri Narendra Modi, who at the G20 Summit in Bali, made a profound statement: *“Global development is not possible without women's participation”*. Heed the message. What more can one say!



An Interview with



Rekha Menon

Chairperson and Senior Managing Director, Accenture, India

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

Today, the business case for women's empowerment is not only about inclusive growth but about building equity that fosters profitable growth and innovation.

At Accenture, we believe that a culture of equality is a powerful multiplier of innovation and growth, and we are committed to building an equal workforce where everyone feels that they belong, know that their voices count and can thrive.

We have been engaged with G20 EMPOWER for some years and believe that such collectives are key catalysts to driving change by mainstreaming gender considerations and translating them into actionable policies and commitments through collaborative actions by governments, civil society, and the private sector. The G20 EMPOWER also offers a great opportunity to exchange ideas and best practices among governments and other organisations, to learn from and advance the agenda of women's equality.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

In 2017, Accenture was among the first companies to set a global goal of having a gender-balanced workforce by 2025. Our current gender metrics reflect the progress we have made on our global goal - 47% of our global workforce are women.

In India, approximately 47% of our 300,000+ people are women and nearly 26% of our leadership roles are held by women.

Our talent processes and programs across the employee life cycle are inclusive by design to support our women through various life stages.

- We consciously create enabling structures that help women stay in the workforce such as flexi-work options, childcare benefits & parental leave, and gender-neutral policies that focus on the role of a caregiver.
- We continuously invest in helping our women build enduring and meaningful careers to unleash their potential and grow.
 - Upskilling programs across all career levels to augment functional, technical, and business skills and nurture future women leaders to learn, lead and thrive.
 - Bespoke leadership development programs to accelerate the advancement of high-potential women to leadership roles through sponsorship, curated assignments, personalised coaching, and networking opportunities.
- We continuously review our people processes and track metrics such as the recruiting mix, promotion mix, pay equity etc. to support our gender equity goals.

What were the barriers & challenges that you faced in delivering the above programs?

Equality is a strategic business priority for us, and we take an intentional approach backed by visible leadership commitment, business alignment, and an empowering environment.

Our organisation's scale and complexity are both our biggest differentiator and biggest challenge in our endeavour to deliver a consistently equal and inclusive employee experience. Additionally, as our women continue to navigate their life stages, their needs and preferences evolve and therefore, addressing the diversity of their needs and preferences is another key consideration that we strive to support.

We continue to listen to our women through formal and informal channels and leverage analytics to integrate inclusion by design across the employee lifespan. For example, analysing the data on career growth and promotions can help identify gender biases and determine specific areas of improvement.

What are the initiatives that your organisation has implemented to support women leaders and entrepreneurs in the community? What are the key success factors that you think are important in your implementation?

Skilling is an imperative for driving greater socio-economic inclusion. We have been running initiatives for skilling women to start their career journeys, upskilling them to enhance their career paths or build their businesses to advance their employability.

Our differentiator is our ability to leverage technology to strengthen the skilling ecosystem, focus on women as 50% beneficiaries of our programs, and the ability to collaborate with the ecosystem partners for greater impact. Overall, we have been able to create an impact across 30 states and union territories in India.

During the last decade we have equipped over 1 million people (50% women) with skills to get a job or start a business. We have collaborated with the larger ecosystem to accelerate employability skills, including digital fluency for the knowledge economy by leveraging technology platforms. For e.g., through Future Right Skills Network (FRSN) close to 500,000 youth have been trained in India since 2019, many of them women, and the aim is to reach 1 million by 2025. In addition, we continue to create STEM awareness and encourage interest in technology careers for schoolgirls. In the last year alone, we have touched over 2500 schoolgirls through our initiatives.

We believe our success lies in our ability to create programs and business models that are scalable and sustainable by design, strengthening digital and financial literacy among women, and using 'digital' to skill at scale.

Are there any more of your company's initiatives that you would like to highlight?

We've been pioneering an inclusive mindset for many years now, building platforms and programs both externally and internally to increase awareness on the need for and importance of inclusion of women in leadership.

We were one of the first companies in India to:

- Celebrate the virtues of women's leadership and success amongst mid-to-senior level women corporate executives. And therefore, created a platform that recognised emerging women leaders of India Inc. along with the women business leaders who have shaped the industry and are ahead of the curve.

- Lobby for disability inclusion in the workplace including for women with disabilities and have partnered with global organisations to curate platforms to mainstream dialogue around diversity, equity, and inclusion.

We have also taken a lead in taking the LGBTIQ+ agenda forward and have a deliberate approach of looking at them through the lens of intersectionalities. For example, LGBTIQ+ people who are parents and people with children who are part of LGBTIQ+ community. We focus on the unique requirements of these intersectionalities and build policies and programs that support their growth and aspirations.

In addition, we are actively collaborating with the ecosystem offering content and our best practices to skill at scale and bring a larger ambit of women into the workforce. For example, within the technology industry, we along with other industry leaders collaborated with the National Association of Software and Service Companies (NASSCOM) to create 'Future Skills Prime' to prepare the workforce on new and emerging technologies. More than 100,000 people have benefited from this program - many of them women. Given the efficacy of the platform, the Government of India recognised it as the National Digital Skilling Platform helping India skill at scale.

Internally, as well to make equality a part of our cultural fabric, we leverage leadership and business advocacy for gender equality, focus on expanding our network of gender advocates and offer access to networks, sponsors, and mentors so that there are different avenues for our women employees to thrive and grow. We have a pioneering women's network in India called 'Vaahini', which has both internal and external members and offers opportunities to women to learn, share network and empower themselves. Last year, we launched 'Vaahini Women in Leadership', a networking space that strengthens a sense of affinity, ambition, and agency among our women leaders.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

As articulated earlier, we are well poised to achieve our bold goal of achieving a gender balanced workforce – 50% men and 50% women - by 2025. Our current gender metrics demonstrate the success of our strategy and reflect continued progress towards accelerating gender equality.

Globally 50% of our Board of Directors, 32% of our executive leadership and 47% of our workforce comprises of women. Some of our key leadership roles in our executive leadership are held by women, including the roles of CEO (Chief Executive Officer), CFO (Chief Financial Officer), CHRO (Chief Human Resource Officer) and CMO (Chief Marketing Officer).

In India, women represent 26% of our leadership team and nearly 47% of our workforce.

We are proud to be recognised for our market leading efforts in the inclusion and diversity space. Our leaders have been featured globally and in India in the 'Most Powerful Women Lists' and we have been recognised as a beacon for inclusion and diversity by organisations like Bloomberg Gender Equality Index (for last 6 years) Refinitiv Diversity & Inclusion Index (#1), Great Places to Work, AVTAR (Most Inclusive Companies in India) and many more. We also received the National Award for the Empowerment of Persons with Disabilities from the Hon'ble President of India and were recently, recognised by NASSCOM as the '2023 Overall Champions in Diversity, Equity, and Inclusion (DEI) Practices'.



An Interview with



Sangita Reddy

Chair, G20 EMPOWER & Joint Managing
Director, Apollo Hospitals Enterprises Ltd., India

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

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

When a woman is in control of her own money, she is in control of her future and when women have economic power, it doesn't just benefit them – it also helps their families, their communities, and the broader economy.

But for women to be able to tap into this power, we need their perspectives in every room where decisions are made, and this is what keeps me advocating for the cause because I truly believe that women's leadership in terms of inclusiveness and equity will and is the founding of a smarter, stronger, and more innovative society.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

Apollo Hospitals has been committed to promoting gender equality, diversity, and the representation of women in leadership positions since its inception. Over its 40-year journey, Apollo has taken significant strides to empower women and provide them with equal opportunities for leadership within the organisation. Our comprehensive initiatives, which aim to create an inclusive and empowering environment that fosters growth and potential, can be broadly divided and categorised into the following buckets:

1. Young Woman / Student stage
2. Women in Professional Life
3. Family / Specialist stage
4. Leading Self & Organisation

Recognising the importance of diversity in leadership for balanced development and better decision-making, we have formulated several women's communities both within and outside the organization to provide support, mentorship, counselling, visibility, and opportunities for career growth.

At Apollo Hospitals Group, our current ratio of female employees is over 55%. In this, women leaders account for 31%, with over 10% being with the organisation for 10+ years. Firmly believing that these numbers are not enough, the organisation have crafted a road map to cross over to 50% of the existing 31% of Women in Leadership roles in the organisation in a realistic time frame of 3 to 4 years.

What were the barriers & challenges that you faced in delivering the above programs?

At Apollo Hospitals group, we never faced any barrier or challenge because our top management has always been committed to fostering women's leadership, sending a clear message to the entire organisation that gender diversity and equality are essential values. This has further helped create a culture that supports women's advancement and development and makes it easier to implement programs and initiatives to address gender bias and level the playing field for women.

When there is buy-in from top leadership, it is more likely that resources will be allocated towards these initiatives, ensuring their success and sustainability.

What are the initiatives that your organisation has implemented to support women leaders and entrepreneurs in the community? What are the key success factors in your implementation?

The organisation believes in providing opportunities for budding talent to transform into formidable leaders across Clinical & Non-clinical roles which is crucial for the balanced development of the Ecosystem.

The '**Apollo Young Leaders Program**', in partnership with the **Indian School of Business (ISB)** under the aegis of the **Chairman's Club Initiative**, enables aspiration-based career mobility for our participating women leaders. We have had

190 members who have shown interest in the current cohort, and post the rigorous screening process, which included the Business Aptitude Test (BAT), Business Solutions Presentation & Interview, the final number of the cohort was 31, which had 40% of the participants as Women Leaders from Apollo. This reiterated the culture of Apollo nurturing our in-house talent in assuming all futuristic leadership positions that emerge from growth/expansion or succession.

To strengthen the nursing workforce, which comprises 90% women workforce, Apollo Hospitals group has launched a social impact '**Angel**' Initiative to acknowledge nurses' contributions, redefine their career paths, and empower them to succeed in various aspects of the nursing profession. This program upskills 100,000 nurses in India, providing scholarships for advanced skills training and free content in partnership with academic institutions. We are committed to upskilling at least 1,000 nurses through this program, initially focusing on any pandemic-related clinical aspects and expanding to encompass leadership, research, and much more.

Our multiple initiatives focused on women's workforce have not only resulted in enhanced reputation and brand image for the organisation as a champion of gender diversity and equality but have also shown significant measurable improvements in key business metrics, such as revenue growth and profitability, attributable to the impact of female leaders.

Are there any more of your company's initiatives that you would like to highlight?

Recognising the important role that work-life balance, mental well-being & physical fitness the organisation has launched specialised interventions such as Apollo Annual Preventive Health Check for women post-40 years focussing on age-related health and mental well-being. These programs provide proactive measures to address physical health indicators and offer focused mental & physical engagements through inner engineering, yoga, Zumba, and other wellness programs for the women workforce at Apollo.

Supportive policies related to maternity leave, childcare, and caregiving responsibilities have been established to create an enabling environment for women leaders to excel both professionally and personally.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

At Apollo Hospitals, regular semi-structured surveys are conducted to understand

what learning elements were most beneficial in furthering our women's leadership programs.

Basis the feedback received, our programs have provided our employees with the opportunity for cognitive, affective, and behavioural growth. Engaging learning activities, social capital development, and relational model methodologies have proven helpful in leadership development.

These ongoing insights provide the organisation with continued first-hand user feedback on our training initiatives.

How has the Best Practice Playbook 2022 helped organisations?

The Best Practice Playbook has immense value for all organisation across the board. Through the Playbook, organisations gain valuable insights into the successful practices implemented by other companies and how they have achieved their current positions. incredibly helpful quickly adopting best practices and replicating policies that have worked successfully for other companies.



An Interview with



Rinawati Prihatiningsih

Chief Operations Officer, PT Infinitie Berkah Energi

Deputy Head of the Committee Member of Indonesian Chamber of Commerce and Industry (KADIN Indonesia)

Deputy Chair Indonesian Businesswomen's Association (IWAPI)

Co-Chair, G20 EMPOWER 2022, Indonesia

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

I began my advocacy when the Indonesian government invited me to represent G20 EMPOWER as a Co-Chair in 2020 for the Indonesian Presidency in 2022 alongside Yessie. D. Yosetya. I would advocate for gender equality in the country as a member of the Indonesia Businesswomen's Association (IWAPI). Since Indonesia's Presidency, I have been actively involved. This year, we have also been assisting India in executing exemplary leadership during its presidency.

How has G20 EMPOWER been useful for your organisation?

Our company is fully committed to fostering an environment conducive to social governance. The impact of G20 EMPOWER has been highly beneficial as it has provided valuable insights from other companies and facilitated the exchange of our own perspectives. We have learned from the experiences of various individuals and organisations, enabling us to actively drive progress towards gender equality.

Thankfully, our company does not face any gender-related challenges. Our President Director is a woman, and I, as the Operations Director, am also a woman. Among our board of directors, comprising a total of six members, four are women and two are men. However, in our on-site and field management roles, physical demands and logistical requirements have led to a higher representation of male professionals. Consequently, our male colleagues predominantly handle technical matters in these areas.

Nevertheless, it is important to emphasise that our dedication to gender equality extends beyond mere understanding. We actively promote gender equality and comprehend its impact not only on a theoretical level but also in practice. For example, we strive to reduce emissions and prioritise environmental care, aligning ourselves with broader objectives. By doing so, we position our company as a champion of social governance.

Furthermore, our association with G20 EMPOWER transcends gender equality and encompasses sectors such as climate change and sustainability. Given their relevance to our company we, can contribute meaningfully to these areas as well.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

Our goals revolve around the recognition that achieving sustainable success necessitates a comprehensive understanding of gender equality and diversity, which in turn enriches our company's purpose. Although we have a greater number of female employees, it is noteworthy that male colleagues predominantly occupy positions in human resources and technical roles. Hence, we recognise the imperative of developing a robust talent pipeline and fostering an environment that encourages our female employees to explore and excel in engineering and technical domains. Thus, organisation's primary objective is to bolster and motivate female employees to embrace such technical roles, particularly in STEM-related fields.

What were the barriers & challenges that you faced in delivering the above programs?

Our main challenge stems from the fact that our business base, 'Infinitie,' is in the eastern region of Indonesia. Unfortunately, the educational background and skills of our female employees in eastern Indonesia is less advanced. The region sees fewer employees or students pursuing areas like engineering or STEM. As a result, fostering the desired pipeline and adequately supporting female employee's transition into technical roles increasingly challenging. Additionally, we continue to face obstacles and experience a leaking pipeline in this regard. To address this, it would be beneficial if non-stereotypical work options were introduced earlier in their education. To tackle this issue, it would be advantageous if non-stereotypical employment choices were introduced at an earlier stage in their education. Consequently, we are still grappling with a leaky pipeline in our efforts to achieve our objectives.

What are the initiatives that your organisation has implemented to support women leaders and entrepreneurs in the community? What are the key success factors in your implementation?

As part of the Indonesia Businesswomen's Association (IWAPI), we have implemented a program called "Pangleema," which stands for empowerment, nurturing, and assistance for small and medium enterprises (SMEs) throughout Indonesia. As a representative of the company, I have been sent across the country to provide mentorship. Currently, we have reached a significant milestone in expanding the program to the next level. However, it's important to note that we have only covered 10 cities out of approximately 600 cities in Indonesia, which indicates there is still much more work to be done.

By participating in the association, our company has sponsored and supported these initiatives, allowing me to engage in this work pro bono. In addition to mentorship programs, we collaborate with various platforms such as Microsoft to offer online programs. We also contribute to research efforts alongside organisations like the World Bank. Furthermore, we are currently in the process of supporting the G20 EMPOWER initiative, working in conjunction with Microsoft. It is essential for us to follow up on these efforts to ensure successful implementation across Indonesia. The mentorship program with Microsoft is primarily conducted through IWAPI. However, we also have classes in various provinces, one of which involves supporting the Cherie Blair Foundation for Women's program called 'HerVenture'. We actively share this program with our G20 EMPOWER members across Indonesia. We started this initiative last year, and this year we have continued our collaboration with ASEAN as part of the business council, specifically the ASEAN Business Advisory Council (APEC). Participants for the program are invited by APEC, and as a mentor and coach, I have the privilege of guiding them to the next level. It is worth noting that the mentorship takes place online, but only during specific times.

While I hope that women from villages in Indonesia also participate in this program, it seems that currently the participants are primarily from urban areas rather than villages. From what I have observed, the women who take part in the program are not typically from rural villages but from urban settings. However, it is important to note that reaching out to women in rural communities is an essential aspect of our company's outreach efforts.

Are there any more of your company's initiatives that you would like to highlight?

Absolutely! Currently, we are actively supporting XL Axiata alongside Yessie D. Yosetya in launching a dashboard as part of our involvement in G20 EMPOWER Indonesia. We recognise that the success of G20 EMPOWER Indonesia relies on the support of companies and the private sector. Therefore, our company, in collaboration with XL Axiata and the Ministry of Women Empowerment, is dedicated to creating a platform that fosters dialogue and builds an enabling environment for women's small and medium enterprises. We have recently completed the terms of reference for this initiative, and its official launch is scheduled for May 30th. Additionally, we have produced significant reports such as the World Bank's "Opening Opportunities" report, which examines the economic cost of gender gaps in entrepreneurship in Indonesia, and the Indonesia gender dashboard focusing on women in SMEs. While our company is deeply involved in organising and implementing these initiatives, we aim to transition their management to the IWAPI and the Indonesian government over time.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

Our initiatives, including mentorship programs and the Microsoft initiative, have yielded positive outcomes for women's leadership and empowerment. During our engagements in areas affected by natural disasters, we provided support and training, resulting in increased confidence and a clearer sense of purpose among women entrepreneurs. Collaborations with organisations like United Nations Population Fund (UNFPA) and ASEAN Business Advisory Council (APEC) have further contributed to this impact. Informal feedback suggests that women participants have gained a better understanding of their business purpose and the solutions they offer, enhancing their ability to sustain their companies. While we do not have precise numbers as we do not focus on reporting metrics, we have received informal feedback indicating the positive effects of our initiatives. Additionally, we have collaborated with the World Bank on the "Opening Opportunities" report, which highlights the economic costs of gender gaps in entrepreneurship in Indonesia. This research provides valuable insights and policy recommendations to strengthen the business ecosystem for women SMEs. We are also in the early stages of developing the "Indonesia Gender Dashboard on Women in SMEs," an online tool that will serve as a comprehensive resource referencing the World Bank report and fostering dialogue on gender equality and equity in Indonesia. Our aim is to inspire other countries through this platform.

How has the Best Practice Playbook 2022 helped your organisation?

The Best Practice Playbook 2022 has been immensely valuable for our organisation. Through this Playbook, we have gained valuable insights into the successful practices implemented by other companies and how they have achieved their current positions. Learning from their experiences has been incredibly helpful in guiding our own strategies and decision-making processes. However, it would also be beneficial to have information on failures and how companies have overcome them. Sharing such information would prevent others from repeating similar mistakes and enable us to learn from each other's experiences. Therefore, while best practices offer invaluable insights, it is equally important to acknowledge and learn from the errors that some companies may have made.

An Interview with



Yessie D. Yosetya

Director & Chief Digital Transformation and Enterprise
Business Officer
PT. XL Axiata Tbk, Indonesia

When and why did you start to advocate for G20 EMPOWER, and how has the G20 EMPOWER been useful for your organisation?

Axiata has been involved with G20 EMPOWER since the inception in 2020 (under Saudi Arabian Presidency) and continuing in 2021 (under Italian Presidency) and 2022 (under Indonesian Presidency).

Due to the G20 EMPOWER, there is now a commitment by the company executives to ensuring women in leadership positions. Axiata is actively looking at the 5 KPIs (The five KPI indicators that have been set in the G20 EMPOWER are the equal distribution of roles between men and women in the world of work at all levels, the percentage of women who are promoted in certain positions, the total pay gap (gender pay-gap), the percentage of women in the company's Board of Directors, and the percentage of women related to technical work (especially in STEM issues and male dominated industries)) which were agreed under G20 EMPOWER. Using the EMPOWER KPIs, Axiata can create programs subsequently to support the targets laid out, for instance, through designing training/development sessions and ensuring representation of women in recruitment processes, talent management and promotion of talent pipeline.

What is your company doing to promote women in STEM?

Axiata needs engineers who can adapt to the newest technology in mobile (examples- 5G, 6G, adoption of cloud, AI, generative AI). Therefore, to promote STEM, we start at the beginning. A lot of this has to do with development programs.

Over the years, we have expanded to non-STEM as well. We are working with Microsoft on a program, 'Code without Barriers', in which we encourage women in other fields within Axiata to also try and understand coding (example- women in customer services and finance departments).

Externally, we created a platform called 'Sisternet' (signifying sisterhood) where we understand the reluctance of women when they are adopting technology. Mostly, women use technology for communicating but they are not as advanced users as their male counterparts when using telecommunications as a productive tool. 'Sisternet' allows women to gain education and awareness in the use of technology, for them to contribute to the economy and use technology in a productive way (e.g., learning e-commerce, financial literacy etc.).

G20 EMPOWER has brought about traction in STEM and entrepreneurship over the years because the more voices the better in terms of increasing awareness. Even though the traction has not been as fast due to the pandemic, the alliance between the government and private sector certainly makes a difference. The existence of G20 EMPOWER is helping to mainstream the agenda of women in leadership. The Minister of Women and Child Protection is actively engaging with other Ministries in Indonesia to make sure that the government policies are framed in a gender responsive manner. For instance, in the sector of digital skills, the government set aside a certain amount of budget to train Indonesians in digital skills. G20 EMPOWER is helping ensure that a certain amount of the budget is also allocated specifically for training women. Therefore, the agenda of women is better achieved through G20 EMPOWER. Having an alliance means that we can give feedback directly and the government can also liaise directly with other Ministries to ensure that our voice is heard.

Can you tell us more about your organisation's goals and programs (internal and external) to advance women in leadership?

Axiata has a very disciplined talent management exercise (which means a talent pipeline for successors where individuals are also asked about their own aspirations). My own experience at Axiata elucidates this- in 2009, I was asked about my aspirations at Axiata, following which Axiata did a psychometric assessment (Egon Zehnder). Based on my ambition (of wanting to be in the chief level of technology) and the assessment, the talent management program assigned me to the 'digital surface' post within the organisation in 2011 to learn about other functions. I passed my development program and was assigned to be the Chief Information

Officer in 2016. This is just one example. Internally, we are identifying talent and inquiring from those employees their aspirations to be developed to the next post in the organisation. This is very different from simply being assigned to a different post without involving the individual in the employee development process. We are so committed to talent management that periodically, all the executives (board of directors) convene to looking at how individual talent can be developed for leadership positions. In the process, we also ensure that leadership positions have a sizeable representation from women.

Externally, one of our initiatives is the 'Sisternet' platform which has a module for leadership as well (in terms of how to lead the SME or master entrepreneurship). We have also recently launched a pro bono platform 'Ignite' in association with Egon Zehnder, which is like Uber. To accelerate women leadership, women need access to mentors and a network. To this end, the Ignite platform facilitates and connects mentors (female and male leaders) and mentees (women). A setback to women entrepreneurs during the pandemic was care-work which entailed not only more domestic chores but also the responsibility of educating kids, which has reduced the time for women to network. Through 'Ignite', we hope to give exposure to women mentees through mentorship, helping them build networks and advance their careers.

Please can you share any barriers/challenges that you faced in delivering the initiatives mentioned by you?

Internally, the talent management program is quite comprehensive, however, the biggest barrier is the lack of confidence and self-doubt in employees to do the job well. Inherently, there is an aspect of perfectionism that hinders employees from trying. We are addressing this through mentorship and delivering inspiring stories to create confidence in employees.

The challenge in implementing the external programs is also similar in terms of lack of confidence. To a certain extent, this may be attributed to cultural issues and expectations of families including spouse. We are working on building the confidence of mentees.

What are the initiatives that your organisation has implemented to support women leaders and entrepreneurs in the community, apart from the ones that you have already mentioned?

Another program at Axiata is XL Axiata Future Leaders. In the program, we

introduce second and third-year university students (to 3 non-academic skills). The first skill is communication as there is a gap between communication skills in the academic and business world. The second skill is English as there is a need for using English in the corporate setting, instead of regional languages. The third skill is entrepreneurship to introduce graduates to innovation and thinking for being entrepreneurs.

What are the outcomes that you have observed in your organisation with respect to women's leadership and empowerment through these initiatives?

The women leadership is around 30% which cuts across- 2 out of 6 board directors are women. Women occupy 30% of the managerial positions. Company-wide, 30.1% employees are women. Axiata belongs to an industry sector which is male dominated. Therefore, having 30% representation of women is quite an achievement, and is a lagging indicator that shows that we are on the right track. We are still putting a KPI for the leading indicator, for instance, one of two talents must be a woman. This is being enforced although it is not a formal policy and shows that we are making efforts to give equal opportunity to women employees.

Externally, we have more than 200000 unique women visiting our platform. Given that Indonesia has a population of 270 million population (half of which are women), we still have a long way to go.

Do you think that the EMPOWER Best Practices Playbook is helping your efforts in any way?

Yes, because we do not need to reinvent a lot of company policies and instead, replicate things that other companies have adopted. In every country, there needs to be an Advocates' network because change starts at the top and things move must faster within an organisation when there is believability at the top.

An Interview with



Mika Nabeshima

Executive Officer
Group Chief Diversity & Inclusion Officer
Head of Human Resources Department
Tokio Marine Holdings, Japan

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation?

Tokio Marine joined the alliance in 2020, marking the beginning of Japan G20 EMPOWER. Consequently, we have been a part of this alliance since its inception. Tokio Marine Holdings has remained dedicated to D&I initiatives, particularly in the realm of empowering women in the workplace. Every company has diligently worked on this front, and it extends beyond Japan, encompassing societal issues, infrastructure, and government policies. Hence, I firmly believe that the alliance or network of companies collaborating in this endeavour proves highly beneficial. The EMPOWER alliance has facilitated connections with diverse companies, which has proven valuable for our organisation. It serves as a platform to exchange best practices and allows us to work collectively towards our shared objective of empowering women.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

Our goal is to have women participate in all layers of decision-making in the company or in the organisation. In Tokio Marine group there are a lot of different group companies within Japan and overseas, but since this is the Japan platform, I will mainly focus on Tokio Marine Nichido Fire Insurance (TMNF), which is our largest subsidiary company. TMNF has been focusing on empowering women in the workplace since the early 2000s and in 2017, we established the goal as achieving the state where “women are participating in all layers of decision-making in the

company.” In 2021 Tokio Marine Holdings established the Diversity Council and a new position, Group Chief Diversity & Inclusion Officer (CDIO), and I have been appointed the first CDIO. Since then, I have been leading the groupwide initiatives, but particularly at TMNF we are aiming to increase the percentage of women in managerial positions to 30% by 2030. Currently we're at 11.2 percent.

Did you observe any improvement in the representation of women in leadership positions from 2017 to 2023 after initiating your D&I initiatives?

The goal was officially established recently (in 2017), but we've been working on D&I and women empowerment from the past. The percentage of female managers and above in 2013, which is 10 years ago, was at 4.5 percent, five years ago in 2018, it was 7.6 percent, and 2023 we are at 11.2 percent. So compared to ten years ago we have 2.5 times more female managers all over Japan. And there has been a steady growth and it has been moving upwards.

What were the barriers & challenges that you faced in delivering the above programs?

Yes indeed, making changes always presents challenges, right? Whether it pertains to women in the workplace or changing rules, there tends to be a general resistance. However, I think the most significant challenge lies in unconscious bias. This bias permeates both society and individuals, particularly among male managers who may have preconceived notions about the roles women can fulfill in the workplace.

To illustrate, our company operates as a property and casualty insurance provider, offering risk management solutions. However, insurance contracts entail a considerable amount of clerical work. Historically, female employees were often confined to clerical positions, working in office environment and not actively engaging in activities such as visiting clients, negotiating premiums or pricing. As a result, an unconscious bias formed regarding the perceived abilities of women. Over time, there have been gradual changes in the distribution of gender across various job categories. Nevertheless, even when female workers hold the same positions as their male counterparts, they are sometimes assigned different types of accounts or responsibilities, which may not adequately challenge them. Consequently, we have been actively working on changing the mindset of our managers to foster a different perspective.

In Japan, men and women basically receive the same quality of education. When considering the gender gap index, there is minimal disparity in education between

women and men. However, once one enters the workforce, a gap emerges. This represents the unconscious bias that we primarily combat with managers, and we strive to ensure that women are provided with equal opportunities and responsibilities in the organisation. Achieving a widespread understanding of why we need to prioritise and work on diversity and inclusion, particularly women's empowerment, takes time and requires the organisation to grasp the purpose behind our efforts.

Are there any more of your company's initiatives that you would like to highlight?

Our DE&I initiatives have mainly focused on our women female workforce within the company and the organisation. While we do support and have other sustainability and corporate social responsibility activities, our primary focus has been on internal women's empowerment within the company due to our significant gap. Therefore, we have submitted our initiative on women's leadership, specifically highlighting our program called 'Tokio Marine Women's Career College,' as a best practice.

We have implemented various other initiatives, and one of the most significant ones is our mentorship program, which we initiated in 2020. The program involves pairing up female rising stars and managers with executives. Initially, we had eight pairs, but over the years, we have expanded and increased the number of participants in this program. Currently, we have over 130 pairs within TMNF. Additionally, we have established a partnership with another private company to facilitate cross-mentoring. This means that we will have mentors from the other company paired with individuals from our company. This new initiative is something we are actively working on this year.

Our aim is to mentor individuals and encourage them to take on a new role or advance to the next level in the organisation. To achieve this, we pair them with mentors who hold senior positions, typically one or two levels above them. Currently, most individuals in these senior positions are men. As a result, usually the mentors are mostly men, while mentees are all women. With the expansion of our program, we have introduced mentoring opportunities at the deputy manager level, specifically pairing individuals with women managers. Despite having over 300 female managers in our company, the representation of women remains at 11 percent. We have a significant number of female managers who are actively mentoring junior members. I would estimate that around 10 percent of mentors are women. However, when it comes to managers and general managers who aspire to

move up the ladder, it is noticeable that many senior management positions are occupied by males.

We do not want male mentors to dictate what the mentees should do. Instead, their role is to exemplify the approach and mindset of an executive, general manager, or someone in a senior position. This doesn't mean that the mentees have to replicate their actions precisely, but it allows them to observe and grasp the different layers within the corporate world. Through shadowing, the mentees accompany their mentors to meetings, enabling them to witness the dynamics firsthand and think, "Oh, maybe I could apply this approach too!" Surprisingly, we've also observed a reverse mentoring effect. Although it wasn't our primary focus, male mentors have found it valuable to understand the thoughts, feelings, and challenges faced by female managers. As individuals in the majority often lack awareness of these experiences, the mentees offer a distinct perspective that helps mentors bridge the gap and gain a deeper understanding. Hence, we've received feedback indicating that this has proven beneficial for the mentors as well.

While I believe that it is beneficial for women to network with other women, providing mutual support, exchanging insights, and such, it is equally advantageous for male mentors to gain a deeper understanding of the organisation. That is why we promote mentorship programs for both male mentors and female mentees. Junior-level employees particularly find it valuable to have role models who have faced similar situations. However, as we ascend to managerial and general managerial positions, it becomes challenging to envision the corporate executive level experience, regardless of gender. In such cases, mentors play a vital role in providing valuable guidance and perspective.

We have implemented additional initiatives, such as the role model workshop, to address the challenges faced by junior female employees who struggle to envision themselves as managers or general managers due to the limited representation in these positions. This workshop specifically addresses the balancing act of care work, including childcare and parental care responsibilities. We explore how to effectively manage work-life balance and discuss strategies for juggling various responsibilities. Additionally, we facilitate networking opportunities among our female managers to create a mutually supportive environment, where sharing stories, offering encouragement, and exchanging best practices are encouraged. Furthermore, we have introduced training programs for people managers to address unconscious bias.

In addition, this year we have initiated open dialogues with executives. For example, the president of TMNF engages in discussions with groups consisting of both women and men to focus on diversity and inclusion matters. Despite our long-standing efforts in D&I, it remains challenging to ensure a widespread organisational understanding of the reasons behind our initiatives. To tackle this, we have decided to facilitate small group discussions, allowing for a more thorough exploration and engagement with these topics. While this approach demands significant time and effort, it has proven to be highly effective in achieving our goals.

Last year, we also conducted workshops for managers approximately seven to eight times throughout the year. With the implementation of virtual meetings, we are now able to reach all members of the organisation regardless of location. Regarding networking events, we offer various tiers of gatherings, including general managers' meetings and managers' meetings. These occur frequently and have a significant attendance.

Regarding the role model workshop, we hosted around 15 sessions last year. Many of these workshops were scheduled during lunchtime to accommodate participants' work schedule. We had a substantial number of influential role models who shared their experiences and their career stories.

Can you share the outcomes that you have observed in your organisation with regards to women's leadership and empowerment through your initiatives?

It is challenging to quantify these efforts in numerical terms. As mentioned earlier, I have discussed the rising number of female managers at TMNF. Additionally, we have set a target to increase the representation of women on our holding's board. This year, one more female board member was added, resulting in an increase from 15.8 percent to 20.0 percent. This demonstrates progress in that area. However, apart from tracking the number of seminars and similar activities, it is difficult to quantify the impact of our initiatives.

In addition to our activities, we have published a diversity and inclusion booklet that outlines the importance of D&I for Tokio Marine Group. It explains our definition of diversity and inclusion and highlights why they are considered growth drivers for our organization. There is now greater awareness about D&I and in particular women's empowerment in Japan compared to five years ago. People are familiar with terms such as unconscious bias, diversity, and inclusion. The challenge lies in understanding how these concepts apply to individuals and their respective

workplaces. Currently, we are focused on raising awareness about D&I and sharing its significance.

How has the Best Practice Playbook 2022 helped your organisation?

It is challenging to make a global assessment since each location may have unique circumstances. However, despite these differences, there are universal issues that we all face, such as unconscious biases. Therefore, it is reassuring to know that people around the world are addressing similar challenges. In Japan specifically, we have been able to share best practices and identify common issues. It is valuable to recognise that we are collectively working towards solving the same problem and can find support in our shared initiatives.

In Japan, we find ourselves in a similar situation where our initiatives align with addressing specific challenges faced by women. For instance, we have dedicated training programs such as the Tokio Marine Women's Career College, mentoring programs, round tables, panel discussions, and efforts to address unconscious bias. It is reassuring to see that we share common issues and are actively working towards creating societal change together. While we understand that a single company cannot transform everything, we recognise the importance of starting with our own organization. Therefore, having a platform like this is truly valuable, as it highlights that these issues extend beyond the confines of our company and are societal in nature.



An Interview with



Yuko Nishimura

Vice President of Talent Management Department

Vice President of Sustainability Transformation Department

Lead of ESG Communication, IR Department

Recruit Holdings Co., Ltd., Japan

When and why did you start to advocate for G20 EMPOWER? How has G20 EMPOWER been useful for your organisation, especially in the ESG field?

Recruit Holdings joined G20 EMPOWER in 2021. In May 2021, we announced that we had set five ESG goals for FY2030, including gender parity goals which are to achieve 50% women at all employee levels and in our boardroom by FY2030. We have set these goals as one of our business strategies, and to empower all our people and to improve the quality of our business decisions. This is because to improve the quality of our business decisions, we need to improve the diversity of our boardroom and leaders. After joining G20 EMPOWER, the motivation among the leadership for achieving the goals that we set has improved, because we can share our initiatives globally, for example, through the G20 EMPOWER Best Practices Playbook and the EMPOWER website.

We are operating the global HR matching platforms including Indeed and Glassdoor. We aim to contribute to improving diversity, equity and inclusion (DE&I) across the globe. That is why we decided to join G20 EMPOWER to advocate for gender issues globally.

G20 EMPOWER is a great platform for us to interact with various organisations to exchange knowledge, create relationships and improve our initiatives.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

The most important outcome for our organisation is setting the goals of gender

parity by FY2030, wherein we aim to achieve 50% women at all employee levels and boardrooms by FY2030. It is a truly aspirational target, not only in Japan but globally. Since the company's founding in 1960, we believe that the diversity of our people has been the source of our value creation. Building on the passion and the creative ideas of our diverse people has long been our competitive advantage and the source of our growth. That is why our leadership continues to prioritise a diverse, equitable and inclusive workforce, fostering an environment where everyone can thrive and fuel innovation.

Our business operates in more than 60 countries. The challenge related to DE&I is truly complicated depending on geographical areas, countries and the nature of business. To enhance innovation and drive growth, we have set clear gender parity goals and prioritised them. Rather than pursuing a broad “diversity” goal, we have specifically focused on achieving gender parity. This strategic approach recognises the unique dynamics of each region. For example, in the US, ethnicity and race are really important issues, but in Japan it is totally different.

We started an initiative in 2022 wherein we conducted a trial to refine the requirement for managers in Japan. Gender-based role divisions persist with stronger unconscious bias in Japan, compared to other countries where we operate. In Japan, it is common for companies to have a seniority-based system which means that many companies do not have clear job descriptions. Consequently, achieving diversity in such roles becomes challenging. That is why having a requirement for managerial positions is a very important step for many Japanese companies including Recruit. In one of our business units which operates in Japan, we have implemented measures to reduce gender bias by clarifying requirements for managers to increase women's representation. We assessed managers' requirements for unconscious bias and traditional leadership styles, ensuring alignment with the needs for the managers' position and made necessary adjustments. As a result of the initiative, women managers' pipeline increased around 1.7 times compared to pre-initiative level 2022. The men managers' pipeline increased 1.4 times. These are big outcomes.

The second initiative is the Inclusive Interview Rule which was introduced two years ago to eliminate bias in the hiring process. This is important because hiring is one of the most powerful ways for companies to increase the representation of women. One of our important subsidiaries in the HR technology space is Indeed which has introduced the Inclusive Interview Rule as a transformative solution to

remove bias from the hiring process. To improve the representation in the candidate pipeline, the rule requires that the final set of candidates interviewed (i.e. the interviewees) must include at least one self-identifying woman or non-male identifying. Diversity is also a key consideration when forming the interview panel. Furthermore, in response to the recent hiring freeze experienced by global tech companies, we expanded this rule to cover the promotion process last year.

What were the barriers and challenges that you faced in implementation of these programs?

The biggest challenge is tackling unconscious bias. A strong unconscious bias exists in Japan. Around 50% of our workforce is based in Japan. The World Economic Forum's Global Gender Gap report identified big gaps in Japan. I believe that these gaps are deeply rooted in Japanese culture. Even within the Recruit Group, we must tackle unconscious bias.

What are the initiatives that your company has taken to support women leaders and entrepreneurs in the community, and the key success factors?

We are dedicated to improving DE&I in the community through our product. We are a global HR platform company that includes major subsidiaries such as Indeed and Glassdoor. For example, current and former employees can anonymously review companies on Glassdoor. Glassdoor features a DE&I score on its website and jobseekers can check the DE&I status (e.g., gender balance) of the companies, and make informed decisions on whether the company is a good fit for them. We believe that this will aid companies in their endeavours to improve DE&I within their organisations.

Can you share the outcomes that you have observed in your organisation with regards to the initiatives mentioned by you (such as Inclusive Interview Rule)?

We started the Inclusive Interview Rule from the senior level and extended it to the middle and lower levels. As a result, the representation of women at the level of Vice President and above (including Senior Vice President and CXO), rose from 25% in 2020 to 36% in 2022 at Indeed. This is a big jump.

As of April 1, 2023 the overall women representation within the Recruit Group is 39%. At the senior management level in Recruit Group, the representation of women is 22%.

Are there any other initiatives that you would like to highlight?

Recently, we started an interesting initiative. While many companies in Japan provide executive coaching for women candidates to support their career expansion and development, we have taken it a step further. Our initiative now includes coaching for managers as well. This is because the women candidates need support from the company and managers. They want to understand the expectations from the organisation and the bosses. The communication and scenario planning are really difficult, and should be tailored to each individual. That is why we started offering coaching for managers. In our recent feasibility studies, we found out that, the percentage of women promotions in the organisation that implemented this initiative has increased, and their motivation levels grew rapidly.

How has the Best Practice Playbook 2022 helped your organisation?

It is truly helpful to get the knowledge and best practices through the Playbook. To manage our initiative, it is important to motivate our leadership team. The Best Practice Playbook has helped to summarise and share our initiative globally, ultimately inspiring our leadership to accelerate our efforts towards achieving gender parity.

An Interview with



Kumjoo Huh

International Relations Officer at Kyobo Life Insurance

Korea Representative [Private Sector] for G20 EMPOWER, Republic of Korea

When and why did you start to advocate for G20 EMPOWER, and how has the G20 EMPOWER been useful for your organisation?

I serve as the private sector representative for South Korea and have been chosen by the government (specifically, the Ministry of Foreign Affairs and the Ministry of Gender Equality and Family) to represent the private sector in the G20 EMPOWER initiative. My appointment as Korea's representative is a result of my extensive experience as a corporate executive in one of the major financial institutions in the country for more than ten years. Throughout my career, I have demonstrated a strong commitment to social responsibility through active participation in numerous voluntary activities supporting non-profit women's organisations, both domestically and internationally.

In addition to my corporate responsibilities, I have taken the initiative to establish mentorship platforms not only within my own company but also in collaboration with various local and global organisations. Through these platforms, I have facilitated guidance and support for aspiring individuals, particularly women, encouraging their personal and professional growth. Furthermore, I have been actively engaged in delivering inspirational speeches to motivate and empower individuals. Through my involvement, I have also worked on developing policy recommendations aimed at promoting the advancement of women into higher positions.

Overall, my dedication to corporate leadership, social responsibility, and advocacy for gender equality has led to my appointment as the private sector representative for South Korea in the G20 EMPOWER initiative.

In Korea, the Ministry of Gender Equality and Family grants certification to companies that are recognised as family friendly. These companies adhere to a set of guidelines that encompass aspects such as flexible working hours, parental leave, and more. Numerous Korean companies, including Kyobo Life, have successfully obtained this certification.

As a member of the G20 EMPOWER Alliance, I actively contribute to my company's efforts to promote the advancement of women into managerial positions. One of the key initiatives I undertake is the implementation of mentorship programs and inspirational sessions, specifically targeted at retaining female talent, particularly at the middle management level. This approach aims to establish a sustainable pool of talented women within the organisation.

The discussions and comprehensive data provided by the secretariats of the EMPOWER Alliance each year serve as a solid foundation for the activities we pursue within our company. We leverage this valuable information to inform our strategies and drive meaningful change in fostering gender equality and empowering women in leadership roles.

Can you tell us more about your organisation's goals and programs to advance women's leadership?

In both Korea and Japan, we observe a phenomenon known as the 'M-curve,' wherein the representation of female staff starts at a relatively high percentage (around 40-50%) at the entry level. However, as they face the challenges of balancing caregiving responsibilities at home, many women end up leaving the workforce. If they do return, it is often in part-time roles. To ensure a continuous pipeline of talented women, it is crucial for us to focus on middle managers and employ strategies to retain this pool of talent through training and motivation.

At Kyobo Life, the Human Resources Department (HRD) has implemented tailored training programs specifically designed for female middle managers within the company. One notable program introduced this year is the 'Middle Power Leadership Program.' This initiative aims to educate female middle managers about their roles and responsibilities, while also enhancing their leadership skills. Through this program, the HR Department conducts individualised analyses of each middle manager, helping them discover their unique leadership styles and fostering relationships with other male leaders. Furthermore, the program equips managers

with 'Design Thinking' skills, encouraging them to tackle problems creatively and think outside the box.

As managers progress to higher positions, it becomes increasingly crucial to develop and refine skills that enable them to navigate rapid changes in the business environment. The application of Design Thinking empowers female managers to become more innovative and creative within the organisation, ultimately fostering a more flexible corporate culture. Additionally, Kyobo Life has introduced a program to assist female managers in discovering their personal identities and building their personal brands, further empowering them in their professional journeys.

These programs are specifically for women.

What are the initiatives which your organisation has implemented to support women leaders and entrepreneurs in the community? What were the key success factors of your implementation?

In 2011, my colleagues and I took the initiative to establish a Diversity, Equity, and Inclusion (DE&I) Council within our organisation. We began by launching a mentorship program that paired female managers with female members of Generation Z and millennials. Over the years, the mentorship program experienced significant growth and eventually evolved into a company-wide initiative. Concurrently, we also introduced a DEI conference that was not only accessible to our women employees but also extended to society at large, including our B2B clients and B2C customers of Kyobo Life. We actively encourage all working women in Korea to participate, viewing it as part of our corporate social responsibility and contribution to ESG (Environmental, Social, and Governance) initiatives. Our approach embraces diversity and inclusivity as core principles.

Our organisation is committed to supporting outreach activities through three dedicated foundations focusing on agriculture, education, and literature. We allocate funds from the Life Insurance Company to these foundations, which are then utilised for various initiatives within these domains. Importantly, diversity is a key component integrated into our outreach activities.

In the realm of literature, for instance, we have provided support to a women writer who achieved great acclaim by winning the prestigious Man Booker International Prize for her novel, 'The Vegetarian'. This exemplifies our commitment to promoting and celebrating diverse voices in the literary world.

Additionally, as a life insurance company, we have developed specific gender lens products designed to cater to the unique needs of women. For example, we offer cancer insurance products specifically tailored for women, ensuring comprehensive coverage and addressing their specific healthcare concerns.

By incorporating diversity into our outreach activities and offering gender-specific insurance products, we strive to foster inclusivity and address the diverse needs of our customers, ultimately contributing to their well-being and empowerment.

Are there any more of your company's initiatives that you would like to highlight?

Kyobo Life collaborates with the Korea Foundation for Women, an organisation that conducts an annual outreach program. Our company actively encourages all employees, regardless of gender, to engage with this program through both financial contributions and non-financial involvement, such as volunteering. Kyobo Life has also been encouraging female managers to participate in the Women in Innovation and Korea Network of Women in Finance to extend their networking skills and accelerate personal development. These types of programs are specifically geared towards empowering women, and we actively encourage our employees at Kyobo to participate in any capacity they can, contributing to the cause and making a positive impact.

What are the outcomes that you have observed in your organisation with respect to the women leadership and empowerment initiatives?

At the managerial level, our company has made significant progress in gender representation, with women now accounting for approximately 20%, compared to 17% in 2019. This improvement can be attributed to the fact that women are no longer leaving their careers due to childcare and educational responsibilities, thanks to our efforts in providing support and resources. Our HR department has been successful in retaining women middle managers, contributing to this positive shift.

In the financial industry, Kyobo stands out with one of the highest percentages of women executives, reaching 10%. Furthermore, at the board level, we have achieved a noteworthy milestone with one woman serving on the board. This is a significant achievement considering the Korean standards. Two years ago, Korea implemented the Capital Market Act, which mandates that all listed companies with assets exceeding USD 2 billion must have at least one woman on their board. This

regulatory measure is expected to facilitate an increase in women representation on boards across the country.

The progress in enhancing women's leadership outcomes at Kyobo can be attributed to our dedicated DE&I initiatives within the company. Equally important is the unwavering commitment from our Chairman at the very top of the organisational hierarchy. Additionally, the implementation of a systematic ESG program, as mentioned earlier, has also played a crucial role in fostering positive change and promoting gender equality within our organisation.

How has the Best Practices Playbook helped your organisation?

Understanding global developments has been greatly facilitated by staying informed about the prevailing trends and best practices across various companies, while also keeping track of annual updates. I believe it would be advantageous to amplify our efforts in promoting the Playbook, for example, by increasing its media exposure.



Best Practices 2023

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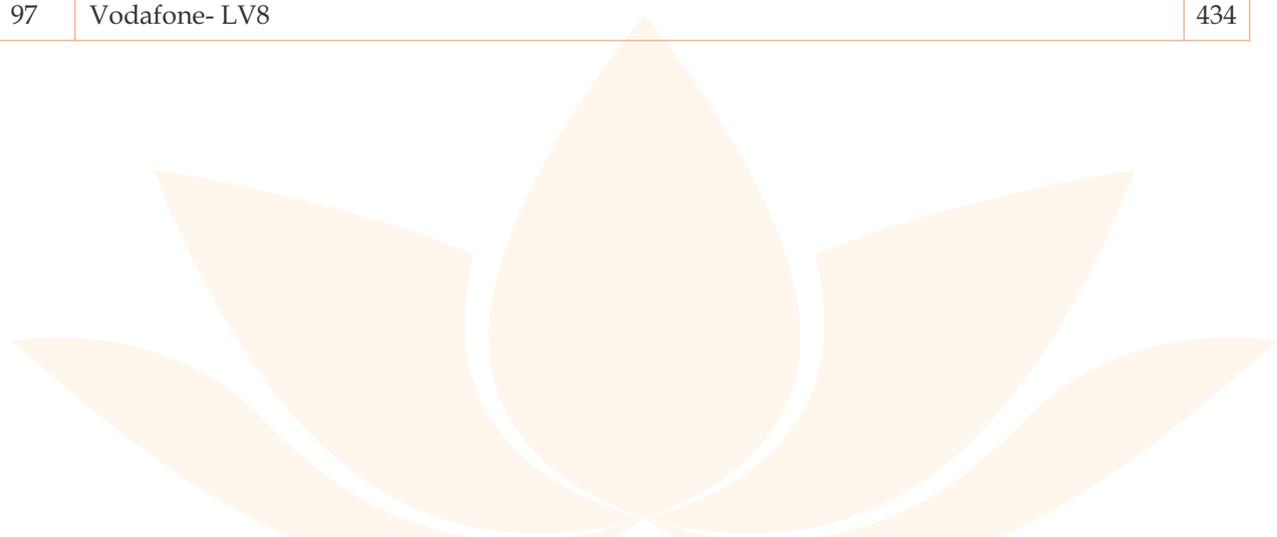
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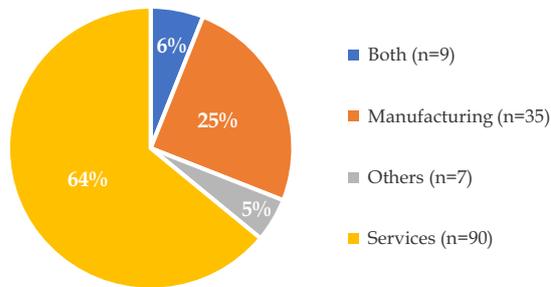
Data Analysis

Overview of Best Practices

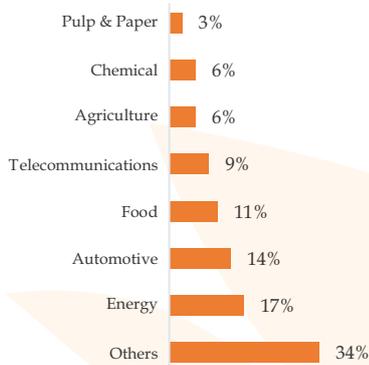
GENERAL OVERVIEW - 141 Best Practices* from 16 Countries



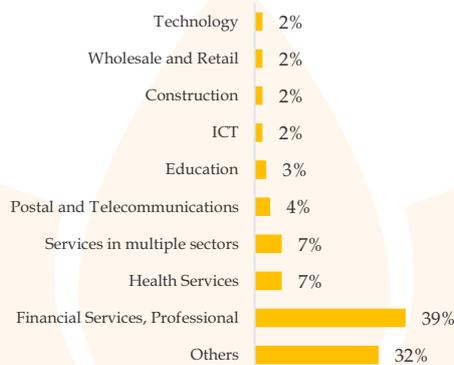
Represented Industries



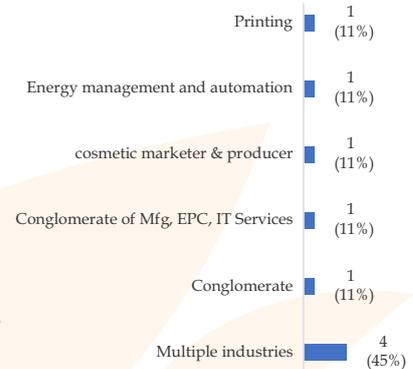
Manufacturing (n=35)



Services (n=90)

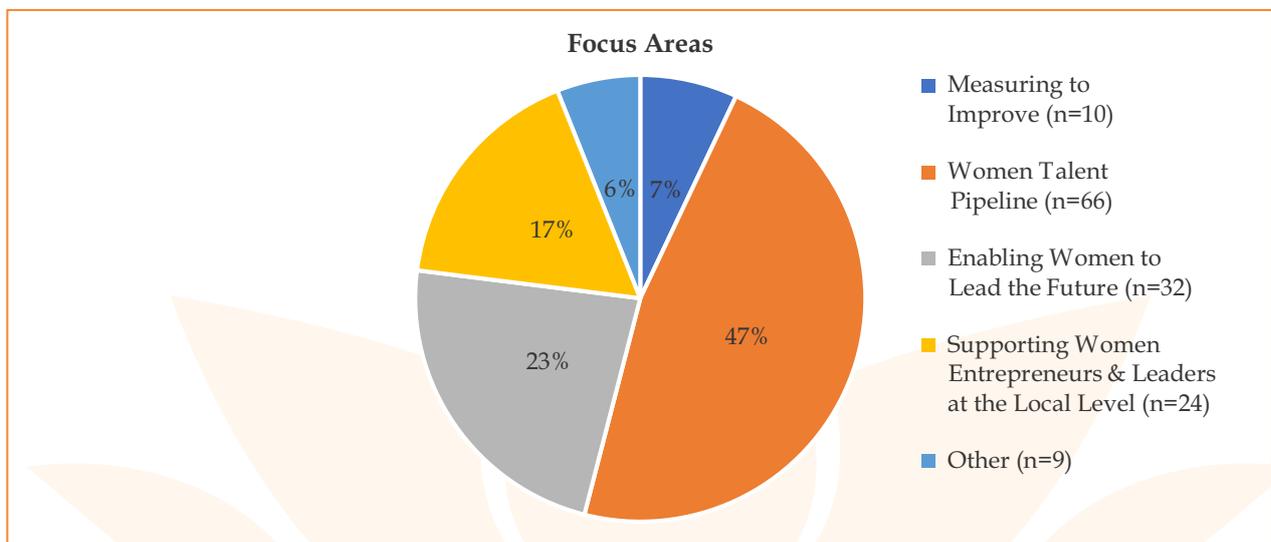
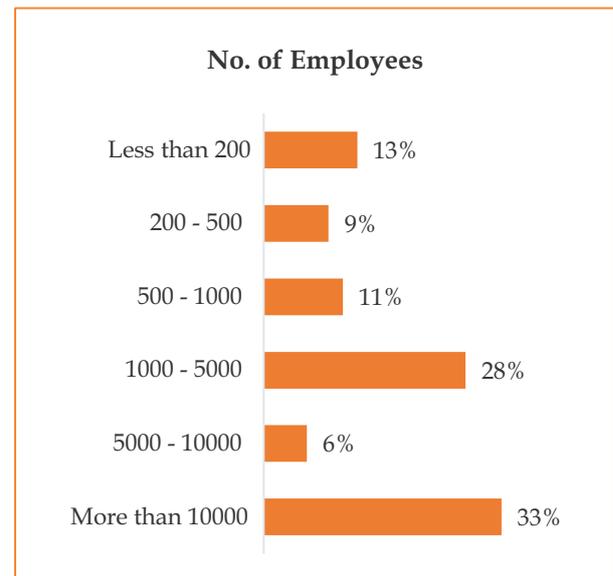
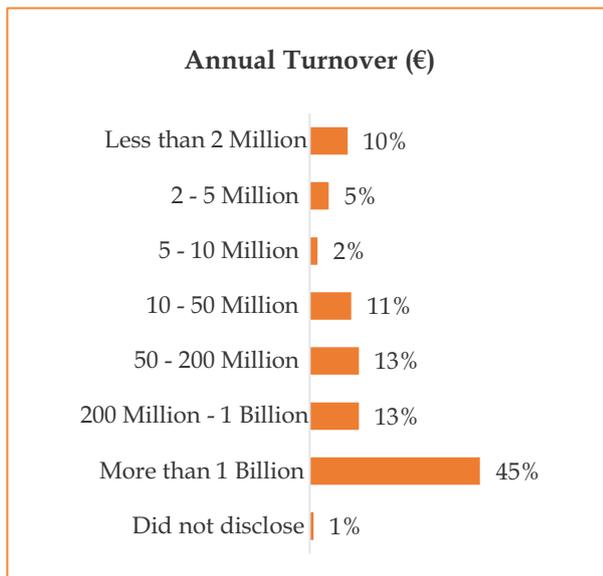
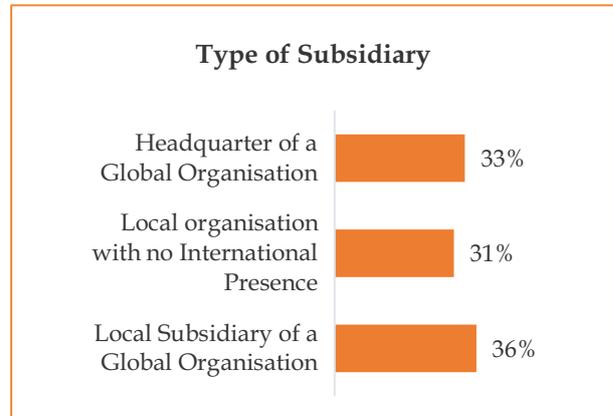
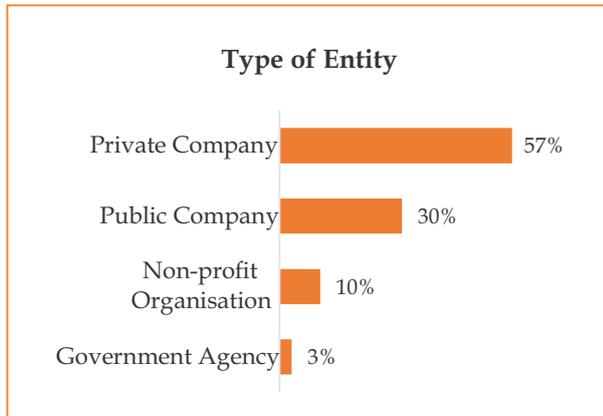


Both (n=9)

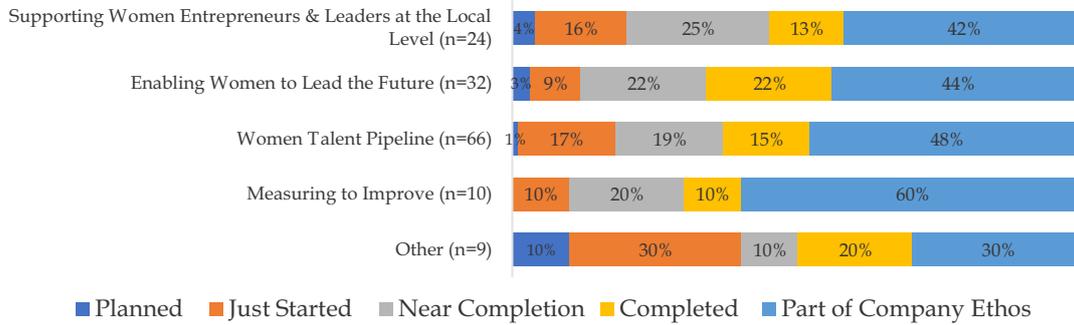


{n' = number of respondents}

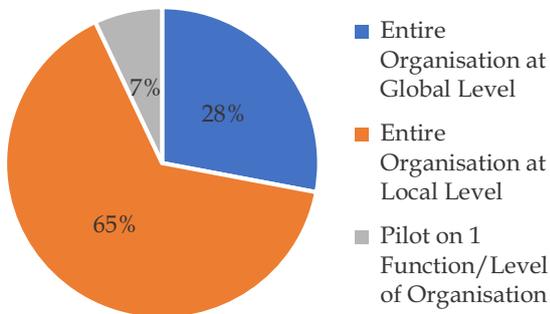
Overview of Best Practices



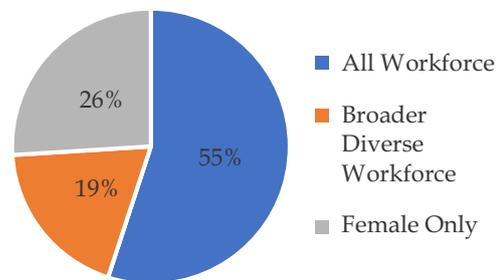
Level of Implementation in the Areas of Focus



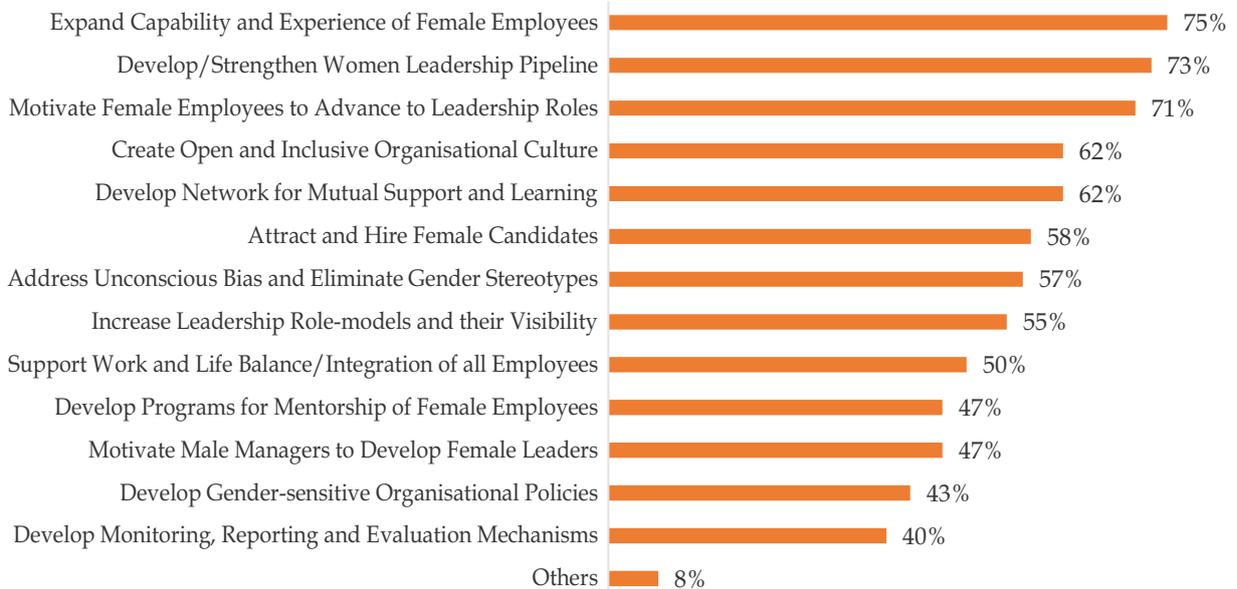
Perimeter of Implementation



Workforce Focus

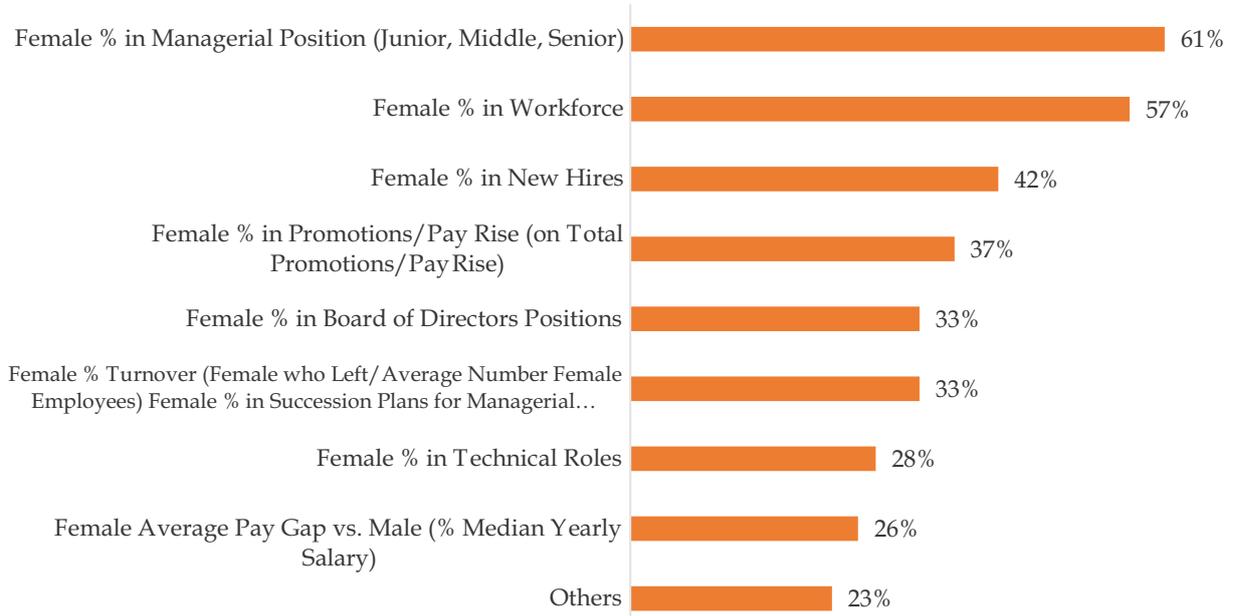


Main Goal of Initiative (n=141)



Advancing women in the workforce and in leadership positions: Organisations aim to prioritise the representation of women in managerial positions (at all levels) and overall, in the workforce. Therefore, the initiatives undertaken by organisations focus on expanding the capability and experience of female employees and developing/strengthening the women talent pipeline.

Impacted KPI (n=141)

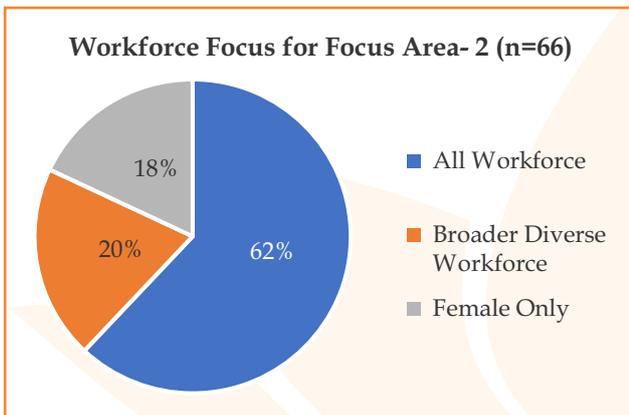
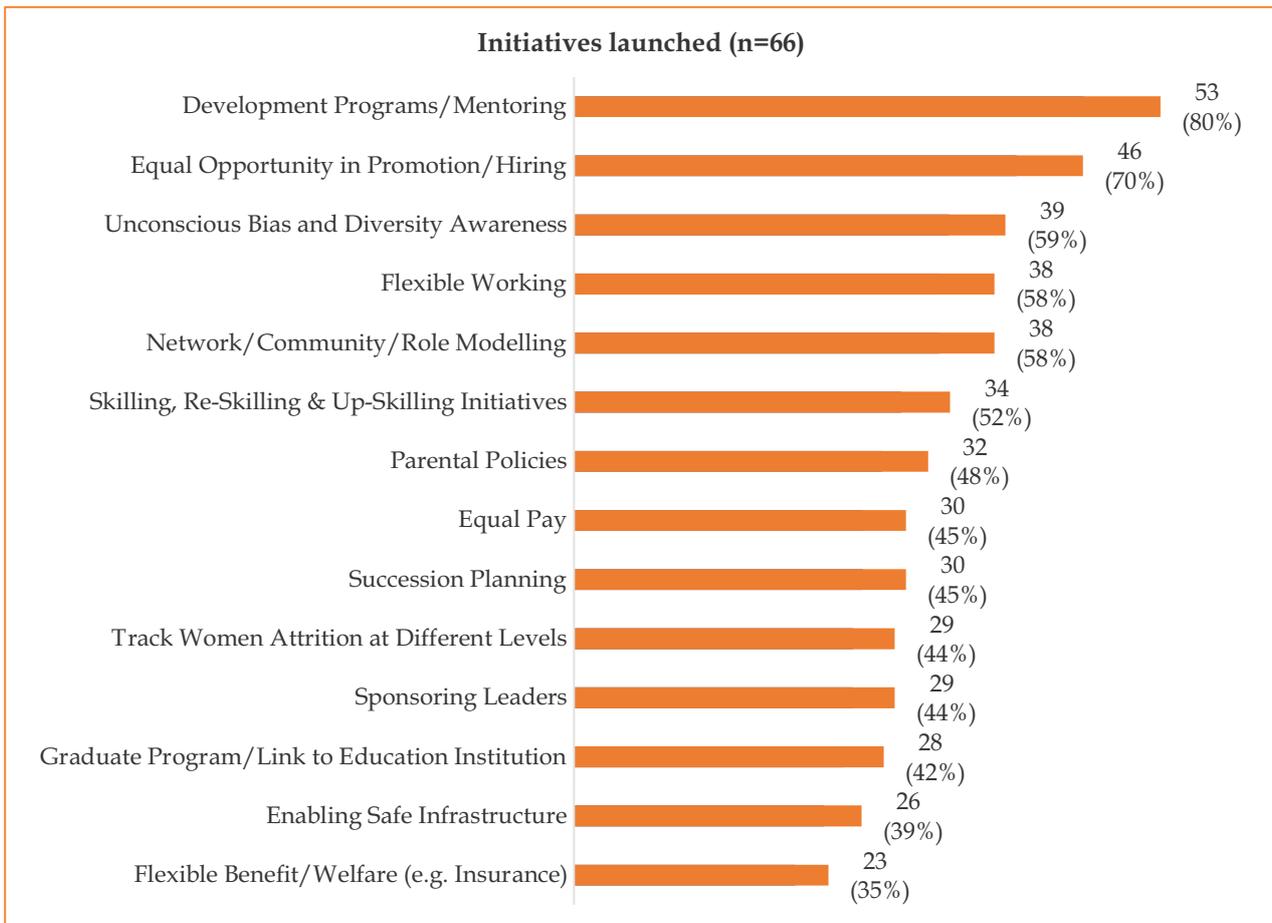


Key Insights (n=141)



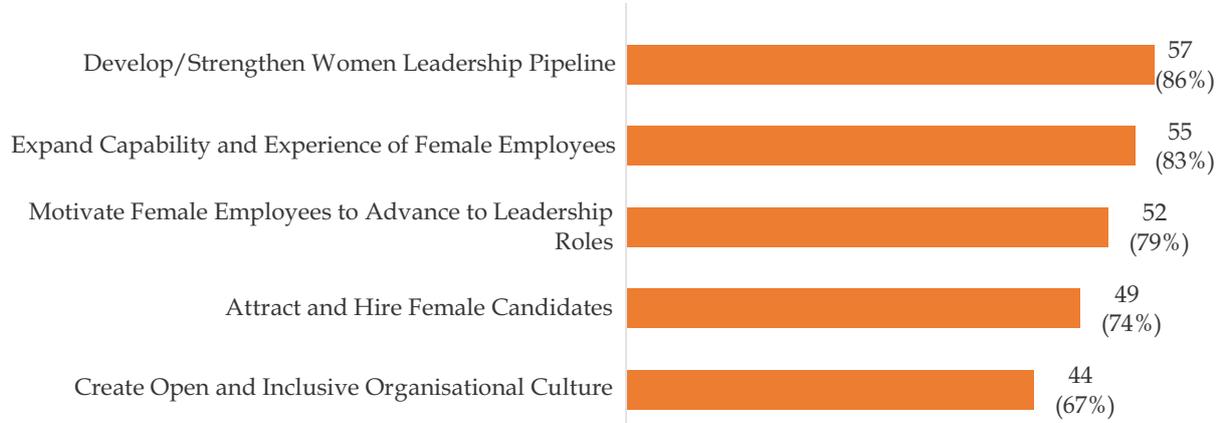
Women Talent Pipeline

66 Best Practices (47%)

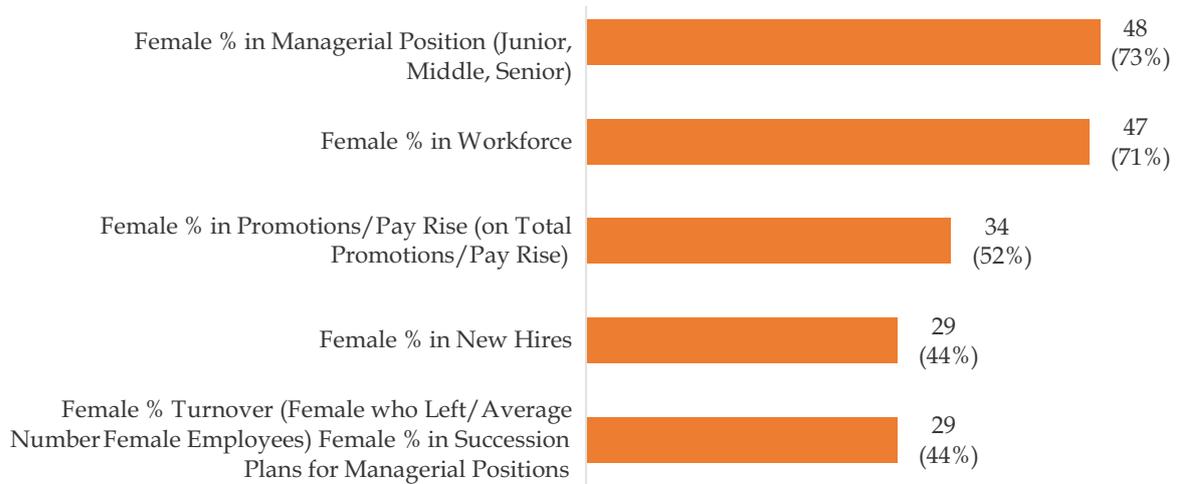



Building the women talent pipeline through development/mentoring initiatives and equality in promotion/hiring: Targeted training/mentorship programs and a fair and inclusive work environment address biases and systemic barriers, enabling women to thrive and progress in their careers.

Top 5 Main Goals, Focus Area- 2 (n=66)

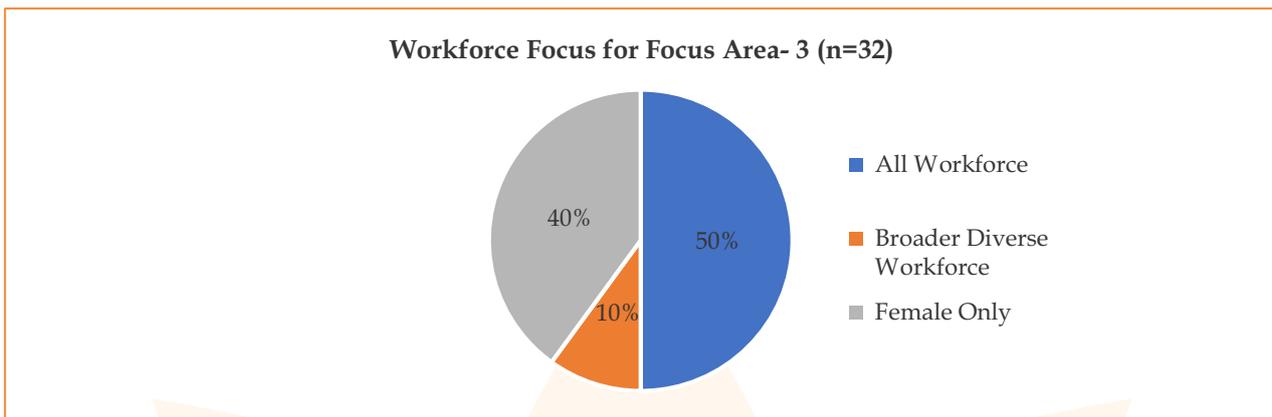


Top 5 KPIs, Focus Area- 2 (n=66)



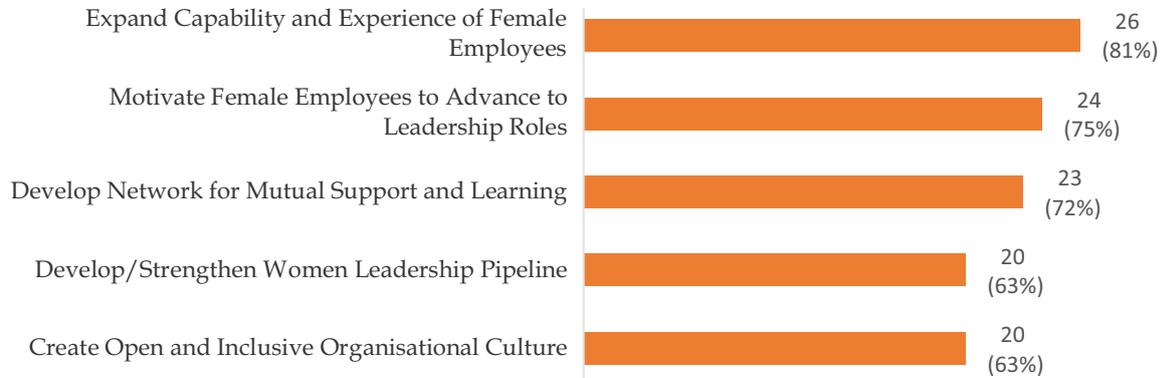
Enabling women to lead the future

32 Best Practices (23%)

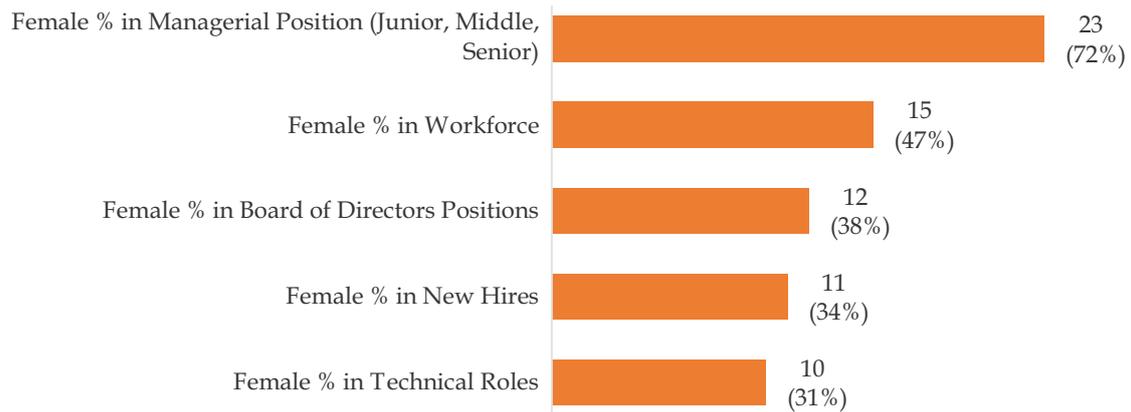


Developing soft skills/leadership capabilities: By prioritising the enhancement of soft skills and fostering effective leadership, organisations contribute to women's empowerment and their ability to lead in various professional domains.

Top 5 Main Goals, Focus Area- 3 (n=32)

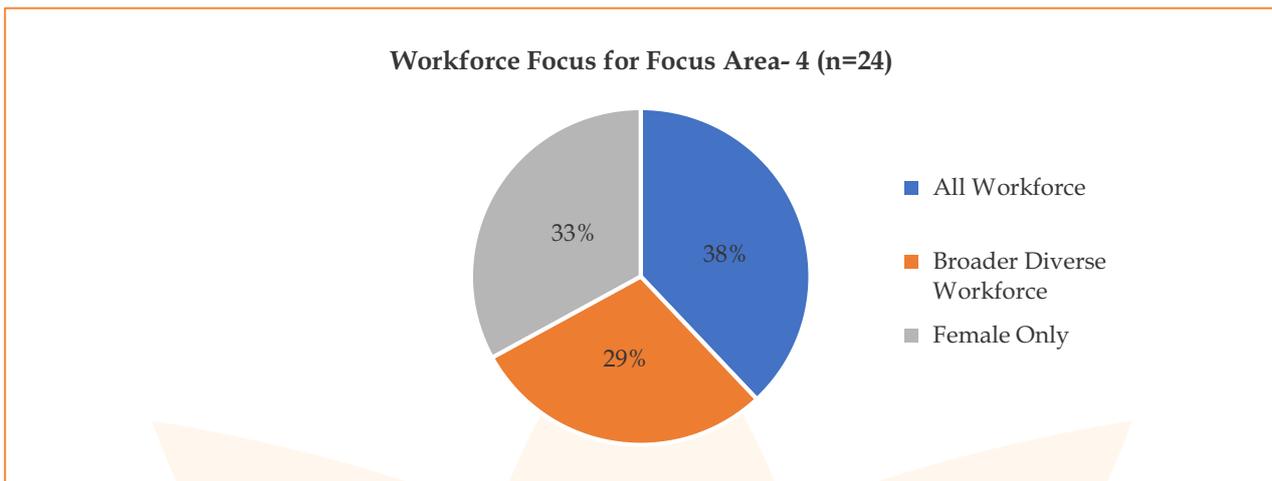


Top 5 KPIs, Focus Area- 3 (n=32)

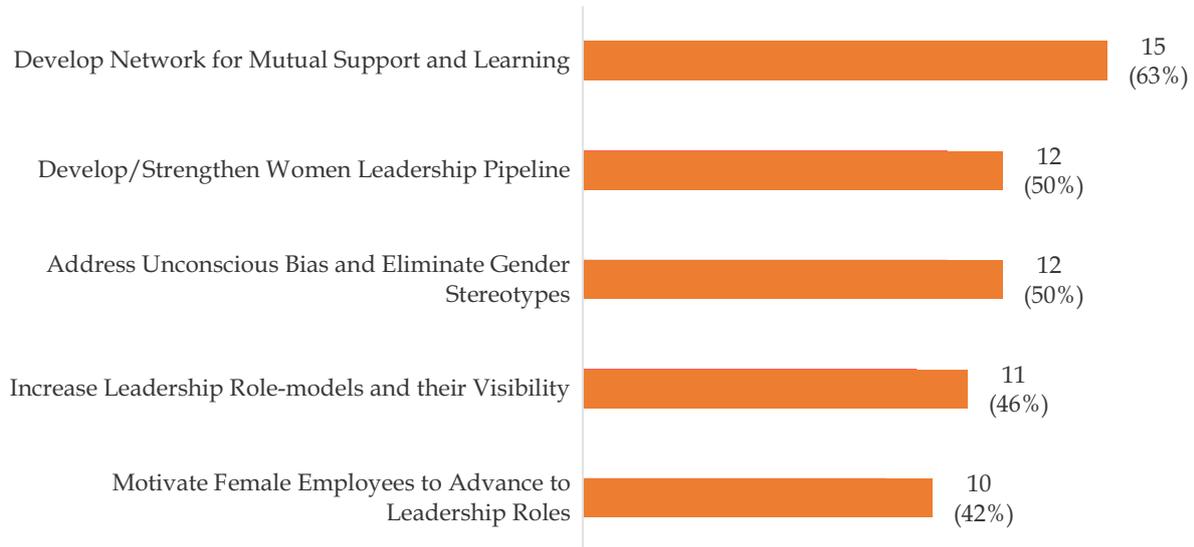


Supporting Women Entrepreneurs and Leaders at the Local Level

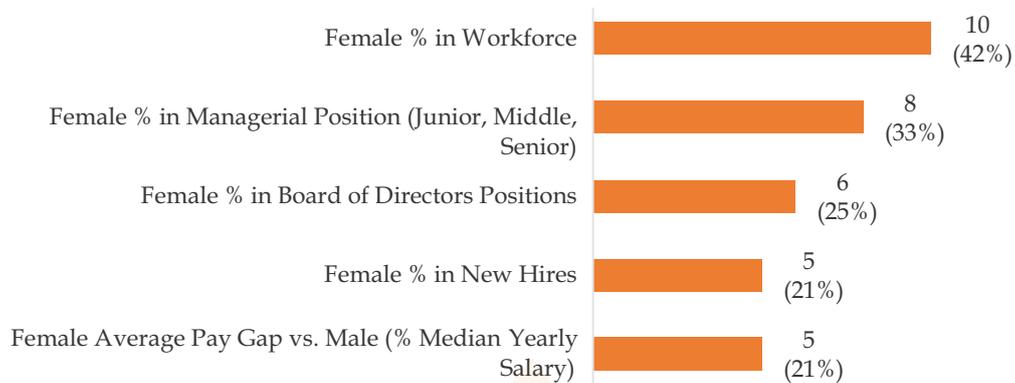
24 Best Practices (17%)



Top 5 Main Goals, Focus Area- 4 (n=24)



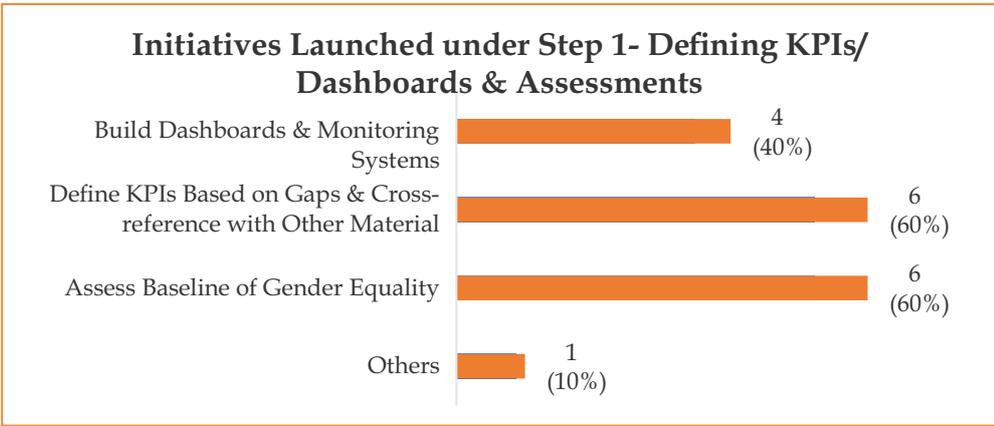
Top 5 KPIs, Focus Area- 4 (n=24)



Harnessing the potential of local leadership is key to fulfilling the Sustainable Development Goals-Local leaders care deeply about community issues and influence local development, thereby bringing about social change including reduction in gender inequality, globally.

Measuring to Improve

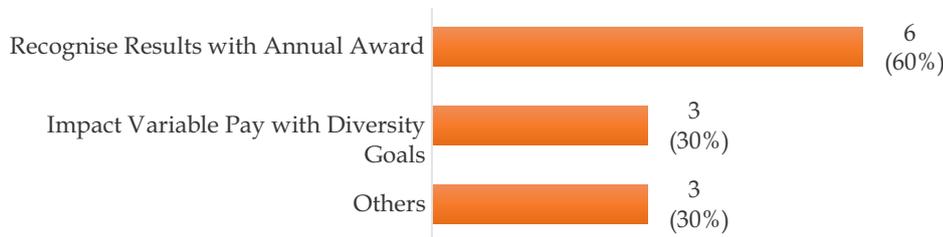
10 Best Practices (7%)



- ### Dimensions considered during assessment of Step 1:
- 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
 - Integration of Business with the Care Economy Dimension for Women
 - Gender Responsive Budgeting
 - Other



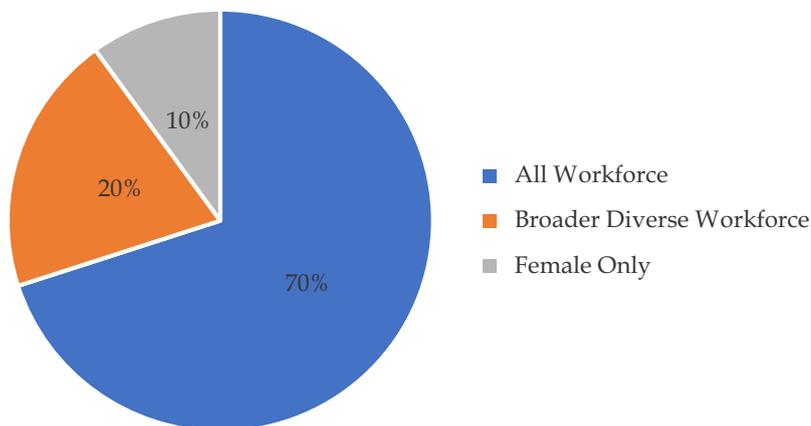
Initiatives launched under Step 3- Integrating KPIs and Scorecards and Variable Pay Schemes



Dimensions considered during assessment of Step 3:

- 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)
- Other

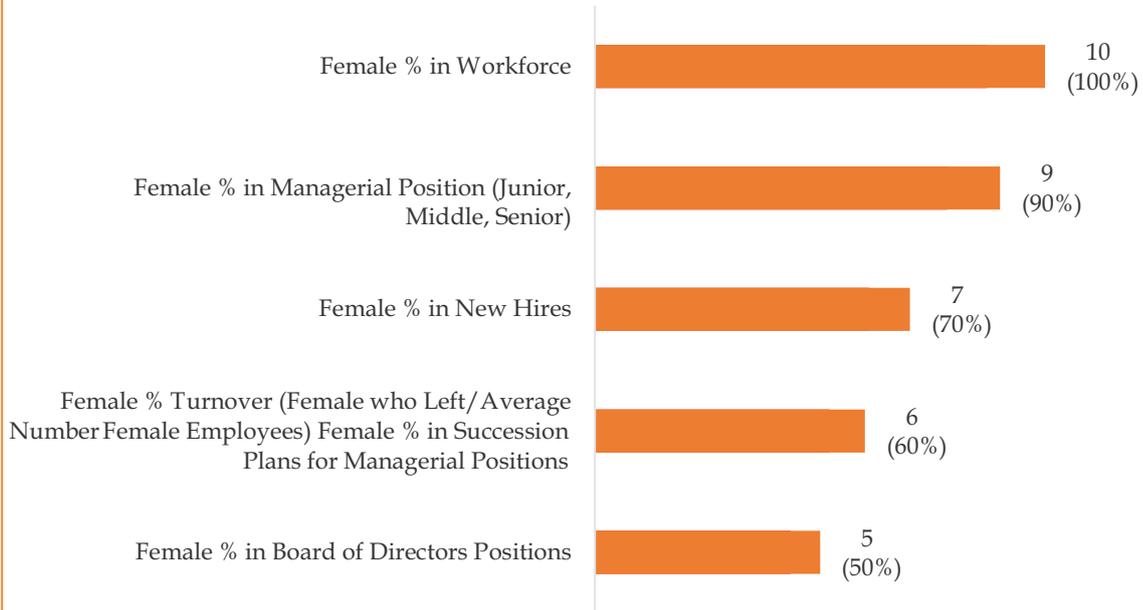
Workforce Focus for Focus Area- 1 (n=10)



Top 5 Main Goals, Focus Area- 1 (n=10)



Top 5 KPIs, Focus Area- 1 (n=10)



Measurement as a foundation for progress: Ongoing assessment of work environments, setting targets, identifying areas of focus, and monitoring the status of gender representation is important for organisations to advance women's empowerment.

Key Findings and Insights: Best Practices

The G20 EMPOWER 2023 Playbook is a collection of best practices implemented by different entities (public companies, private companies, government agencies and non-profit organisations), enhanced with a series of interviews conducted with EMPOWER Advocates.

Overall, **151 best practices were received**. Out of this total, the Playbook analyses **141 best practices⁷** from **16 G20 countries and invited countries**. The **remaining 10 best practices** received are listed under the 'Additional Best Practices' section in this Playbook. The empirical analysis of the best practices followed a rigorous and process-driven approach to garner key insights, trends and learnings. Reliable and unbiased insights were ensured by adopting a systematic framework through a robust quantitative and qualitative analysis.

Overall, the responses analysed the initiatives undertaken by entities in the four focus areas, viz., 'Measuring to Improve', 'Building and Nourishing an Efficient and Sustainable Women Talent Pipeline', 'Enabling Women to Lead the Future' and 'Supporting Women Entrepreneurs and Leaders at the Local Level'.

Some common features and trends, with the best practices aligned to the focus area that they best represent, are highlighted below:

1. ***Measuring to Improve***: 10 best practices (7%) focusing on how businesses track progress, set goals, and monitor trends in the advancement of women in leadership roles.
2. ***Women Talent Pipeline***: 66 best practices (47%) focusing on how diversity, equity, and inclusion policies can be enablers to address and overcome systemic barriers to the advancement of women – shifting organisational and social culture and values.

⁷Two best practices were withdrawn subsequent to the analysis- therefore, only 139 best practices have been showcased.

3. **Enabling Women to Lead the Future:** 32 best practices (23%) 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.
4. **Supporting Women Entrepreneurs and Leaders at the Local Level:** 24 best practices (17%) were aligned to this focus area. Best practices in this focus area comprise targeted support, access to resources, and capacity-building initiatives to empower women entrepreneurs and leaders within local communities.

9 best practices (6%) received, related to 'Other' focus areas, which aimed at ensuring women's empowerment overall, rather than being aligned to any of the four focus areas.

The analysis of best practices in each focus area reveals crucial insights.

Measuring to Improve: The G20 EMPOWER Alliance recognises the importance of measurement as a foundation for progress. Ongoing assessment of work environments, setting targets, identifying areas of focus, and monitoring the status of gender representation is important for organisations to advance women's empowerment.

Principle 7 of United Nations' Women Empowerment Principles (WEPs) on **measurement and reporting**⁸, transparency and accountability are required for companies to uphold their commitments to gender equality in the workplace, marketplace and community. Measuring and reporting are, therefore, crucial tools to monitor performance and progress.

Similar to the observations made in 2022, **measuring to improve** remains the least frequent area of focus for best practices at 7%. In the EMPOWER Playbook 2022, 18% of the best practices focused on 'Measuring to Improve'. In 2023, the majority of the '**Measuring to Improve**' best practices (70%) were targeted to all workforces (as compared to only women).

Initiatives taken by companies in the **Measuring to improve** focus area can be categorised as follows:

⁸UN Women & UN Global Compact, 'Women's Empowerment Principles'. <https://www.weps.org>

- Defining KPIs/Dashboard & Assessments
- Monitoring and Sharing KPIs to Define Improvement
- Integrating KPIs and Scorecards and Variable Pay Schemes

Under the first category, '**Defining KPIs/Dashboard & Assessments**', the top two initiatives launched were: '**defining KPIs based on gaps and cross-referencing with other material**' (60%) and '**assessing baseline of gender equality**' (60%).

The first finding underscores the need for a comprehensive approach in defining KPIs, highlighting that the mere creation of metrics without considering contextual factors and benchmarking against industry standards or best practices may be inadequate. Respondents advocating for cross-referencing emphasised on the alignment of KPIs with organisational objectives and the consideration of external factors influencing performance. The second finding reveals a growing awareness and recognition of the importance of gender equality within organisations.

In the category of '**Monitoring and Sharing KPIs to Define Improvement**', the top two initiatives were: '**Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions**' and '**Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education**'. 80% of respondents selected each of these initiatives. The first initiative, 'Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions', emphasises the monitoring of results by department/function and country, while holding individual units accountable for their own performance and the implementation of appropriate improvement measures. The second initiative, 'Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education', focuses on aligning KPIs with the objective that managers and recruiters ensure gender parity in training, hiring and education. These findings highlight a strong commitment to monitoring and accountability within the organisation.

Under the third category, '**Integrating KPIs and Scorecards and Variable Pay Schemes**', the most common initiative launched was '**recognise results with annual award**' (60%). This suggests that a significant number of the respondents value the recognition of performance and achievements through annual awards.

Notably, 'creating an open and inclusive organisational culture' received the highest priority (100%) among all the goals, i.e., an open and inclusive organisational culture was one of the main goals for each best practice submitted under Measuring to

improve. **By comparison, in 2022, only 13% of the best practices focused on open and inclusive organisational culture as a main goal.** 'Increasing female representation in the workforce' was a common KPI for all the best practices submitted under Measuring to improve, making it the top KPI (100%) under this focus area in 2023. **In 2022, only 16% of the best practices in Measuring to improve focused on 'Female % in workforce' as a KPI.** 'Increasing female % at all managerial position (junior, middle, senior)' was another top KPI, chosen by 90% of the respondents this year.

The **Women Talent Pipeline** emerged as the top-most area of focus in 2023, selected by 47% of the respondents, reflecting the significance of nurturing and developing women's potential in organisations. In 2022, 41% of the best practices were categorised under Women talent pipeline, making it the top-most area of focus in that year.

This focus area aligns with the Women Empowerment Principles⁹, specifically '**Principle 2: Treat all Women and Men Fairly at Work without Discrimination**' with regard to equal pay, flexible working arrangements, and gender-sensitive recruitment and retention practices and '**Principle 4: Education and Training for Career Advancement**' which encompasses *inter alia* 'equal access to and participation in all company-supported education and training programs' and 'unconscious bias training and awareness raising on the corporate gender equality policy'.

The analysis under this focus area shows that '**Development Programs/Mentoring**' was the top initiative selected by 80% of respondents, emphasising the value of targeted programs and mentorship in promoting women's growth and advancement. In 2022, 'Development Programs/mentoring' was selected by 25% of the respondents. This year, '**Equal opportunity in promotion/hiring**' was the second most common initiative, selected by 70% of respondents, indicating the importance of creating a fair and inclusive environment that ensures equal opportunities for both genders. In 2022, 'Equal opportunity in promotion/hiring' was selected by 28% of the respondents. It is worth noting that the top two initiatives under Women talent pipeline in 2023 were also the top two initiatives in this focus area in 2022 as well.

⁹<https://www.weeps.org/>

The least frequently chosen initiative in 2023 was **'Flexible Benefit/Welfare'**, selected by **35%** of the respondents. Additionally, 'Flexible Benefit/Welfare' received the lowest level of focus (2%) in 2022. **'Enabling Safe Infrastructure'** was the second least frequently chosen initiative at **39%** in 2023. Although these initiatives may not have garnered as much attention, they remain crucial areas that require addressing to achieve gender equality and promote women's empowerment within organisations.

The initiatives for **62%** of the respondents were targeted at **all workforces** (not focussing only on women).

The top two KPIs in this focus area ('female % in workforce' and 'female % in managerial position (junior, middle, senior)') demonstrated that organisations are dedicated to promoting the development and progression of women in their workforce: In 2023, **71%** of the respondents selected **'female % in workforce'**, emphasising the goal of enhancing gender diversity and inclusion across all organisational levels. In 2022, 21% of the respondents selected 'female % in workforce' as a KPI. Furthermore, **73%** of respondents selected **'female % in managerial position (junior, middle, senior)'**, indicating a commitment to fostering gender equality in leadership roles and providing equal opportunities for women's leadership within the organisation. In 2022, 18% of the respondents had selected female % in managerial positions as a KPI. The top two KPIs consistently remained the top two KPIs in 2022 as well, reinforcing the ongoing focus on gender diversity and women's empowerment in the workplace.

The top two goals selected by the respondents in this focus area exemplify the commitment of organisations towards promoting gender diversity, equity, and inclusion in their workforce: **83%** of the respondents prioritise **'expand the capability and experience of female employees'**, reflecting their dedication to providing opportunities for skill development, professional growth, and career advancement. Additionally, **86%** of the respondents selected **'develop/strengthen women leadership pipeline'**, underscoring the importance of nurturing and preparing women for leadership roles at all levels within the organisation. 'Develop/strengthen women talent pipeline' was also a top goal (14%) identified in 2022, which highlights the ongoing efforts to foster women's leadership and advancement opportunities.

According to International Labour Organization¹⁰, women bring valuable talent and resources to today's evolving labour markets. To achieve greater gender parity at the board level and advance women in the workplace, companies must focus on building a strong pipeline of female talent.

Enabling Women to Lead the Future focuses 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.

According to World Bank¹¹, gender-diverse leadership fosters inclusive growth and good environmental, social and corporate governance (ESG) practices.

Enabling women to lead the future was selected by 23% of respondents, ranking as the second most frequently chosen focus area. In 2022, 38% of respondents had selected this focus area.

Within this focus area, the top three initiatives launched were: (1) **'Soft Skills and Leadership'** that was chosen by 91% of respondents. In 2022, 'soft skills/leadership' was selected by 20% of respondents. By prioritising the enhancement of soft skills and fostering effective leadership, organisations contribute to women's empowerment and their ability to thrive in various professional domains; (2) **'Promoting an Open and Inclusive Organisational Culture'** and (3) **'Individual Coaching and Mentoring/Networking'** were implemented by 69% of the companies, making them the top initiatives. In 2022, 'Individual Coaching and Mentoring/Networking' was selected by 34% of respondents, making it the top initiative in that year.

'Enabling Infrastructure' and **'Care Services'** were identified as the least frequently chosen initiatives, with only 31% and 28% of organisations respectively. Accessible care services and supportive infrastructure play a vital role in empowering women leaders by ensuring that they have the necessary resources and support systems.

In 2023, 81% of the respondents selected **'expand capability and experience of female employees'** as a main goal, making it the top goal for organisations under this focus area. This firm commitment reflects their dedication to providing ample

¹⁰ILO, 'Women On Boards: Building The Female Talent Pipeline'. https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/briefingnote/wcms_410200.pdf

¹¹World Bank, 'Increasing Women's Representation in Business Leadership', 2023. <https://openknowledge.worldbank.org/entities/publication/59d43be6-643e-4357-92b9-99a87ced6251>

opportunities for skill development and training and enhancing expertise specifically for women within their organisations. Additionally, **75%** of organisations have set the goal of **'motivate female employees to advance to leadership roles'** in 2023, making it the second most frequently chosen goal. This underscores the organisations' unwavering commitment to empowering women and equipping them with the necessary support and opportunities to progress in their careers, thereby fostering gender equality and inclusive leadership.

In 2023, the KPI that showed the greatest impact was **'female % in managerial positions (junior, middle, senior)'**, standing at **72%**. This reflects the progress made in advancing women's representation and leadership within organisations. Comparatively, in 2022, 'female % in managerial positions (junior, middle, senior)' was also one of the top impacted KPIs at 16%. Additionally, 'female % in workforce' was the second most frequently selected KPI in 2023 at 47%, indicating a focus on monitoring and increasing female representation at all levels of the organisation. In 2022, 15% of respondents had selected 'female % in workforce' as an impacted KPI.

Half of the initiatives (**50%**) were aimed at **all workforces**.

Harnessing the potential of local leadership is recognised as key to fulfilling the Sustainable Development Goals (SDGs), as local leaders care deeply about community issues and influence local development, thereby bringing about social change (including bridging the gender gap) globally.¹² **Supporting Women Entrepreneurs & Leaders at the Local Level** is the newest and fourth focus area incorporated in this year's Playbook 2023 (India, G20 Presidency). It maps the best practices of companies by emphasising the importance of implementing targeted interventions, initiatives, programs and policies that promote women's entrepreneurship and recognise their leadership role within local communities.

The top two initiatives, **'Soft Skills & Leadership Training'** (67%) and **'Financial & Digital Skilling'** (58%), aim to enhance the capabilities of women leaders at the local level in the areas of leadership, finance and digital literacy. Additionally, **'Frameworks/Tools for Business Acceleration'** (50%) and **'Market Linkages & Procurement Opportunities'** (46%) were identified as crucial for supporting women's entrepreneurship at the local level by providing business opportunities and financial resources.

¹²United Nations, 'Local leadership: unlocking the true potential of the Sustainable Development Goals (SDGs)', 2017. <https://www.un.org/sustainabledevelopment/blog/2017/07/local-leadership-unlocking-the-true-potential-of-the-sustainable-development-goals-sdgs/>

The initiatives which gathered the lowest responses from entities are '**Care Services**' and '**Enabling Infrastructure (Physical, Policy, Safety, etc.)**' at 21%. This emphasises that there is a need to recognise the importance of creating an enabling environment for women entrepreneurs at the local level that facilitates caregiving support, infrastructural improvements, capacity and knowledge-building programs, safety measures and skills development (including upskilling and reskilling opportunities) and promoting networking and business acceleration.

We hope that the best practices and lessons shared will benefit our audience and inform their approach in promoting women's empowerment and women-led development. By leveraging key insights from others' experiences, companies can customise their strategies and expedite progress towards achieving gender parity. Shared learning experiences play a pivotal role in accelerating the time that it will take to close the gender gap. The Best Practices Playbook continues to grow as a critical platform for women's leadership and empowerment across G20 countries and beyond.

Comparison of Key Insights 2023 vis à vis 2022

Indicator	2023	2022
Focus Area 1: Measuring to Improve		
Overall share of best practices	7%	18%
Creating an open and inclusive organisational culture	100%	13%
Increasing female representation in the workforce	100%	16%
Focus Area 2: Building and Nourishing an Efficient and Sustainable Women Talent Pipeline		
Overall share of best practices	47%	41%
Development Programs/Mentoring	80%	25%
Equal opportunity in promotion/hiring	70%	28%
Flexible Benefit/Welfare	35%	2%
Female % in managerial position (junior, middle, senior)	73%	18%
Female % in workforce	71%	21%
Develop/strengthen women leadership pipeline	86%	14%
Focus Area 3: Enabling Women to Lead the Future		
Overall share of best practices	23%	38%
Soft Skills and Leadership	91%	20%
Individual Coaching and Mentoring/Networking	69%	34%
Female % in managerial positions (junior, middle, senior)	72%	16%
Female % in workforce	47%	15%





Argentina

Biosidus S.A.U – Empowerment and Diversity in Biosidus DNA: Promoting Female Leadership and Gender Inclusion

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing: Pharmaceutical	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:

Initiative Description	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	Number of support policies in place for women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	Alignment to Business Priorities
	Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<p>In management positions, females make up 51% compared to males at 49%. The promotion rate for women is 75% while it is 25% for men. There is a 0% resignation rate for women within 12 months after their maternity leave. In positions where women without children are more prevalent, there is no pay gap. The turnover rate for females is 45% while it is 55% for males. In Coordinator and Supervisor positions, there is a 3.5% pay gap in favour of women, and in Head positions, there is a 1.2% pay gap in favour of women.</p>
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	

Initiative Description

- Unconscious Bias and Diversity Awareness
- Parental Policies
- Flexible Working
- Flexible Benefit/Welfare (e.g., Insurance)
- Skilling, Re-Skilling & Up-Skilling Initiatives
- Enabling Safe Infrastructure
- Human Capital Indicators with a Gender Perspective & Prevention and action protocol in situations of workplace violence with a gender perspective

Learnings:

Throughout our experience in implementing good practices of diversity and inclusion, we have learned several valuable lessons:

- **Importance of inclusion:** Inclusion and diversity should be integrated from the beginning of any process, whether it's hiring, promotion, or professional development. Our inclusive selection policy has shown us that this approach can lead to a more diverse and enriching team.
- **Ongoing awareness:** Training on topics such as gender equality, diversity, and workplace violence is crucial. It's not a one-time event but a continuous effort to educate and raise awareness within our team.
- **Cultural change:** Gender equality is not just a matter of policies and programs. It's also a cultural change. Through our initiatives, we have learned that the most significant changes occur when everyone in the organization understands and supports the importance of gender equality.
- **Measurement for improvement:** Gender-Inclusive Human Capital Indicators have shown us that what gets measured can be improved. It is crucial to have clear indicators to assess progress and adjust when necessary.
- **Enrichment of female leadership:** Our leadership programs for women have reaffirmed that it is essential to provide specific spaces for growth and development for women. This targeted support helped overcome systemic barriers and promote equitable representation in leadership roles, providing greater visibility and empowerment for women leaders.
- **Prevention/reduction of workplace violence:** Our Protocol for the Prevention and Management of Workplace Violence has proven to be a crucial element in maintaining a safe and respectful work environment.
- **Collaboration opportunities:** Networking among women opens doors to collaboration opportunities. By establishing strong relationships with other professionals, we have discovered synergies and possibilities of working together on projects, ventures, or joint initiatives. These collaborations can lead to successful outcomes and mutual growth.

These lessons learned have not only helped us improve our existing practices but also guide us in identifying new ways to promote diversity and inclusion at Biosidus.

Extended/Detailed Description:

At Biosidus, we are committed to gender equity through multiple initiatives. As adherents to the UN's Win-Win Program since 2021, we strive to comply with a Gender Perspective Action Plan aimed at improving equal opportunities for everybody.

On the violence prevention front, we launched our first Protocol for the Prevention and Action in Face of Work Violence situations with a gender perspective in 2022. This key document, essential in onboarding new company members, addresses various aspects, including different forms of workplace violence and courses of action to face them.

We have an inclusive selection policy that seeks to promote equal opportunities in selection processes and raise awareness about diversity and unconscious biases. To ensure its compliance, we always assure, whenever possible, shortlists of candidate people in which at least one person from the underrepresented gender and/or non-binary identities participate. Additionally, we have integrated material on gender equality, diversity, and labour violence into our corporate onboarding.

In addition to promoting work-life balance and flexibility for women, we take concrete steps to support employed mothers. We provide financial assistance to cover childcare costs up to the age of 5, recognizing the importance of ensuring that mothers can focus on their careers. Furthermore, we have established lactation rooms in all our locations, creating a safe and supportive environment for nursing mothers to continue breastfeeding after returning to work.

These initiatives are part of our commitment to empowering women in the workplace and enabling them to thrive in both their professional and personal lives.

We strengthen leadership through meeting spaces for women leaders in managerial and executive positions through the "Leadership that transcends borders" program. We also encourage their participation in professional development programs such as the MED Program (Women in Decision) of the FLOR Foundation, which not only provides valuable skills and knowledge but also offers an excellent networking opportunity. By connecting with other professionals in the field through this program, participants can expand their professional networks and build relationships that may lead to new opportunities and collaborations.

Lastly, our Human Capital Indicators with a Gender Perspective allow us to follow and improve our practices. By measuring various topics, including maternity turnover, the pay gap between men and women, the percentage of women occupying leadership positions, and promotions and income by gender, we can evaluate the progress of our gender equity initiatives.

In summary, at Biosidus, we prioritise gender equity at all levels of our organisation, from selection and hiring to career development and compensation policies. We are proud to be on the path to a more equitable and inclusive future in our industry.





Argentina

Corteva Agriscience - Pescar Foundation Program for women

General Information		Impacted KPI's
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Agriculture - Others	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Number of attendees	

Employees 500 - 1000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Workforce Focus:
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills & Leadership Training 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	Alignment to Business Priorities
<ul style="list-style-type: none"> Financial & Digital Skilling 	
Quantitative Outcomes:	Learnings:
<p>Start: Year 2021 Number of Groups completed: 8 Locations where it was developed: Salto and Venado Tuerto Training duration: 6 months Training hours: 135 hours Modality: 85% virtual; 15% face-to-face Number of beneficiaries starting the training: 100 Women who completed their training: 80% Participation of women living in rural areas: Yes (from the towns of Maggiolo, Murphy and Maria Terera) Labor insertion once the training is finished: 70% Currently studying: 50% Returned to secondary school: 12% Study a university or tertiary degree: 28%</p>	<ul style="list-style-type: none"> A program was developed that is unique in its objective, modality and group of beneficiaries. High demand in response to the call, given that there are no trainings of this type available for adult women, without age limits. High participation of volunteers in training. Company employees can participate in different ways: providing technical training (economic area, technology, language, innovation, SMART rules, etc.), providing personal training (emotion management, financial administration, effective communication, armed de CV, etc.), and as mentors of the beneficiaries (accompanied women in their labour or academic integration) Possibility of employing the same beneficiaries within the company. Many of the graduates have been able to take their first formal employment steps at Corteva. Make a quality contribution to the community where the program is developed, since the company worked with a target group that is usually relegated by training proposals. Strengthening of the link with government authorities in the areas of influence. Growth of the relationship with other NGOs that cover the needs of the population. Corteva was a model for other companies, which (given the success of the program in Corteva) implemented it in their own industries and insertion areas (Salta province, Chubut, AMBA, etc.).

Extended/Detailed Description:

Pescar Program for women seeks to increase the possibilities of those women who have not been able to develop in the workplace. Through training in different technical and technological areas, the company aims to provide tools to reduce the gap in access to formal jobs.



Argentina

Fundacion FLOR - Women in Decision

General Information		Impacted KPI's
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry NGO	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	Entire Organisation at Global Level
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Female Only
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Alignment to Business Priorities
Quantitative Outcomes:	
<p>The first edition of the program began in 2014 with 12 participants from Buenos Aires. By 2023 the program was expanded to include participants from all over the Spanish-speaking world. Now, over 700 women from more than 15 different countries have graduated from the program and accelerated their personal and professional goals.</p>	



Learnings:

Promoting gender diversity at the highest decision-making levels is not easy as organizations often take a passive stance. If we do not empower women and train them so that they may gain concrete tools to advance their careers, we will not advance gender diversity in the workplace let alone at the highest levels of decision-making.

Furthermore, in some organisations there continues to be a falsehood that meritocracy should be the sole factor in company governance and diversity must be cast aside. However, in a traditionally patriarchal culture, women have been incorporated into the labour market later than men for a variety of reasons including education and maternity leave. For this reason, meritocracy alone is not sufficient to propel organizations into the future. Diversity must be a central factor of decision-making to improve company culture and governance. The MED program invites women to break mental barriers and realize that if they want to ascend within corporate structures, they can. Providing women with mentorship and a space to learn, grow, and challenges themselves is essential to creating change in organizational governance. This program has created a vast network of women who continue to lift each other up both personally and professionally so that the impact of their learning extends far beyond what they learn in the workshops.

Extended/Detailed Description:

FLOR has designed the Women in Decision program (Mujeres en Decision in Spanish or MED) to close the gender gap in decision-making positions and aid organizations in increasing their governmental diversity. This is a corporate governance program with a gender perspective, for all professional women who occupy, or aspire to occupy, decision-making positions in the world of business or social organizations. MED offers the opportunity to expand their leadership training, deepen their self-knowledge and strengthen their personal and professional networks. In addition, it provides fundamental tools for organizational governance. Once women are armed with these tools, they cannot only advance their professional goals but further diversity in their organisations by providing new perspectives.

These graduates learned how to make their dreams of occupying Senior Management positions a reality through training sessions tailored to meet the individual participants' needs as well as having a space to share professional ideas and projects within the FLOR network. MED partners with experts across many fields to assist in providing professional coaching to the participants. These workshops provide tangible skills that contribute towards the acceleration of female presence and diversity in institutions. The participants also join the FLOR network which gives their professional projects increased visibility as well as provides access to a community of women professionals each with a diverse range of experience.

The program is based on three main thematic axes:

- **Organizational Governance:** A tour of different aspects of organizational governance: board of directors, responsibility, risks, ethics and compliance, strategy, and finance.
- **Personal Development:** Management and an introspective review of personal brand. Skills such as negotiation, public speaking etc.
- **Diversity and Responsible Leadership:** Understanding bias and gender in the workplace. Inspiring stories and development of a self-driven project with a focus on diversity and sustainability.

After completing this program, both the women and the organizations to which they belong reap the benefits. Graduates leave the program feeling increased confidence in themselves, their abilities, and the value they provide to their organizations. They also remain a part of the FLOR network to continue their learning and serve as an example of success for future participants. The organizations they are a part of benefit from their employees' professional growth and skill-building and can increase the diversity of those in charge. By investing time and resources into both women and the companies they work for, the FLOR Foundation has achieved outstanding results in addressing the gap in women's participation in high-level decision-making. This system allows for the greatest possible impact in a variety of sectors and companies to address inequality at all levels and across all subject areas. For more information, please visit: <https://www.flor.org.ar/en/pages/actividades/med.html>





Argentina

Globant - She Leads and Project GEMA

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus All Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotype 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	



<p>Quantitative Outcomes:</p> <p>The percentage of women in management positions showed an increase from 29.9% in 2021 to 31.4% in 2023, because of the She Leads and Project GEMA initiatives.</p> <p>In 2020, She Leads had 47 participants who identified as women or non-binary, while in 2022, the number significantly rose to 400 participants. Similarly, Project GEMA saw a growth from 2 participants in April 2023 to over 50 participants in May 2023.</p>	<p>Learnings:</p> <p>While we have had good results with both She Leads and Project GEMA, it is important that we do not lose sight of the main objective of each of them for the scalability of these initiatives in the future. Reducing the gender gap is a goal that requires daily effort, as well as the customisation of experiences that we seek to provide for our different audiences. Having programs that respond to the different backgrounds of these women and diverse groups, while adapting to present and future needs, is essential to continue offering comprehensive opportunities that actively help promote the leadership of these communities in the industry. At Globant, we take this learning as a chance to continue strengthening these initiatives, and work collectively in favour of this common goal.</p>
<p>Extended/Detailed Description:</p> <p>She Leads (https://stayrelevant.globant.com/en/be-kind/women-that-build/she-leads-program-enhancing-future-women-globers-around-world/) is a program designed for women and diversities in Globant who wish to continue acquiring skills for their career development through mentoring sessions, storytelling workshops and women's circles. The program combines mentoring methodology with training and inspirational talks to strengthen participants' knowledge, management expertise and to prepare them for leadership positions. Each participant is assigned a mentor –a Globber with a powerful story and knowledge to share– who accompanies them through meetings to discuss career development, personal challenges, and other topics. These mentors also go through coaching sessions with specialists, where they acquire mentoring skills to give their mentees an enriching experience.</p> <p>In 2022, we relaunched the program under three axes:</p> <ul style="list-style-type: none"> • Awareness Program, aimed at all Globers, which includes the She Leads course in Globant University (our learning platform for employees); MyGrowth; and videos on storytelling, networking, emotional agility and mentoring. • Leadership Evolution Program, aimed at middle management, which includes workshops with a horizontal and vertical approach, and mentor training on alternative masculinities. • Leadership Consolidation Program, aimed at upper management, which includes 1:1 sessions, internal lessons, a storytelling program, masterclasses, and senior sponsors. <p>Project GEMA (https://more.globant.com/proyecto-gema) seeks to generate safe spaces for the community, as well as tools to help boost the professional skills of women from 16 to 36 years old and increase gender diversity in the gaming and esports industry. Through initiatives that contribute to the visibility and solution of the problem, we seek to promote valuable exchanges, learn, contain, grow, combat violence, and generate a positive impact.</p>	

Some initiatives within it are:

- Professional teams: creation of female League of Legends and Valorant teams and promotion of their professional esports careers.
- Research: quantitative surveys and group interviews to prioritize activities that address specific issues.
- Workshops and talks: virtual and face-to-face events to provide learning moments and mentoring from women and other diverse groups who are actively participating in the industry.

We are convinced of the importance of removing barriers and expanding opportunities so that everyone can thrive regardless of gender, gender expression, and/or sexual orientation. It is essential to solve this agenda with a systemic approach, considering intersectionality and coherence in an action plan that is sustainable and dynamic to respond to new challenges.

PROYECTO GEMA⁺



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Proyecto Gema es un grupo de Globers de varios estudios de Globant, que aportan desde su disciplina de trabajo para acercar a mujeres y diversidades a los Esports de forma profesional.

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Equipo Proyecto GEMA.



Argentina

Grupo Gire - Extended leave policy, balance and co-responsibility

General Information		Impacted KPI's
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	All Workforce
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Parental Policies 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Flexible Benefit/Welfare (e.g., Insurance) 	<ul style="list-style-type: none"> • Number of support policies in place for women
	<ul style="list-style-type: none"> • Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
	<ul style="list-style-type: none"> • Exclusive lactation space in the corporate, flexitime and home office, building for the extraction and preservation of breast milk in proper, hygienic and private conditions
	<ul style="list-style-type: none"> • Prepaid medicine policy for the entire family group in charge of the company
	<ul style="list-style-type: none"> • Flexitime and home office
Quantitative Outcomes:	Learnings:
<p>Composition of the payroll by gender as of 2022:</p> <ul style="list-style-type: none"> • Males 59% • Women 41% • Total 1247 <p>Management Team:</p> <ul style="list-style-type: none"> • Males 50% • Women 50% <p>Leaders:</p> <ul style="list-style-type: none"> • 197 total leaders • 35% women leaders • 65% male leaders 	<p>The implementation of this extended leave policy that has been in the Grupo Gire for several years, aligned with other corporate policies and a flexible and empathetic corporate culture, makes the company a great place to work for people who have people under their care. This allowed Grupo Gire to build a good employer brand, attracting talented people with young children in their care, avoiding care tasks being a barrier to the professional development of people, especially women.</p>

Extended leaves:

- Birth leave obtained by males: 16 \
- Birth leave obtained by women: 17

All (100%) returned to their workplace once the legal leave and the additional leaves provided by the Grupo Gire had finished, a sustainability indicator since 2018.

All data is as of December 31, 2022.

People feel especially supported by their leader and team and by the people management area that advises on the formalities to be carried out to make effective use of these perks.

Extended/Detailed Description:

The extended leave policy at Grupo Gire is a policy that adds days paid by the company, without a decrease in salary, for people who were mothers, providing an additional month to the legal leave in Argentina -which totals 120 days between legal maternity leave + maternity leave granted by the Grupo Gire -, and for those who were fathers, providing an additional 10 days period to the legal leave -with a total of 12 days, adding up the legal leave and the leave provided by the Grupo.

This policy, together with other employee perk policies, such as

- 1) an exclusive lactation space in the company building for the extraction and preservation of breast milk in proper, hygienic and private conditions.
- 2) prepaid medicine policy for the entire family group in charge of the company.
- 3) policy of flexitime and home office -the latter available for positions that do not necessarily require face-to-face in the development of their tasks such as customer service in stores or logistics- allow balance among work life and personal life, promoting at the same time, co-responsibility in care tasks.

Over the years, Grupo Gire has measured the number of women and men who have had children, and how their use of this extended leave perk has been, and whether or not they have returned to the office after the perk expired. For four consecutive years, 100% of the people (of both genders) working at Grupo Gire have used the extended leave during the complete period provided, and the 100% have returned to their jobs after availing the leaves.

From these indicators, added to the indicators that arise from the organisational climate surveys, it may be inferred that the corporate culture is friendly towards women and people who have people under care. Further, people in general, and especially women feel that they can make their work life compatible with their personal life in a balanced way, allowing them to attend to care tasks with the same interest and commitment as their paid employment, and this may allow them to develop professionally on equal terms with their male peers. For men, these policies allow them to be close in the first days of their baby's birth, actively exercising their role as care partners, and be with their couples in a moment of family and personal transformation.



Argentina

Industrias Guidi – Recruitment of Women in the Metallurgic Sector + Assuring a Healthy and Respectful Workplace Environment

General Information	Impacted KPI's	
Country: Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity: Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation: Local Organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry: Manufacturing - Automotive	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€): 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Improving workplace environment for women	

		
Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> • Attract and Hire Female Candidates 	Workforce Focus: Broader Diverse Workforce
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Recruitment strategy for parity + protocol according to ILO Convention No. 190 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
Quantitative Outcomes:	Learnings:
<p>Recruitment of women for industrial shop. April 2023 = 40% women (exceeded original target of 30%).</p>	<p>It was not easy to achieve the set target of 30% women in the metallurgic sector because when the company posted recruitment notices at first almost no woman applied for the jobs listed. The company had to work hand in hand with employment agencies, the trade union as well as change the language and ask specifically for women in the job postings. The company is proud to have surpassed its initial target of 30%. The company also had to work hand in hand with its chiefs and managers to assure that the promotions would always include women in the shortlist of candidates.</p>

Extended/Detailed Description:

The automobile sector and in particular the metallurgic sector are sectors with few women in the workforce. Industrias Guidi wanted to change this. The opportunity to do so came about when it had to build a new industrial facility from scratch. The new plant was envisioned as being operated by men and women alike. Today, the company's workforce in that plant is 40% female at all levels. The company has women welding parts, driving clerks, and moving 50 tonnes overhead cranes.

The company also established a protocol for the prevention of violence and harassment in accordance with ILO Convention No. 190. Since the time it has been implemented, the company has received 18 cases that have been addressed by a committee and have allowed for a better work environment.





Argentina

J.P. Morgan Chase Bank N.A. - Executive Director Sponsorship Program (covering the Americas, excepting the United States)

General Information		Impacted KPI's
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services – Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€)	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> • Gender representation targets at senior leadership levels • Female representation in senior leadership roles vs targets • attrition rate, promotion rate and promotion radar 	

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Quantitative Outcomes:	Learnings:
<p>Number of Cohorts since launch in 2018: 4 Total Participants: 31 % promotion to Managing Director: 71 % on Managing Director 2024 Radar: 19% % have left JPMC: 0</p> <p>The company has achieved and surpassed Argentina 2025 gender target at Managing Director level, by 31.9%</p>	<p>It is essential for female talent to have exposure to senior management and opportunities to further develop skills in personal branding, self-promotion, networking, among others. Importance of sponsorship is a key component in the development and contributions of female talent.</p>
Extended/Detailed Description:	
<p>The Executive Director Sponsorship Program aims at supporting JP Morgan Female Executive Directors covering the Americas (excepting the United States) in their career growth. It is intended to promote their exposure to senior management across the world and give them an opportunity to further develop their skills in personal brand, self-promotion and networking. It was created to increase the female representation in senior positions.</p> <p>The Program targets Female Executive Directors working at the different JP Morgan lines of business across Latin America, Canada and the Bahamas, including Asset & Wealth Management, the Corporate Investment Bank, the Commercial Bank and the Corporate Sector.</p>	

- Eligible participants are top and high potential female talent, with strong seniority ready for next steps in their career.
- Eligible sponsors are Senior Managing Directors holding a position of influence and viewed as key decision-makers across the regions within the scope of the Program.

Each participant would become the protégé of their respective sponsor, who would be committed to help grow her value across the organization and eventually strongly advocate her career advancement.

This 12-month Program includes:

- A briefing for sponsors and eligible participants.
- On-going 1:1 meetings between sponsors and participants. The recommendation is to hold these meetings for at least once a month.
- 2-Day In-Person Training for sponsors and participants, conducted by Latin America's senior management.
- Peer coaching amongst participants; and
- Quarterly check-ins with participants and sponsors by the Program Management Team.





Argentina

Resiliencia SGR - Supporting First-time Financing for Women Led SMEs

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
Other Impacted KPI's:		

Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus:
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Broader Diverse Workforce
<ul style="list-style-type: none"> Support Women-Led Organisations 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Enabling Infrastructure 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Financial Inclusion 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Quantitative Outcomes:	Learnings:
<p>The progress and success of this strategy are seen clearly in the data. Out of the total of 477 SMEs assisted throughout its history until May 2023, 264 are "new SMEs," meaning they are operating for the first time in the financial market thanks to Resiliencia, which advises them in many cases to formalize their businesses and open bank accounts and/or brokerage accounts. In 2023, the number of new SMEs represented 25% of the total number of SMEs served during the first 5 months of the year. In addition, from the inclusion in the financial market, 39% of the total SMEs assisted are led by women.</p>	<p>Resiliencias work as a MGC led them to find that the main barriers to access were a lack of financial history, low invoicing, high credit card debt, no equity backing, and no seniority of the venture. These obstacles kept SMEs from being able to access to first time financing and the resources provided by Resiliencia. By specifically negotiating with banks and financial institutions about these factors in an SME's application, Resiliencia was successfully able to reduce the barriers to access and expand opportunities for financing.</p>
Extended/Detailed Description:	
<p>Resiliencia is a Mutual Guarantee Company (MGC) prioritizing small and medium enterprises (SMEs) and entrepreneurs that exhibit diversity and social responsibility. Whether for the composition of the enterprises' workforce or its larger purpose and impact, Resiliencia provides collateral and 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 with disabilities, and elderly people, people of color, among others.</p> <p>MGCs are composed of two kinds of partners: Participant Partners, SMEs who receive the collateral and can be an individual or a company, and Protective Partners, which can be an individual or an enterprise (national, foreign, public, and private) who provide capital to the firm and the MGC's Risk Fund.</p>	

Resiliencia does not provide the funds but secures them from financial institutions, including loans from banks, or the capital market. Resiliencia has negotiated with banks to create special loans that feature better financial conditions for women, making it a pioneer for gender equity in the MGS, capital, and financial markets. These loans allow women-led SMEs to gain access to financing, technical assistance, negotiation skills to guard them against large suppliers, and advice on finances, law, accounting, taxes, and corporate governance. This partnership not only provides resources but closes gaps in women's financial education. Furthermore, Protective Partners receive tax benefits, a return on their investment in the risk fund, and gratification from making a positive impact on women.

Resiliencia maintains four main goals for triple-impact entrepreneurs and SMEs: Increase financial inclusion nationwide, expand the number of financing alternatives, generate competitive and accessible financing conditions, promote the formalization of income, and introduce new SMEs to the financial market.

In 2023, Resiliencia began to address the complexities of financial market access for women-led SMEs. The main barriers to access were a lack of financial history, low invoicing, high credit card debt, no equity backing, and no seniority of the venture. Resiliencia succeeded in easing the requirements of the financial institutions for access to capital to increase inclusive first-time funding for women-led SMEs.

This emphasis on reaching out to SMEs without any stages of financing was prioritized to progress the work of Resiliencia beyond combating the lack of capital, but additionally, the many societal and educational barriers that keep women from asking for and finding financial opportunities.

For more information, please visit: <https://www.resilienciasgr.com.ar/>





Argentina

SAP Argentina - Business Women's Network

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Technology, Software	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Female Only
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> Develop/Strengthen Women 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Equity in Hiring and Promotion 	
Quantitative Outcomes:	Learnings:
51% Women in Workforce in 2022 (vs. 35% at SAP global) vs. 48% in 2021.	Besides the Business Women’s Network, SAP Argentina has several Employee Network Groups (ENG) that promote diverse and inclusive cultures, such as Autism at Work, Pride@SAP, Culture@SAP, Generations@SAP. These ENGs are empowered to promote change in real-time and raise topics.

51% Women in Workforce in 2022 (vs. 35% at SAP global) vs. 48% in 2021.

One of the reasons for the success of this model is that the Executive Board of the company believes in the strategic importance of ENG. Leaders meet regularly with ENG leads to learn about each of their purposes, accomplishments, and future aspirations, as well as provide executive sponsorship, strategic guidance, and align expectations. Their interactions provide valuable employee-focused insights to leadership and a direct and open line of communication.

Extended/Detailed Description:

One of the best practices at SAP to accelerate women's leadership is the creation of the Business Women's Network (BWN), an employee network group focused on helping women advance their careers and the company's business.

Employee Network Groups reflect SAP's commitment of being one of the most diverse and inclusive software companies in the world by encouraging employees to be their authentic selves, advocate for their network, drive policy change, and keep diversity at the forefront of the business.

Empowerment through connection allows BWN to share professional insights, best practices, education, and experiences. Members help one another develop skills and advance their careers. As the largest Employee Network Group at SAP, BWN makes a global impact with the help of more than 90 chapters and 15,000 members around the world.

Throughout the year, global chapters host events and initiatives that align with the BWN mission, such as driving networking opportunities internally and externally and promoting intersectionality by collaborating with other Employee Network Groups. Additionally, the chapters are encouraged to use internal and external social networks to celebrate women's successes.

Since 2022, BWN has been focusing on "driving impact with intention," prioritizing four core areas: networking, leadership development, walking the talk, and celebrating success.

The Business Women's Network of SAP Argentina has launched several programs, with the most impactful being:

- MIA (Mujeres con Iniciativa en Argentina): This program consists of a series of pre-assigned mentor-mentee sessions over approximately six months to meet the mentee's individual development objectives, as well as peer-to-peer sessions to promote networking and Open Talks with leaders from the region.
- Speed Mentoring: Speed Mentoring (offered once every year) consists of 3 sessions of approximately 20 minutes, where both mentors and mentees rotate among themselves to make it more effective and generate greater chances of contacts and influences. These sessions allow learning about new work areas, advancing in career development and promoting a mentoring commitment for a longer period.

Thanks to the work of this network, the growth of women in leadership positions in Argentina has increased considerably. Currently, 51% of employees in Argentina are women and 52% of leadership positions are held by women. As a reference, globally at SAP, 35% of employees are women and 29% of the leadership positions are held by women.



Argentina

Schneider Electric Argentina, Uruguay, Paraguay - Women's Community

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Energy management and Automation	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	

Quantitative Outcomes:	Learnings:
<p>Female hires: December 2021: 39.1% May 2023: 44% (2025 Target 50%).</p> <p>Woman in leadership board: December 2021: 12% May 2023: 42% (2025 Target 50%).</p>	<p>We have seen that these new policies and initiatives have been well received by our collaborators. Women feel more confident, empowered and they can grow in a safe environment that recognizes and appreciates them. Today we have more female in our organization, especially in our leadership board, and we have confirmed that diversity really adds value.</p> <p>We are aware that it is a transformational journey that takes time and dedication, but we are super committed to achieving these results together!</p>

Extended/Detailed Description:

At Schneider Electric APU, we have defined and communicated targets to achieve by 2025: 50% of females hires, 40% of Female frontline management and 30% Female Top positions.

We started this program by the end of 2021 with only one woman in our leadership board and 39% of Women hires. Today, we have five women being part of our leadership board, as consequence of the program deployment, and we have also increased our female hires reaching 44% in May 2023.

The program goal is to create an organic and sustainable women community as part of an inclusive culture. These will be possible if we follow our strategy of positioning ourselves as an attractive company for females, with campaigns in social media, universities and institutions. At the same time, we are really focus on boosting our talent development, with initiatives such as: mentoring, coaching, women in leadership trainings and participation in external forums/courses.

We understand that women feel empowered when they are accomplished professionally and personally, so we have launched new parental policies: moms have 20 weeks of maternity leaves paid, progressive return and flexible work and for fathers we have also extended license paid.

Our purpose is to build an inclusive and respectful organizational culture that appreciates diversity, and for these reasons in addition to all the actions on women development and retention, we work on unconscious biases to change the mindset of all our collaborators and create a culture of equal opportunities. The action plan included specific workshop for leaders, live talks, and self-diagnosis assessments.

We are very committed with the community, and we are conscious of the positive impact that Schneider electric can have in the ecosystem, so we decided to contribute with our partners and invite them to be part of this transformation. Since 2022, our distributors are also participating in our programs. We share with them good practices and they are also invited to all the trainings and sessions that we organise to empower women. What's more is that they are replicating these ideas in their own companies.

In 2023 we launched the first Electrician women community in South America to connect professionals of this industry from Argentina, Uruguay and Paraguay with the main purpose of empowering them and providing them with the right tools to make them feel confident in this industry, where most of the electricians are men. We organize trainings of soft and hard skills and we have created a group where all of them can interact at any time and support each other.

Last year we started mentoring and empowering women of limited resources that wanted to become entrepreneurs and transform their ideas into projects. This has been an enriching experience for all Schneider volunteers. All these actions allowed us to build the foundation of a collaborative culture that is not only committed to growth internally but also wants to add value to its ecosystem.





Argentina

Summabio (Desarrollos Biotecnológicos S.A.) - Organizational Cultural Policy on gender and other diversities

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Biotechnology	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
Other Impacted KPI's:		

Employees Less than 200	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Pilot on 1 Function/Level of Organisation

Initiative Description	
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Programs for leadership and promotion of women, Insertion into the market of young professionals, Management of experience and well-being of the work team. 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level Equity in Hiring and Promotion Gender Equality and Unconscious Bias Training
Quantitative Outcomes:	Learnings:
<p>In the first semester of 2023, Summabio experienced significant growth in its payroll, with a 25% increase compared to the last semester of 2022. Notably, as a direct result of targeted recruitment efforts, the organization achieved gender parity, with an equal number of women and men joining the workforce.</p>	<p>This achievement reflects Summabio's commitment to fostering gender equality and inclusivity in its workforce.</p>
Extended/Detailed Description:	
<p>Summabio has a robust diversity and inclusion policy that is continuously reviewed to ensure it remains adaptable to the diverse realities of its employees.</p> <p>The following actions were implemented last year by Summabio:</p> <ol style="list-style-type: none"> (I) Periodic training for the workforce. (II) Leadership and training programs specifically designed for women. (III) Promotion of women in higher-ranking positions within the organization. (IV) Collaboration agreements with universities to facilitate the integration of young professionals into the labour market. 	

Management of the work team's experience and well-being through the following measures:

- a) Support for work-life balance
- b) Instances of integration for all employees

- **Internal and external communication policies that strictly prohibit any form of discrimination**

Training and reflection dynamics are implemented to foster an understanding of diverse realities and eliminate gender stereotypes and other forms of diversity-related biases.

- **Infrastructure**

In 2023, Summabio has planned the implementation of inclusive bathrooms to promote non-discrimination towards diversities. The company will also add more bathrooms designed to be accessible and usable by people with motor disabilities, ensuring equal opportunities for all individuals.





Australia

Deloitte Australia - Making Work Work for Families

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> • % People who return to work after parental leave and are retained within the first 12 months 	

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> • Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles; 	<p>Workforce Focus: All Workforce</p>
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<p>Key Insights:</p>
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<p>Number of support policies in place for women</p>
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<p>Psychological Safety of Women in the Workplace</p>
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<p>Increased Women's Access and Integration to Markets and Resources</p>
<p>Initiatives Launched:</p>	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Flexible Working 	
<p>Quantitative Outcomes:</p>	
<p>Deloitte has seen a real shift in gender norms related to taking parental leave, with more men taking longer blocks of parental leave and returning to work part-time.</p> <ul style="list-style-type: none"> Over 50% of those who take parental leave are now men. Increase in men returning part-time in the last 12 months. Doubled the take-up of Deloitte Connect coaching via the Deloitte Families Hub Increase in women and men returning to work after parental leave. 79% of people agree they have the flexibility they need to balance work and family commitments. Increase in men taking 18+ week blocks of parental leave 	
<p>Learnings:</p>	
<ul style="list-style-type: none"> Greater support for family care: We need to better support new parents as they return to work, recognising that this can be a personally, professionally, and financially challenging time in someone's life. Modern work: We need to continue to modernise work and offer greater choice and flexibility in the way our people work, live and care. This will enable better equity, wellbeing, and business outcomes. 	

Initiative Description

Extended/Detailed Description:

From June 2022, based on direct feedback from our people, our Making Work, Work for Families Strategy extended our policy, enabling our parents to work 4 days a week and get paid 5 for 12 months following their return.

- Return to Work Support Payment for parents returning from 18+ weeks of continuous parental leave for 12 months (which enables them to for example, work 4 days per week and be paid for 5 days), this equates to up to 10.4 weeks of additional pay. This combined with the 18 weeks paid leave takes our maximum entitlement to 28.4 weeks.
- Relief from financial KPIs when returning to work.
- 10 days of miscarriage leave and 5 days of fertility treatment leave.
- Parents of school-aged children can work more flexibly during the school holidays.
- Full access to parental leave from day 1 of employment, and no waiting times between periods of parental leave.
- Deloitte Families Hub – an online platform of interactive resources, webinars, podcasts and courses across a variety of topics including Parental Leave, Working Dads, Raising Toddlers and Teens, Elder Care

For more information, please visit:

<https://www2.deloitte.com/au/en/pages/careers/articles/deloitte-families.html>





Australia

Gilbert + Tobin - Empowering Women Throughout Their Careers

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - Professional Services (Legal)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employee Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Number of support policies in place for women
Initiatives Launched:	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Development Programs/Mentoring 	Quantitative Outcomes:
<ul style="list-style-type: none"> Sponsoring Leaders 	35.4% women in partnership FY 2019 vs 37.9% as at June 2023 8% female representation on our Board FY 2019 vs 47% female representation on our Board as of June 2023
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	

Initiative Description

- Flexible Working
- Track Women Attrition at Different Levels

Learnings:

The Women's Circle has enabled G+T to assist women across business, government and industry to develop in areas outside of their own specialisation, network and build relationships, fuel professional camaraderie and empower future female leaders across Australia.

Having a women in leadership pipeline demonstrates the importance of tracking, developing, mentoring, training and coaching to enable them to set their longer term career goals and to develop plans to help achieve them.

Making a public statement about our women in partnership target has ensured we maintain focus and has inspired other law firms to set their own gender targets for partnership.

A proactive remuneration process ensures we do not have gender balance issues once we have communicated remuneration changes.

Extended/Detailed Description:

The Women's Circle

The Women's Circle is an initiative G+T runs across all its offices, designed to help drive greater diversity and gender equality across all sectors of business in Australia.

G+T invites its clients and other organisations it works alongside to nominate senior women to participate in The Women's Circle. Participants comprise a diverse group of professionals, who attend monthly events with senior women keynote speakers and panellists from across business, government and the arts. The initiative is aimed at enriching and supporting the career and professional development of Australian women and provides them with the opportunity to develop their leadership skills, share experiences and network. Over 300 women have participated in The Women's Circle since its launch.

Women's Coaching Groups

G+T has developed coaching programs designed to help our female lawyers build their networks, work towards their career goals and develop their leadership skills in a safe space.

Sessions are facilitated by an external consultant and our internal HR and Capability and Development teams. Sessions cover a variety of topics including a deep dive into personal strengths, setting objectives, and using personal strengths to achieve them, storytelling and personal brand.

Women in Partnership and on the Board

G+T has one of the highest proportions of female partners among the major top-tier firms in Australia. In November 2018, we announced a 40% female partner gender target for our partnership by 2023, with a longer-term goal of gender parity. We support this goal with initiatives including flexible working arrangements and support structures, best-practice parental leave entitlements policy, part-time and job share opportunities, flexible working hours, return-to-work support and on-site family rooms.

Initiative Description

G+T's initiatives to increase opportunities for women to build rewarding long-term careers while also empowering women to better balance their work and family commitments, have received strong endorsement from external organisations including Diversity Council Australia and The Women Lawyers Association of NSW. We have maintained WGEA Employer of Choice for Gender Equality since our inaugural citation in 2014 and are gold sponsors of Diverse Women in Law.

We are focused on ensuring that we have equal representation on the Board which as of June 2023 sits at 47% female representation.

Remuneration process

G+T is focused on ensuring we achieve gender pay equity for same or similar roles. An annual performance and remuneration review process aids in monitoring and managing this and includes:

1. Practice Groups discussing and agreeing performance ratings for each employee which are then calibrated across the firm to ensure we have gender balance for each rating level;
2. Practice Groups meeting again to discuss and agree remuneration for each employee. We use external market data to help set remuneration and apply this equally across genders. This information is then reviewed and calibrated to ensure there are no pay equity issues for people doing the same or similar roles. All outliers are reviewed and examined; and
3. A final review of performance and remuneration outcomes is presented to the G+T Board and includes a review of outcomes by gender.





Australia

King and Wood Mallesons - Building a Pipeline for Women in Partnership

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Number of support policies in place for women
Initiatives Launched:	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for men to drive gender equality
<ul style="list-style-type: none"> Sponsoring Leaders 	Quantitative Outcomes:
<ul style="list-style-type: none"> Succession Planning 	King & Wood Mallesons (Australia and Singapore) - Women in partnership: FY19 28.6% vs 34% FY23 (2025 Target 40%)
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Parental Policies 	

Initiative Description

- Equal Pay
- Graduate Program/Link to Education Institution
- Flexible Working
- Skilling, Re-Skilling & Up-Skilling Initiatives
- Track Women Attrition at Different Levels
- Enabling Safe Infrastructure

Learnings:

- Governance at a senior level has been invaluable in role modelling and driving change. The firm's Gender Working Group has provided authority and expertise in enabling positive action and outcomes. The Group is comprised of equal numbers of women and men partners, including equal representation across co-chairs. We believe that gender equality is a mutual responsibility, and that we are stronger working together. The Group also includes representatives from People and Development to harness expertise for sustainable change.

Systemic changes have been mainstreamed, with review and consultation embedded where appropriate to ensure contemporary best practice. This ensures that we are continuing to deliver as business and societal expectations change.

A key factor to success has been consulting with women across the firm about their experiences, career progression and suggestions for improvement to guide effort. This has included:

- Small group discussions led and attended by women partners
- Partner-led discussions (men and women) with women in non-partner roles
- Engagement with employee networks

Transparency to build trust, respect and accountability. We communicate internally and externally about our gender progress to build confidence that we are genuinely committed to equality and to share knowledge with others who are undertaking similar programs of work. In 2022 our Chief Executive Partner publicly reported that we did not meet our partner gender target of 35% women by 2022. She reinforced our commitment to achieving the 40% target and spoke about the importance of supporting women throughout their career. The positive response from our communication efforts has reinforced the importance of being open about both our successes and failures, as both produce learnings for ourselves and others.

Extended/Detailed Description:

At King & Wood Mallesons we have over 50% representation of women across all classification levels except for our partnership group. To mitigate this inequity, we set a public target of 40% women partners by 2025, we are currently at 34%.

Initiative Description

The firm recognises that effort is required across the women talent pipeline if we are to achieve and maintain gender equality. This includes eliminating systemic barriers and mainstreaming equitable ways of working, while also delivering targeted programs to address critical areas of need. In terms of systemic changes, we have made improvements to better attract, recruit, develop, and retain women. Highlights include:

1. Enhanced recruitment advertising and processes that promote diversity and inclusion, use of inclusive language, and blind recruitment for early career positions.
2. A market leading suite of employee benefits and policies supporting gender equality including:
 - Gender Equality Policy
 - Equal Employment Opportunity Policy
 - Flexible Work Policy
 - Parental Leave Policy (covers fertility treatment leave, pregnancy loss leave, and paid and unpaid parental leave for people who are formally responsible for the day-to-day care of a child or children whether through birth, adoption or fostering)
 - Family and Domestic Violence Leave
 - Emergency Childcare Policy
 - Support for careers (employee benefit policies and programs)
 - Health and wellbeing support (including free access to select health and medical services)
 - Meeting Times Policy
 - Time Back Policy (Rest & Recovery and Time in Lieu)
 - Swap Pay for Leave Policy
 - Family Events Policy
3. Gender equality embedded in selection processes for leadership programs.
4. Mentoring and sponsorship opportunities for women.
5. Employee diversity and inclusion networks that enable people with lived and living experience to guide organisational change and create belonging.
6. Remuneration and promotion processes that include gender analysis in decision-making.
7. Publicly reporting on gender workforce demographics and pay gaps.
8. Learning and development that addresses and eliminates bias, discrimination and disadvantage.

Systemic changes have been mainstreamed and the level of women's engagement and representation is reflective of our position as an employer of choice for women.

Initiative Description

The firm's Gender Working Group is a major contributor to systemic change through active leadership, particularly regarding gender equality in partnership. At present, the Group runs four sub-committees that focus on sponsorship, retention of women partners, flexible partnership models, and development of women. Key outcomes from these groups include the promotion of women from the sponsorship program to partnership, the introduction of a finance program to support women partners in their early career, and in May 2023 we launched Flourish – a leadership development program for Senior Associates (2-4 years) and Shared Services team members across Australia and Singapore. This program inspires women to pursue a long-term career at the firm and provides access to tools, best practice, and diverse experiences to help them thrive personally and professionally.

The combination of removing systemic barriers and targeted program work has enabled our firm to attract, nourish and build a sustainable pipeline of women to support future gender equality.





Australia

KPMG Australia- Raising the Bar on Gender Equity

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 5000 - 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Attract and Hire Female Candidates Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Parental Policies 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Equal Pay 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Network/Community/Role Modelling 	<ul style="list-style-type: none"> • Number of support policies in place for women
<ul style="list-style-type: none"> • Enabling Safe Infrastructure 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> • In 2022 we achieved 33.4% women in partnership (up from 31.2% in 2021) – progressing towards our target of 40% women in partnership by 2025. • Our gender pay gap performance is: <ul style="list-style-type: none"> ○ We are on track to close the 1% improvement (year on year) in the employee gender pay gap. 	<p>'Inclusive Leadership: Managing' Bias: The program engagement by our partners exceeded expectations. So much so, the partner cohort wanted to extend the program to include decision-makers at the next level down, our director cohort. This is now being rolled out across the firm.</p>

Initiative Description

- Employee Gender Pay Gap: Our current gap for fixed remuneration is 10.3%. This is an improvement from 13.7% reported in 2021.
- Since our 26-week parental leave policy was introduced, we have had a significant uptake in men utilising it. We have seen a 23% increase in men taking parental leave since it was introduced.
- Our 'Inclusive Leadership: Managing' Bias program for partners has had a participation rate of 71.5%.

Bias Disruptor: We have now seen the impact the program has had in our latest end-of-year performance review round, opening deeper and richer conversations to inform performance ratings and to work to remove bias. We will now move to the next phase, where we embed it into the recruitment process.

'IT's Her Future' program: This initiative targets women within technology. To be successful, we found that there were five core pillars needed to achieve step change. It is important to have strong foundations and start with a clear, baseline of data to identify the hotspots in your business. People are vital to success. You need to have a dedicated group of empowered individuals who share the same beliefs.

It is also vital to bring men along on the journey to ensure they are empowered and educated on how to address gender in-equity their workplace. It is important to engage allies to become advocates of change.

Extended/Detailed Description:

At KPMG, we are raising the bar by shifting the dialogue from gender equality to gender equity. We believe in creating more equitable workplaces for all and taking a stand to address systemic barriers and biases. Our programs, initiatives and practices take a holistic and systemic approach to ensure authentic and valuable change is enabled to build and maintain diverse workforces. Below are some of our highlights:

Challenging Systemic Bias: We have implemented a suite of initiatives that are focused on addressing the systemic and structural barriers that hinder gender equity, including actions to close the gender pay gap.

Inclusive Leadership: Managing Bias program for Partners: We designed workshops to raise awareness and action to counteract interpersonal and systemic bias. To date, 71.5% of our partners have participated. We introduced bias disruptors into our end-of-year performance calibration sessions. All of whom undertake this training to understand their role, the types of biases and how they impact performance ratings.

'Shining a light on domestic and family violence': We co-created a training program to equip and empower employees in relation to domestic and family violence. The second component of the workshop touches on the role of men as allies. We also doubled our existing Family and Domestic Violence leave to 20 days of paid leave for our employees.

Initiative Description

Parental leave: We have a commitment to being a family-friendly workplace with the introduction of 26 weeks of flexible parental leave for all parents regardless of gender (inclusive of adoption, surrogacy, and foster care). The policy incentivises more equal sharing of care which better supports women to return to the workforce. Since implementation, there has been a 20% increase in uptake from men.

Reducing the Pay Gap: The firm completes a detailed gender parity analysis as part of its annual performance, promotion and salary review. We set targets for the reduction of overall gender pay gaps for all divisions. We utilise a gender pay dashboard to guide the business when making decisions regarding the salary for new employees. The recruitment process has been identified as requiring an increased focus on our detailed pay gap analysis completed at our annual year-end performance review. The dashboard enables leaders to monitor the impact of individual recruitment decisions on the divisional pay gap.

Development and upskilling in male-dominated sectors: We have a range of mentoring programs aimed at building female talent in areas commonly dominated by men. For example, the 'IT's Her Future' program is an initiative where we provide training to mentors and mentees in Tech on key aspects of mentoring such as active listening, goal setting, and managing difficult conversations. We also run panel sessions and events to create an inclusive community. 124 KPMG Australia Women are participating in the IT's Her Future mentoring program being supported by 94 mentors.

Along with inspiring more university students into technology careers, we are working with ABCN to build a "Future Leaders" program for 15-year-old students with the aim to bust the stereotypes of who works in technology and show the girls the potential of technology. The program will launch in October 2023. This year, IT's Her Future also launched a free coding program for KPMG staff, targeted at Women and those who haven't had the opportunity to work in technology, to increase participation in technology careers: 497 people registered interests in the course and the team has been teaching 120 people each week. We are looking to expand this project into local communities to support KPMG's global plan to reach 10 million disadvantaged young people by 2030.





Australia

Laing O'Rourke- Paid Parental Leave

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Construction	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> • % of parental leave accessed by men 	

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	Initiatives Launched:
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Parental Policies
	<ul style="list-style-type: none"> Flexible Working
Quantitative Outcomes:	Learnings:
<p>In Australia, we have increased overall female participation from 26% to 35% in the last four years and have almost doubled the number of women in senior leadership roles on projects from 11% to 19%. Our Australian Executive Committee female composition is now 45%.</p>	<p>A key reason Laing O'Rourke has been able to achieve the gains we have is the leadership team allowed themselves to be uncomfortable with the truth of the situation, rather than glossing over it. They knew finding the solution would be hard; they were willing to listen to the facts and understand the data; and they were willing to take steps to address it.</p> <p>We know that diversity is a complex issue. We can't just pull one lever or expect one change to make that difference. A complex web of change is required.</p> <p>Change takes time. We introduced paid parental leave 10 years ago and now we are seeing significant improvement. Implementing policies today does not equal cultural change tomorrow. It takes time and focus.</p>

Extended/Detailed Description:

At Laing O'Rourke, our unapologetic focus on diversity and inclusion over the past 10 years has fundamentally changed our culture and the way we talk about gender, about families, and about careers.

In 2011 we led the industry in Australia when we launched our parenthood policy which provided our people with 18 weeks leave at full pay and eight weeks half pay. In 2022 we raised the bar higher in introducing 26 weeks paid leave for parents.

Any employee in Australia, regardless of gender, who takes on the primary carer role for their babies has access to six months' parental leave on full pay. This leave is also available for parents who adopt or welcome a baby via surrogacy and may start any time within 15 months after the date of birth of the child.

Also available is a new pregnancy loss policy, providing paid leave for any employee who has suffered, or whose partner or surrogate has suffered, a loss of pregnancy.

This policy is about caring for people, particularly at significant life stages, and it is making a difference. In Australia we've had a 50% increase in men taking primary carer leave in the past 12 months. This is evidence that our hypothesis is correct. Enabling any parent to take paid parental leave creates real culture change within an organisation. Watch this video to hear from our people.

The parental leave policy sets a new benchmark for construction companies around Australia. But it is just one part of a suite of policy settings which allows us to shape an organisation that attracts, supports and retains the most talented people – women, men and non-binary people. Setting ambitious gender balance targets to achieve 50/50 by 2033, sponsorship of emerging female leaders, instilling a culture of flex on our project sites and our Inspiring STEM+ schools program that targets students before they have made decisions about their future career path, are all part of the plan which has yielded positive results and created sustainable change.

In Australia we have increased overall female participation from 26% to 35% in the last four years and have almost doubled the number of women in senior leadership roles on projects from 11% to 19%. Our Australian Executive Committee female composition is now 45%.

We have focused on appointing women into senior roles which are vital, valued and well remunerated within the business, which for us means operational roles responsible for the safe delivery of projects. A more balanced gender representation at the senior levels doesn't just work to shift culture, it is also critical to reducing the gender pay gap.

For this to be a successful strategy, it's not just recruitment which is important. Our Gender Diversity Action Plan also focuses on retention and promotion, which requires shifting the dial on leadership, culture, and capability.

We know that workplaces where women thrive are workplaces where everyone can thrive, and we have proven a link between investing in workplaces where women thrive and business performance.

Late last year (2022), Laing O'Rourke was presented with the National Association of Women in Construction's (NAWIC) top honour – the Lendlease Crystal Vision Award for Advancing the Interests of Women in the Construction. We have also received the Workplace Gender Equality Agency Employer of Choice





Australia

McCullough Robertson – Women in Law: Year 101

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Female role models	

Employees 200 - 500	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: <ul style="list-style-type: none"> Entire Organisation at Local Level Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Sensitisation & Awareness Programs 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	Learnings: Connection across the profession and the cross section of role models that we have had across the first 100 years of women in law and how this sets up the next 100 years of women in law
Extended/Detailed Description:	
<p>In 2018 we reached 100 years of women practising law across most Australian states. While the legal industry has seen significant change and movement during this time, there are still opportunities to innovate and challenge traditional thinking. This journey continues as we look to the future from year 101.</p> <p>We recognise that a female perspective not only reflects delivery of thought and view points of our clients and our community, yet also brings a broader and more collaborative approach to the work we do.</p> <p>In recognition of this, McCullough Robertson created Year 101: Women in Law.</p> <p>Year 101: Women in Law is a forward-focused conversation exploring the challenges, opportunities and vision for the next 100 years, and what it will take to continue progressing women within the law.</p> <p>To celebrate the impact and influence of women in the legal industry we're profiling 101 women who are leading the way in our #celebratingwomeninlaw campaign.</p> <p>For more information, please visit: https://www.year101womeninlaw.com/ https://www.year101womeninlaw.com/celebratingwomeninlaw/</p>	





Australia

PepsiCo ANZ – Updated Parental Leave to make it more accessible - Remove primary & secondary carer labels/ Flexible leave option over 2 years

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Food	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Global Level

Initiative Description	
• Attract and Hire Female Candidates	Workforce Focus:
• Motivate Female Employees to Advance to Leadership Roles	All Workforce
• Motivate Male Managers to Develop Female Leaders	Key Insights:
• Develop/Strengthen Women Leadership Pipeline	• Raising the Composition of Women in the Workforce at each Seniority Level
• Support Work and Life Balance/Integration of all Employees	• Equity in Hiring and Promotion
	• Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
• Increase Leadership Role-models and their Visibility	• Equity in Talent Management and Succession Plans/Pipelines
• Develop Network for Mutual Support and Learning	• Gender Equality and Unconscious Bias Training
• Address Unconscious Bias and Eliminate Gender Stereotypes	• Pay Equity
• Develop Monitoring, Reporting and Evaluation Mechanisms	• Leadership, Mentorship and Skill Development Programs for Women
	• Alignment to Business Priorities
• Create Open and Inclusive Organisational Culture	• Number of support policies in place for women
• Develop Programs for Mentorship of Female Employees	• Psychological Safety of Women in the Workplace
Step 1-Defining KPIs/Dashboard and Assessments	
Initiatives Launched:	
• Define KPIs Based on Gaps & Cross-reference with Other Material	
• Build Dashboards & Monitoring Systems	
• 'Elevate' Women's ERG	
• Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps	
Dimensions Considered:	
• Composition of Workforce at each Seniority Level	

Initiative Description
• 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
• Leadership Development Programs for Women
• Alignment to Business Priorities
• Processes/tools to Listen and Keep Listening to the Target Population
• Gender Responsive Budgeting
Step 2- How to Monitor and Share KPIs to Define Improvement
Initiatives Launched:
• 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 through Disclosure of Gender Inclusive Data/Policies 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
Step 3 - Integrate KPIs and Scorecards and Variable Pay Schemes
Initiatives Launched:
• Recognise Results with Annual Award
• Impact Variable Pay with Diversity Goals
Dimensions Considered:

Initiative Description

- 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)

Quantitative Outcomes:

Current ANZ female management is 48.6% vs 2025 goal of 50%

Please note: Updated policy just launched in January 2023, so we don't have a full year set of data to review yet, but we have seen an increase in males taking parental leave.

Learnings:

- Updated Parental Leave application process (online) and integration to payroll (reducing errors & admin time)
 - Changes to policy have resulted in positive feedback.
 - Complexities of payroll in administering leave being taken flexibly in multiple periods
 - Ensure you're clear with eligibility (e.g., Babies born on or after 1 January 2023) to prevent retrospective queries.
- Give HR teams the heads up so they can pro-actively backfill options

Extended/Detailed Description:

Updated Parental Leave policy effective 1 Jan 2023:

- We want to encourage all team members to have an equal opportunity to take an active role in the caring responsibilities at home
- Reducing barriers that reinforce bias and discrimination related to caring for children by removing 'Primary' and 'Secondary' carers' labels
- Ensuring that all employees including single and same-sex couples, as well as adoptive, surrogate, fostering and stillbirth parents have access to the same benefits
- Can take parental leave flexibly over multiple periods within the first 2 years following the birth/adoption of the child
- Launched 'Little Smiles' to provide additional support to PepsiCo team members as they transition into parental leave and back to the workplace

The New Zealand policy can be found here <https://www.gocrayon.com/register>, search for 'PepsiCo'). The Australian policy is very similar.





Australia

Smartgroup Benefits Pty Ltd - Gender Neutral Parental Leave

General Information	Impacted KPI's	
Country Australia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI: <ul style="list-style-type: none"> • % of females and males taking up parental leave 	

Employees 500 - 1000	Focus on Supporting Gender Neutral Parental Leave	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Workforce Focus:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	All Workforce
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
Initiatives Launched:	Key Insights:
<p>In 2018, Smartgroup first adopted its market leading parental leave policy. At the time, extensive assessment was taken at both an industry level and a stakeholder level to help formulate the exact scope of the policy.</p> <p>Smartgroup has been recognised as a WGEA Employer of Choice for Gender Equality for many years.</p> <p>As part of this accreditation, Smartgroup undertakes an annual refresh of its Gender Neutral parental leave policy, to continuously revive and improve the policy and the outcomes for our people. The Policy now includes the following initiatives and features:-20 weeks of full paid leave at any time until the baby is two years old (taken in full or in separate periods)- Gender neutral - available to any parent or carer- Does not require the carer to be the primary carer.</p> <p>Superannuation for all paid and unpaid leave- \$3,000 return to work bonus upon 3 months after return- Paid leave for pregnancy loss or miscarriage- Available for adoption and surrogacy.</p>	<p>Creating a workplace culture that is supportive of gender-neutral parental leave and promoting gender equality and work life balance.</p>
Quantitative Outcomes:	Learnings:
<p>The below shows statistics of females and males who have been on parental leave since 2020:</p> <ul style="list-style-type: none"> - 2020 - 2021: Females (28) / Males (19) - 2021 - 2022: Females (50) 79% increase from 2020 / Males (32) 68% increase from 2020 - 2022 - 2023: Females (56) 12% increase from 2021. 100% increase from 2020 / Males (27) 16% decrease from 2020. 42% increase from 2020 	<p>Several learnings that came from implementing a Gender-Neutral Parental Leave Policy includes:</p> <ul style="list-style-type: none"> Increased awareness and understanding about the importance of work-life balance, gender equality, and the role of caregiving in the workplace. Team Members gained a deeper understanding of the challenges faced by their colleagues.

Initiative Description

- There was a cultural shift element which involved challenging traditional gender roles and stereotypes and fostering an environment where all Team Members feel comfortable taking parental leave and actively participating in caregiving responsibilities.
- Positive impact on employee engagement and satisfaction. Team Members felt valued and supported, leading to higher job satisfaction and increased retention rates.
- Additional needs and challenges faced by Team Members were uncovered following the implementation of the policy such as additional support systems, resources, flexible working arrangements, career development opportunities for parents returning from leave.
- Importance of continuing to evaluate the effectiveness of the policy gathering feedback from Team Members, monitoring leave utilisation, and assessing the impact of gender diversity and retention rates to identify areas of improvement.
- Providing training and resources to help managers manage their teams during Team Members parental leave, including workload redistribution and maintaining open lines of communication.

Extended/Detailed Description:

Parental Leave is crucial for work-life balance, allowing Team Members to care for their children. However, traditional policies have often been biased towards mothers, neglecting the importance of fathers and non-binary parents in childcare. Smartgroup recognises the importance of this and has implemented a comprehensive and inclusive policy to enable and support gender-neutral parental leave.

Smartgroup's parental leave policy is inclusive of all parents, regardless of their gender or the type of family they have. This fosters a culture of acceptance and support for all employees, dismantling societal stereotypes that associate childcare primarily with women.

To support Team Members in their parenting journey, Smartgroup provides 20 weeks of paid parental leave for eligible Team Members, allowing them to spend quality time and bond with their new-born or adopted child without financial burdens.

Initiative Description

Additionally, Smartgroup continues to contribute to Team Members' superannuation during both paid and unpaid parental leave for up to 12 months after the birth or placement of a child. This ensures long-term financial security is not compromised while taking time off for caring responsibilities.

Our policy also addresses unplanned cessation of pregnancy due to miscarriage, stillbirth, or infant death by providing paid parental leave for up to 8 weeks to support Team Members and their partners during these challenging times.

Smartgroup offers an enhanced Employee Assistance Program (EAP) that provides confidential counselling support services to all employees, including immediate family members. This ensures access to professional help during difficult times.

The parental leave policy extends eligibility to all Team Members, including permanent Team Members (full-time or part-time), eligible casuals, and Team Members on maximum term contracts. It covers primary carers, support carers, single parents, opposite-sex parents, and same-sex parents.

Team Members can choose to take the 20 weeks of paid parental leave in one or two periods, starting as early as six weeks before the expected date of birth, allowing for better preparation and transition into parenthood.

Team Members also have the option to request an extension of parental leave beyond the initial period, as well as temporary or permanent part-time work arrangements to balance work and caring responsibilities.

Smartgroup ensures a smooth transition back to work after parental leave by guaranteeing that employees will return to their pre-parental leave position or, if not feasible, to a position nearest in status and salary. To incentivise employees' return to work, Smartgroup offers a return-to-work bonus of \$3,000 (net) after completing parental leave and working three months continuously.

To provide additional support, Smartgroup has established an internal Parents and Carers resource page for networking, sharing experiences, and accessing helpful tips. The company has also partnered with Circle In to provide on-demand access to tools and resources for caregiving employees and their managers, building an inclusive workplace and culture that supports caregivers.

Smartgroup's commitment to normalising gender-neutral parental leave and supporting all parents contributes to an inclusive and supportive environment for all Team Members. It ensures that they feel valued, supported, and empowered to balance their work and caring responsibilities.



Canada

BBTV- Learning, Training and Development Programs

General Information	Impacted KPI's	
Country Canada	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Media; Culture; Graphical (Publishing, Producing, Packaging and Distributing Media Content to the Public)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

INITIATIVE DESCRIPTION	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level

INITIATIVE DESCRIPTION	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	All Workforce
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Initiatives Launched:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Development Programs/Mentoring
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Key Insights:	
<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level 	
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training 	
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace 	
<ul style="list-style-type: none"> Measures against Gender-based Harassment 	
<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women 	
<ul style="list-style-type: none"> Number of support policies in place for women 	
Quantitative Outcomes:	Learnings:
<p>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 on a monthly, quarterly and yearly basis.</p> <p>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.</p> <p>BBTV's board representation is now maintained at a minimum of 40% to represent the company's goals of gender parity within the organisation.</p>	<p>Through the implementation of this best practice, BBTV has been able to not only foster a more inclusive and diverse workforce, but also identify and enable women throughout the organization to achieve promotions. Mentorship and ongoing communication between employees create opportunities for women to upskill, reskill, build strong internal networks, and establish a stronger share of voice within the company.</p>

INITIATIVE DESCRIPTION

Extended/Detailed Description:

Inclusive Leadership Training: We understand that 'it starts at the top' so we have activated 'Inclusive Leadership' training programs across both Leadership and Director level management at BBTV.

BBTV Speaker Series: We amplify the voices of some of the most diverse and prominent women influencers to our employees through our BBTV Speaker Series Program which brings in external speakers from across the globe to inform and educate our team members on a wide range of topics.

Peer Learning: We've created a 'Peer Learning' Leadership program that allows management level employees to learn from the diverse experiences of their peers and exposes them to various practices, perspectives and viewpoints.

Mentorship: Women leaders at BBTV are encouraged to participate in many forms of mentorship from professional association mentorship programs to more informal mentorship opportunities.

Task Force: Our Diversity & Inclusion Task Force works on enhancing Diversity, Inclusion and Equity practices across BBTV, with a significant focus being on increasing female representation in management roles.

Surveys: BBTV has deployed an annual Diversity & Inclusion survey to gain an understanding of our diversity breakdown in order to focus our efforts on enhancing diversity and representation across our organization.

Networking programs: Our female leaders are encouraged to attend and speak at events, within their subject matter expertise, increasing their circle of influence and exposing them to other leaders they can further learn from.

Our 'Random Coffee and Leadership Random Coffee' programs allows people from across the business to make connections and learn from colleagues they don't work with on a daily basis, and across all levels of the organisation.





India

Accenture Solutions Private Limited (Accenture India)- Measure to Matter

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Measures against Gender-based Harassment;
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
	<ul style="list-style-type: none"> Pay Equity
Step 1- Defining KPIs/Dashboard & Assessments	
Initiatives Launched:	
<ul style="list-style-type: none"> Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps 	
<ul style="list-style-type: none"> Define KPIs Based on Gaps & Cross-reference with Other Material 	
<ul style="list-style-type: none"> Build Dashboards & Monitoring Systems 	
Dimensions Considered:	
<ul style="list-style-type: none"> Composition of Workforce at each Seniority Level 	
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans 	
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training 	
<ul style="list-style-type: none"> Pay Equity 	
<ul style="list-style-type: none"> Number of Support Policies in Place for Women 	
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace 	

Initiative Description	
<ul style="list-style-type: none"> Measures against Gender-based Harassment 	
<ul style="list-style-type: none"> Leadership Development Programs for Women 	
<ul style="list-style-type: none"> Alignment to Business Priorities 	
<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population 	
Step 2- How to Monitor and Share KPIs to Define Improvement	
Initiatives Launched:	
<ul style="list-style-type: none"> Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education 	
<ul style="list-style-type: none"> Publish Best Practices within Industry/Company through Disclosure of Gender Inclusive Data/Policies to Highlight Positive Examples 	
<ul style="list-style-type: none"> Pledge to an Industry, Country, or Global Goal, to Adhere to a More Formal Monitoring of the KPIs and Increase Urgency on the Topic 	
<ul style="list-style-type: none"> Get External Gender Equality Certification to Force an Even Stronger Accountability of Company Management Tracking Progress in a More Objective and Structured Way 	
<ul style="list-style-type: none"> Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions 	
Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes	
Initiatives Launched:	Dimensions Considered:
<ul style="list-style-type: none"> Gender Diversity and alignment is integral to processes 	<ul style="list-style-type: none"> Gender Pay Gap
	<ul style="list-style-type: none"> Proportion of Women and Men in Senior Management
	<ul style="list-style-type: none"> Proportion of Women and Men in Hiring
	<ul style="list-style-type: none"> Leadership and People Development Capability (for Managers)
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> At Accenture, we measure the outcomes of our I&D programs on the touchstone of equality, across the employee life cycle. Ongoing efforts to achieve our goal of gender-balanced workforce and 30% women MDs by 2025, which was announced in 2017. Overall women representation at Accenture in India is ~47%, well on our way to our goal to achieve gender parity by 2025. Women representation at MD Level is ~26%. 	<ul style="list-style-type: none"> Inclusion of I&D metrics into business scorecards is critical to maintain focus and momentum. Leader-led governance of I&D outcomes for their businesses with the same rigor as other business critical goals Continuous evaluation of relevance and impact of ongoing programs, practices, and policies

Initiative Description

- 50% of our Board of Director roles are represented by women globally.

- Listening to diverse voices through frequent and open feedback. This cadence allows learnings to be translated into real-time actions.

Extended/Detailed Description:

Accenture is committed to accelerating gender equality and is well on its way to achieving a gender balanced workforce, for those whose gender is in the binary, and 30% women representation at the leadership level by 2025.

Our gender goals are driven from the top, as a key component of the global business strategy. They are calibrated to challenge traditional business constraints that typically mute I&D outcomes. In doing so, accountability is established through formulation of bold gender equity metrics, that are made public.

At Accenture in India, a shared I&D vision, leadership governance and the collaborative ecosystem enable strategic pivots and operational actions towards the gender equality goals. In addition to conventional gender metrics, we also regularly track how we support our gender equity goals through the employee lifecycle i.e., Attract, Engage and Advance touchpoints.

Attract:

Real time talent supply analytics provide insights into gaps in the recruitment funnel - channel mix, skill mix, management level mix.

Our recruitment analytics also monitors hiring through -

- Social impact programs (Women from marginalized socio-economic groups)
- Career Reboot 2.0 program (Enables a career second innings to women re-entering the workforce after a break of 2 years or more)

These insights also trigger actions such as awareness and sensitization workshops for those engaged in the hiring process.

Engage & Retain:

Other than ensuring numerical gender parity, we also measure how our women experience working at Accenture -

- Focus on traditionally high-risk groups (women on maternity leave, care givers, high performing individuals in all diverse segments).
- Periodic monitoring of engagement and retention metrics.
- Proactive attrition risk analytics based on engagement scores, performance, and qualitative inputs to initiate “stay” actions.
- Continuous evaluation of existing benefits/ programs/ policies vis-à-vis coverage, usage levels, feedback, market benchmarking etc., to assess relevance and impact.
- Wellbeing follow up conversations with women who raised issues through “Speak up channels” such as - Women Emergency Helpline, Business Ethics Line, or an HR mailbox. Active tracking and closure of all instances.

Advance: To provide boundaryless career opportunities to our women, we have various targeted programs focusing on critical technology, functional and leadership skills. These programs are powered by tools that enable both the individual and organization to monitor progress –

- Skills and career dashboard to provide a single view of career opportunities in the organization and related learning paths.
- Active tracking of learning and development program participation across all levels
- Curated learning and development interventions for top talent women
- Real time promotion data monitoring to enable merit driven equal opportunity growth.





India

Accenture Solutions Private Limited (Accenture India) - Women Talent Pipeline - Inclusion by Design

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Returning Mothers Program 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Inclusive Internship - Hiring Women from Economically Weaker Sections of Society 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Enabling Safe Infrastructure 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Flexible Benefit/Welfare (e.g. Insurance) 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women

Initiative Description	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Equal Pay 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> Ongoing efforts to achieve our goal of gender-balanced workforce and 30% women MDs by 2025, which was announced in 2017. Overall women representation at Accenture in India is 47%, well on our way to our goal to achieve gender parity by 2025. Women representation at MD Level is 26%. 50% of our Board of Director roles are represented by women globally. 100% returning mothers have access to coaching and staffing support as part of the 'Returning Mothers Program'. Aarambh and the Inclusive Internship Program – had nearly 460 participants in 2022, with 82% of the participants hired after completing the internship. 	<p>Embedding I&D in everything the organization does, through the following behaviours and actions has catalysed success for Accenture over the years. Accenture knows these to be enduring success factors and mobilizes its teams and resources in this direction, to move from action to outcome:</p> <ul style="list-style-type: none"> Demonstrating visible commitment from leadership. Treating I&D as any other strategic business priority (i.e., leadership scorecard). Establishing metrics and tracking progress. Integrating inclusion across the employee lifecycle. Making I&D a part of company ethos.
Extended/Detailed Description:	
<p>We believe the future workforce is an equal one and have set bold goals to accelerate gender equality. Currently, in India, women account for nearly 47% of our workforce and 26% of our leadership team. We are well on our way to our goal to achieve gender parity by 2025 – through our focus on building an inclusive pipeline, embedding inclusion in everything we do and fostering genuine belonging.</p>	

Initiative Description

Diverse talent pipeline

Building a gender diverse talent pipeline across levels is our key business priority and our strategy actively focuses on removing systemic barriers women face to enter the workforce. Key developmental programs to boost women workforce participation include:

- Career Reboot 2.0 - Bringing women with a career break back to the workplace, enabled through a blend of exclusively curated trainings and functional skills workshops with experts and Accenture leaders.
- Our flagship programs – Aarambh and the Inclusive Internship Program – create pathways to careers for women from under-served communities through experiential learning.
- STEM awareness among schoolgirls to inspire them towards technology careers.

Inclusion by design

Our talent processes and programs across the employee life cycle have been designed to create equitable experiences and opportunities -

- Pay Equity for women
- Enablers such as Women Safety Council and Speak Up channels offer our talent a caring and safe work environment.
- Gender-neutral policies and benefits such as POSH, parental leave policy (childbirth, surrogacy, adoption), flexible working and child-care benefits, moving away from gender-binaries.
- Returning Mothers Program focused on enabling a smooth transition back to work with coaching support from other experienced women executives and staffing support to offer flexibility. They are also supported with resting rooms, nursing breaks, and counselling support to navigate this new phase of life.
- Medical Insurance benefits covering fertility, voluntary egg and sperm freezing, surrogacy treatment, treatment for premature babies in NICU and miscarriages.
- Customised development programs across career levels to nurture future women leaders after evaluating readiness across our 3R framework - Right Role/Client, Right Skill and Right Behaviours:
 - Bespoke programs such as: High-Tech Women (equips women to take on challenging technology roles), Grow Women in Leadership (develop high-performing women at mid-senior levels for future leadership roles), LeadHER (ISB partnership), Apex (INSEAD partnership)
 - Building business acumen, domain skills, technology certifications in software development, cybersecurity, automation, cloud.
Fostering connection and belonging

We continuously strive to create a culture that celebrates and values diversity and inclusion in the workplace through programs like -

- Vaahini, a pioneering network offers an unparalleled opportunity to engage, enable and empower women in the workforce

Initiative Description

- Vaahini Women in Leadership (VWIL) program for women MDs, to strengthen networks and belonging.
- Employee resource groups, including a closed group Single Parents ERG, Caregivers to neurodiverse people, to create a sense of community
- Sensitization courses on “Unconscious Bias” and “Thriving Together”

By leaning into the roles women play at the workplace and beyond, Accenture is finding innovative ways to build an inclusive, empowered, and sustainable women talent pipeline.

For further information, please visit:

<https://www.accenture.com/in-en/about/inclusion-diversity-india>

<https://www.accenture.com/in-en/careers/local/career-reboot-program>

<https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2022.pdf>

<https://www.facebook.com/AccentureIndia/videos/accenture-tech-thrivers/359866832910203/>

<https://www.accenture.com/in-en/about/inclusion-diversity/vaahini>





India

Accenture Solutions Private Limited (Accenture India) - Women who Lead

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> 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 Organisational Culture Develop Monitoring, Reporting and Evaluation Mechanisms Develop Programs for Mentorship of Female Employees 	All Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Care Services 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Enabling Infrastructure 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women

Initiative Description	
<ul style="list-style-type: none"> STEM and Digital Skills 	<ul style="list-style-type: none"> Number of Support Policies in Place for Women
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> Ongoing efforts to achieve our goal of gender-balanced workforce and 30% women MDs by 2025, which was announced in 2017. Overall women representation at Accenture in India is 47%, well on our way to our goal to achieve gender parity by 2025. Women representation at MD Level is 26%. 100% women employees have access to learning and development programs. 	<p>Embedding I&D in everything the organization does, through the following behaviors and actions has catalyzed success for Accenture over the years. Accenture knows these to be enduring success factors and mobilizes its teams and resources in this direction, to move from action to outcome:</p> <ul style="list-style-type: none"> Demonstrating visible commitment from leadership Treating I&D as any other strategic business priority (i.e., leadership scorecard) Establishing metrics and tracking progress Integrating inclusion across the employee lifecycle. Making I&D a part of company ethos.
Extended/Detailed Description:	
<p>At Accenture, we encourage our women in the workforce to be the best version of themselves by providing multiple opportunities and platforms for them to learn, lead and thrive. Our development programs cater to all career levels, targeting augmentation of business acumen, technical, functional and leadership skills.</p> <p>Creating future leaders through trailblazing programs: Accenture's Getting to Equal Research found that higher digital fluency results in increased workplace gender equality. Through dedicated technology, skilling and certifications accessible across its businesses, the organization is strengthening its pool of future women tech-leaders. Illustrative programs designed to bolster technical acumen include -</p> <ul style="list-style-type: none"> High-Tech Women (HTW) Edge program: Provides certification to women in emerging technologies such as AI, Automation, Digital, Solution Architect & SFDC, Cloud and AI. CyberHer: Tailored towards women employees in mid to senior career levels, to learn application security concepts for developing secure software. <p>Our leadership development programs help address the unique challenges women face while navigating senior management opportunities -</p>	

Initiative Description

- **Developing Future Women Leadership Program:** Integrated development program for women to take on leadership positions. It includes a blend of immersive workshops, action projects, psychometric assessments, whitepapers, group coaching and networking, direction-alignment and commitment approach.
- **Grow Women in Leadership Program (GWILP):** Flagship program to develop high-performing women at mid-senior levels for future leadership roles.

We also collaborate internally across geographies and partner externally with eminent academia to support our women leaders in building their personal brand and networks -

- **APEX Leadership Crescent Program (INSEAD faculty & coaches):** Personal transformation journey to lead people in the future and deliver 360-degree value to clients, peoples and communities.
- **Global Leadership Development Programs:** Learning interventions (experiential & collaborative) for Accenture's high performing senior women employees from across global geographies allowing for a cross-cultural business and people perspective (e.g., Insight program for women)

Enabling sustainable community impact:

Accenture's resolve to gender equality goes beyond the boundaries of the organization. Current gender imbalances like gaps in entrepreneurial skills, social networks, female role models, digital and financial constraints may keep women from recognizing and pursuing entrepreneurial opportunities.

Accenture in India strives to bridge this gap through multiple transformational programs such as:

- **Women Founders Program:** For women tech founders and entrepreneurs in the B2B deep tech and enterprise SaaS domain. Selected founders benefit through access to tech expertise, global & Indian clientele, mentorship, industry and investor communities and new markets.
- **Skills to Succeed:** Equipping youth and women from economically weaker sections and persons with disabilities with skills for high-demand job sectors. Impacted 100,000+ lives since launch in 2010.
- **Unnati:** Mentoring women micro-entrepreneurs in remote villages, including artisan and weaver communities. Accenture has helped women entrepreneurs establish omni-channel sales through social media platforms
- **Girls in STEM:** Accenture conducts STEM awareness sessions for schoolgirls to inspire interest in technology careers.







India

Accenture Solutions Private Limited (Accenture India) - VocalforLocal

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Mentor	

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Others - train, skill and develop women entrepreneurs and leaders in rural areas and from disadvantaged sections 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Develop a network for mutual support and learning at the local level 	Workforce Focus:
	Broader Diverse Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Access to Capital 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Market Linkages & Procurement Opportunities 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Financial & Digital Skilling 	
<ul style="list-style-type: none"> Soft Skills & Leadership Training 	
<ul style="list-style-type: none"> Sensitisation & Awareness Programmes 	
<ul style="list-style-type: none"> Enabling Infrastructure (Physical, Policy, Safety etc.) 	
<ul style="list-style-type: none"> Care Services 	
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	
<ul style="list-style-type: none"> Frameworks/Tools for Business Acceleration 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> 7800 Women Entrepreneurs benefitting from the platform since its launch in March 2020 2000+ members have been onboarded onto e-commerce platforms like Amazon and Flipkart 500+ members have taken part in exhibitions 3000+ lives impacted in the first year INR 50 lakh revenue generated so far in the exhibitions organised through WeAct 	<ul style="list-style-type: none"> To enable rural micro entrepreneurs to be successful and profitable, continuous on-going support is imperative across every stage of the business cycle Skills such as digital literacy and digital financial literacy (setting up UPI, Netbanking accounts) and understanding online marketplace are critical skills for rural women, especially those who are from economically weaker sections Local production for local consumption has been a strategy to help build sustainable businesses.

Initiative Description

Extended/Detailed Description:

At Accenture, we believe in exploring new ways of building a more inclusive and sustainable world where everyone can thrive. Enabling rural women to live better lives through our WeAct initiative is one way we are bringing this belief to life.

The WeAct Platform was developed in collaboration with Entrepreneurship Development Institute of India (EDII) with the aim of equipping people with entrepreneurial skills to start or grow nano/micro enterprises, which would allow them to thrive in a digital economy.

In collaboration with 5 core partners, EDII, Mann Deshi Foundation, READ India, Urmul and Craftizen, WeAct is focused on women from disadvantaged groups including migrants and fishery communities in rural and remote locations.

There are 30+ grassroot organisations onboarded on WeAct. Through our partnerships, the WeAct platform provides livelihood skills training in Business & product development, market access and learning as well as digital and financial literacy. The micro enterprise skills training includes a focus on sustainable business among rural and peri-urban women and migrant workers. The product focus is on food and agriculture, household supplies and art & craft. We currently have women entrepreneurs engaged with WeAct in 16 states and 2 Union Territories.

Main Goals

Focus on Training and Starting a Business

- Training on micro enterprise development –Leveraging the local community resources and skills. Example: artform or handicraft that is unique to the region
Promoting job creation, ripple effect
Embedding sustainability in business

Focus on Growing and Sustaining Profitably

- Making women entrepreneurs' business profitable and sustainable through ongoing business support. As part of our efforts to ensure sustainability and growth, Unnati Entrepreneur Mentorship program was launched. 10 social enterprises on the WeAct platform have been mentored by Accenture Leaders
- Creating profiles/web presence of each micro enterprise on the platform through employee support. This has enabled easier market access. Over 3000 such profiles have been created
- Another good practice that has been created through the platform is the ability to form clusters among similar businesses to increase scaling capacity

WeAct will continuously work to generating, supporting, and encouraging women entrepreneurs so that these women not only stand on their own feet and be economically independent but also create an identity for themselves which in turn will create an inclusive and empowered India.

Relevant Links:

Women Entrepreneurs ACT (weact.in)





India

Aditya Birla Education Trust - Enabling Careers through Care

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Health Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 5 - 10 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 200-500	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Attract and Hire Female Candidates Support Work and Life Balance/Integration of all Employees Develop Gender Sensitive Organisational Policies 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: Broader Diverse Workforce Key Insights:

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Number of Support Policies in Place for Women
	<ul style="list-style-type: none"> Alignment to Business Priorities
Initiatives Launched:	Learnings:
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<p>Through the mentioned policies, ABET has created an enabling work environment for all its employees, who feel cared for and committed towards the organization. This has positively impacted the morale of employees who feel responsible to give back to the organisation for the care and concern it invests in its people, helping them thrive and grow in their careers. The productivity and camaraderie have increased manifold and attrition has dropped. Employee referrals have increased as a happy workforce is willing to recommend ABET to their kith and kin. Encouraged by the importance of these policies and initiatives on the health and productivity of employees, ABET intends to launch a Menopause Work from Home policy and free counselling to both men and women employees. Through the counselling sessions, female employees will be better equipped to manage themselves and male employees can better manager their family members who may be struggling with bodily changes and menopausal symptoms that are taking a toll on their mental health and the family's as well.</p>
<ul style="list-style-type: none"> Care Services 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
Quantitative Outcomes:	
<ul style="list-style-type: none"> Menstruation Work from Home policy: 100% usage by eligible female employees Mental Health Leave policy: 100% usage by both male and female employees Financial Assistance policy: Medical Loans and Personal Loans have been availed by the employees. Fun Fridays: A full house, every week. 80% of employees who are present, attend it. Gratitude Cards: Every employee on an average has received 5 gratitude cards 	

Initiative Description

Extended/Detailed Description:

Care is embedded in the DNA of Aditya Birla Education Trust (ABET). This remarkable quality stems from the fact that the organisation exists to provide education, mental and menstrual healthcare to its stakeholders from all sections of society. Since the organization operates with this deep sense of service and respect towards all its stakeholders, it considers it imperative to cater to its employees' needs first.

Towards this endeavour ABET has some truly unique policies that have been designed to instil a sense of belongingness in all employees, especially the female workforce. As a caring and progressive organization, ABET offers policies and initiatives that transcend mandated statutory people policies and practices.

Mental Health Leave policy is a one-of-a-kind gender-agnostic leave. The organisation is sensitive to the needs of its employees and realises that often the employees may not be able to articulate their mental health needs that are triggered by worldly stresses. Keeping this in mind, a special policy was rolled out to encourage employees to avail time off to attend to their mental wellbeing.

Menstruation Work from Home policy gives a woman employee the comfort to go through her monthly menstrual cycle without the stressors associated with it. Empowering her with the ease to work from her home at a time when she most needs it, makes her feel cared, confident, and committed.

Financial Assistance policy is offered to both male and female employees in their time of need which may arise due to a sudden family expense, a medical exigency or a personal commitment that requires the employee to mobilize funds. Through this monetary support the employee benefits a lower rate of borrowing and ease of repayment of the loan, which external loans cannot match.

Fun Fridays are fortnightly events organised for all employees in the office and sometimes outdoors, which help promote camaraderie and a culture of openness and bonding. They comprise sessions on art, self-defence, fitness, entertainment, and everything that enhances the happiness quotient of the organization.

Gratitude Cards are freely available for all employees who wish to present them to colleagues as a token of appreciation and a validation gesture of team spirit. Employees not only love receiving gratitude cards, but they also proudly display them at their workstations. This may seem like a small initiative, but it has a positive ripple effect across the organization, promoting a culture of care and oneness.







India

Aditya Birla Group – #BeUnstoppable and #BetterTogether

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Conglomerate	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
Initiatives Launched:	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Succession Planning 	Learnings:
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<p>It is a journey, and the most important part is to have the patience to bring together the leaders to champion it. It must become a momentum in the organization. It may start with small ripples, as we continue to stay focused on the journey, even a few people can lead this into momentum.</p> <p>Also, two more things are important: numbers and storytelling. They address both sides of the brain and create desired impact.</p>
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g., Insurance) 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	

Initiative Description

- Track Women Attrition at Different Levels
- Enabling Safe Infrastructure

Extended/Detailed Description:

Strength Inclusive Culture

- Crafted to bring sharper focus on behaviours and mindsets most critical for ABG.
- BetterTogether Platform to drive mindset of inclusion through diverse, innovative tools like inclusion workshops, manager sensitisation, nudges, digital learning channel, employee campaigns.

Workplace enablers that empower women to choose 'AND' over 'OR'

- Maternity Support Program that equips women to integrate personal and professional commitments seamlessly.
- Additional leave for the new mother, childcare leave for returning mother.
- Transition Guide
- Career Management Support to secure performance and talent ratings. Support local commute to work for expecting mothers: cab/driver salary reimbursement.
- Accompanied outstation travel (infant and caregiver)
- Day-care tie-up
- Flexibility to balance commitments: We offer flexible work options including flexible timing and work from home.
- Emotional Assistance Program (Life Unlimited)- a 24*7 friend, guide and confidant. Often women come across life situations where they wish for a 'someone' they could talk to for guidance. A 24/7, multi-lingual, confidential counselling support provided, Life Unlimited is the helping hand which guides our women colleagues through these turbulent waters. Additional option for chat support.
- Safety and comfort are non-negotiable: At ABG, providing a safe environment starts with hiring the right people who are aligned with the Group's belief. It's further strengthened through our multiple enabling policies. Our travel policy is designed to provide exclusive benefits for women irrespective of their job levels. These include use of company cabs and availing higher entitlements for hotels even in locations with Company Guest Houses. We adhere to Zero Tolerance for harassment in letter, spirit and consequential actions.

Focus on Levelling the playing field

- Increase women representation - Focused hiring; Pointedness on women attrition.
- Hiring Managers/Recruiters mindset shift and capability building sessions.
- Focused connect with hiring partners to onboard them on diversity hiring.
- Women Hiring & Attrition integrated into rhythmic reviews across businesses.
- Annual Process Reviews: Key metrics and results of people processes like compensation, performance appraisal, promotion and talent assessment are reviewed systemically to ensure process biases do not come in the way of achieving full potential.

Initiative Description

Enabling women to take charge to become truly unstoppable - achieve their full potential

- Build Future Leaders: Spring Board Program- 9 months structured intervention (workshops, mentoring, coaching and live projects) to accelerate the career path of High Potential Women Managers. ~ 150 high-potential women have undergone this transformational program.
- BeUnstoppable Rhythmic Connect - a platform to enable, connect and celebrate unstoppable women ABGites through a series of interconnected short-burst interventions.
- Inclusive Pulse Survey to understand experience around development, role, career and inclusive culture (being heard, feeling valued)
- Self Reflection Survey to identify potential self-limiting behaviours.
- Action Guidance Digital Nudges on self-limiting habits and other contextual topics- bite-sized learning nuggets, sketch notes, stories, digital learning channel, etc.
- Candid Dialogues with- to inspire women to take the lead in creating a culture of inclusion.





India

AGGCON Equipments International Pvt Ltd- EWOT (Empowering Women of Tomorrow)

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Construction	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Key Insights:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
Initiatives Launched:	Learnings:
<ul style="list-style-type: none"> Celebrating the birth of girl child and free Education of Daughters of AGGCON's all Employees 	As EWOT is successful practice in AGGCON, we therefore are planning to expand other programs under its ambit.
Quantitative Outcomes:	
<p>Inspired by Beti Bachao, Beti Padhao campaign by PM Modi, EWOT has sensitised staff members towards educating their daughters properly and the effect has been felt outside the organisation as they celebrate the birth of girl child and are educating them properly. Only good education and skills can help in empowering women of tomorrow.</p>	
Extended/Detailed Description:	
<p>Our good practice is called EWOT (Empowering Women of Tomorrow): For AGGCON, a girl child is a woman of tomorrow. It is necessary to empower her. Through EWOT (empowering women of tomorrow) we begin her journey of empowerment by celebrating her birth followed by providing her education. Women empowerment is important for the development of any nation. Women empowerment is an important focus area in AGGCON's policy. AGGCON always celebrates the birth of a girl child in the family of its team members and gives a cheque Rs 10000 to the team member on the birth of a daughter. In addition to it, we also ensure free education to daughters of all our employees as we believe that ensuring girl child's education creates an empowered woman of tomorrow.</p>	





India

Apollo Hospitals, Enterprises Limited- Nurturing Talent, Fostering a Positive Culture

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Health Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: Broader Diverse Workforce

Initiative Description

Initiatives Launched:

- Succession Planning
- Development Programs/Mentoring

Key Insights:

- Raising the Composition of Women in the Workforce at each Seniority Level
- Equity in Talent Management and Succession Plans/Pipelines

Learnings:

- To bring in more initiatives to support Women to create a great balance in their Professional & Personal lives. Balancing career aspirations, family responsibilities, and personal well-being can be demanding in an Indian ecosystem. Hence, we focused on creating work models which will help them achieve a healthy work-life balance and well-being and introduced specific interventions to address these challenges.
- We also realised that it is an ongoing process, and it may look different for each person. However, we also learned that by prioritizing well-being, setting boundaries, and seeking support, members can navigate the challenges of leadership roles while maintaining a fulfilling personal life.

Extended/Detailed Description:

Apollo Hospitals has been committed to promoting gender equality, diversity, and the representation of women in leadership positions since its inception. Over its 40-year journey, it has taken significant strides to empower women and provide them with equal opportunities for leadership within the organisation.

Fostering an inclusive and supportive environment that values and supports women's power in all senior leadership roles, including four women Board of Directors at Apollo Hospitals, the ratio of female employees is over 55%. Women leaders stand at 31%, with over 10% being with the organisation for 10+ years.

Apollo Hospitals Group has crafted a robust road map to cross over 50% of the existing 31% of Women in Leadership across all levels in the organization over the next 3 to 4 years with a series of initiatives ranging from focusing on creating a supportive environment to targeted leadership programs. These programs are custom designed to suit our members' needs, aspirations, and interests. One such recent initiative, the 'Apollo Young Leaders Program', is in partnership with the Indian School of Business (ISB) under the aegis of the Chairman's Club Initiative. This enables aspiration-based career mobility for our participating women leaders. Post the rigorous screening process, which included the Business Aptitude Test (BAT), Presentations & Interview, the final number of the cohort stood at 31, out of which 40% of the participants are Women Leaders from Apollo.

Recognizing the value of diversity in leadership for balanced development and better decision-making, the organisation encourages the formation of women's communities, both internal and external, to provide mentorship, counselling, and opportunities for career growth. To strengthen the nursing workforce, which comprises 90% women workforce, the Apollo ANGEL Initiative aims to redefine nurses' career paths and empower them by extending upskilling programs to 100,000 nurses in India, providing scholarships for advanced skills training and free content in partnership with academic institutions. Apollo Hospitals has committed to upskilling at least 1,000 nurses through this program, initially focusing on any pandemic-related clinical aspects and expanding to encompass leadership, research, and more.

Initiative Description

Understanding the importance of work-life balance in fostering women's leadership, the organization has implemented flexible work models such as job-sharing and telecommuting to accommodate the needs of its women workforce. Supportive policies related to maternity leave, childcare, and caregiving responsibilities have been established to enable women leaders to excel professionally and personally.

To conclude, Apollo Hospitals Group's commitment to nurturing women leaders is evident in its policies and efforts to foster growth across levels. It has set a benchmark for the healthcare industry. The organisation's focus on diversity and inclusivity in leadership strengthens its workforce and positions the organisation as a leader in developing women leaders who inspire excellence in healthcare.



Guiding Principles for Programme Design



- An **integrated program** that can build next-generation leadership with a cross-functional understanding
- A long duration –intensive program that is aimed at **retention of learning and talent**
- Program that **enables learning implementation** at the workplace
- Provides **management education in healthcare setting**
- **Modular structure suitable for working professionals**



India

Avaada Group - Focused Talent acquisition initiative for Female candidates and Women's Day Celebrations by celebrating "Sindhara" for Women.

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Energy	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Pay Equity
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Measures against Gender-based Harassment
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	Initiatives Launched:
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Development Programs/Mentoring
Quantitative Outcomes:	<ul style="list-style-type: none"> Succession Planning
Increase in Female Diversity (%) in the Workforce from 11% in 2021 to 15% in 2023.	<ul style="list-style-type: none"> Network/Community/Role Modelling
	<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness
Learnings:	<ul style="list-style-type: none"> Parental Policies
<ul style="list-style-type: none"> Effective use of social media in reaching out. Emphasis on building a culture of trust, empathy and respect. Building policies and measures centred toward creating a conducive working environment for female employees. 	<ul style="list-style-type: none"> Equal Pay
	<ul style="list-style-type: none"> Flexible Working
	<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g., Insurance)
	<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives
	<ul style="list-style-type: none"> Enabling Safe Infrastructure

Initiative Description

Extended/Detailed Description:

Avaada's Pioneering Talent Acquisition Initiative for Women

In Indian culture, the saying “यत्र नार्यस्तु पूज्यन्ते रमन्ते तत्र देवताः।” (Yatra Naryastu Pujyante Ramante Tatra Devta) holds true, emphasizing the importance of honoring and respecting women.

At Avaada, we believe an organisation, deeply rooted in these values, can grow if intricately linked to the respect and empowerment of its workforce, particularly women. With this vision in mind, Avaada has undertaken a comprehensive talent acquisition initiative that focuses on attracting and nurturing female candidates across its group companies, transcending traditional gender boundaries, and fostering positive change.

Avaada is committed to achieving gender parity by striving to have 50% female representation within its workforce. We understand that diversity in talent is crucial for innovation, productivity, and holistic growth. In addition to encouraging women to take up traditional roles in HR, Finance, and other corporate domains, Avaada is actively promoting their participation in areas that have traditionally been male dominated, such as Engineering, Procurement and Construction, Operations and Maintenance, and CSR at site locations.

By breaking stereotypes and providing a conducive work environment, we, at Avaada, empower women to excel in roles previously considered unconventional and believe in ensuring fairness and equal opportunities for all candidates. In pursuit of this goal, we have adopted gender-neutral job requirements, eliminating bias from the recruitment process. Hiring managers are also sensitised to recognise and address unconscious biases, facilitating an inclusive and equitable selection procedure. To encourage the recruitment of more women, Avaada offers additional incentives to employees who refer female candidates. Furthermore, the organization welcomes and supports women who wish to resume their careers after a long-term break due to family responsibilities, fostering their professional growth and advancement.

Celebrating Women: Empowering Initiatives and Inclusive Programs at Avaada

India's rich cultural history is rooted in numerous festivals that revolve around women. This year we have celebrated International Women's Day and Holi festivals by giving 'Sindhara' to all female employees. In India, Sindhara holds significance as an observance dedicated to daughters, symbolizing their prosperity and long life. At Avaada, we celebrated Sindhara by presenting tokens of appreciation to all our female employees, recognizing their unwavering dedication.

To foster engagement and promote inclusivity, we organize various programs exclusively for women employees. One such initiative is the Leaders Talk, where we facilitate focused group discussions among women leaders to increase awareness of career challenges and find ways to overcome them. This platform also empowers other women employees to develop their own leadership vision. Additionally, we arrange events that involve all employees, fostering strong interpersonal relationships throughout the organization.





India

Bansidhar & Ila Panda Foundation - Project UNNATI

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Social Development	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline Increase Leadership Role-models and their Visibility 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	All Workforce
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Initiatives Launched:
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Development Programs/Mentoring
<ul style="list-style-type: none"> Create an Inclusive Culture for Women 	<ul style="list-style-type: none"> Network/Community/Role Modelling
<ul style="list-style-type: none"> Build a pool of women-led enterprises at the grassroots level 	<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness
<ul style="list-style-type: none"> Provide skills and training for sustainable livelihoods 	<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives
<ul style="list-style-type: none"> Encourage peer role models to inspire community 	<ul style="list-style-type: none"> Enabling Safe Infrastructure
Quantitative Outcomes:	Key Insights:
<ul style="list-style-type: none"> Till now 2500 women have been impacted and till 2030 we will have impacted a total of 6000 women 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources;
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Learnings:	
<ul style="list-style-type: none"> Women at grassroots have true potential of a great workforce. Identifying and addressing the systematic barriers, investing in women's education, health & livelihood skilling, mentoring them with life & social skills and creating an environment that promotes and values women's contributions; ensures our development efforts are inclusive, equitable and sustainable. Women have the power to engage as a community for mutual progress. When women at the grassroots level are empowered to participate in decision making of the household, it results in inter- generational change. Alignment of various stakeholders on addressing systemic barriers, financial and social inclusion creates an ecosystem enabling women to steer their own destiny. 	

Initiative Description

Extended/Detailed Description:

Jagrut - Sashaktikaran - Atmanirbhar

Awareness, Empower, Self-reliant

These three beliefs form the basis of Project Unnati. A project dedicated to rural women, endeavours to make them aware of their potential, enable their skills and empower them towards social & financial inclusion and be self-reliant.

Bansidhar & Ila Panda Foundation (BIPF) is a social organisation established in 2011 with a vision to impact the lives of the marginalized in remote areas of Odisha. BIPF is structured to collaborate with stakeholders in the field of development for a sustainable impact.

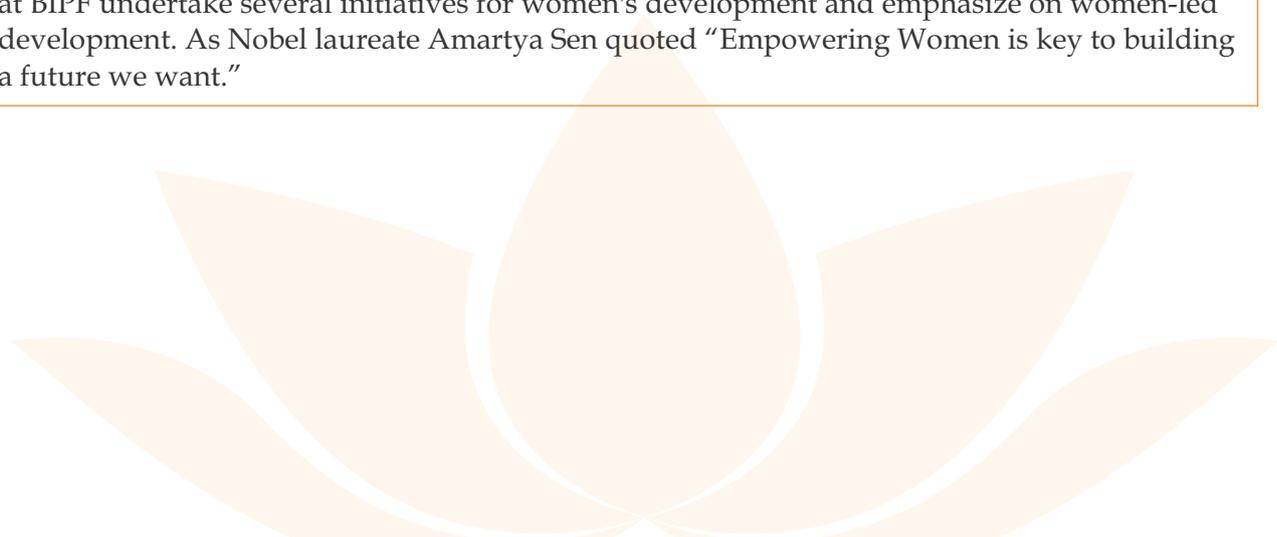
When women are enabled and given equity in opportunity, it has a multiplier effect on the socio-economic progress of the nation. Our philosophy is to build a sustainable women workforce through capacity building and convergence.

Project Unnati, the name signifies "Progress", works as a "catalyst of change" in the lives of rural women. Project determinants include financial and livelihood training, life-skills, health seeking attitude and group micro enterprise. It is an innovative, strategic, time bound and impact-oriented intervention working as an enabler towards self-reliance, making their future productive & secure. This objective is achieved by unifying women under self-help groups thereby enhancing their capability in five segments: (1) Group Dynamics and Management (2) Banking & Financial management (3) Life Skill & Well-being (4) Livelihood Training and (5) Market Linkage & Entrepreneurship Development.

Unnati members are from the most vulnerable strata of society and predominantly illiterate. Training given to these ladies on a weekly basis over a 3-year timespan is on optimal utilization of local resource, need-based & scalable products, and market driven entrepreneurial skill, which allows them to open a bank account, start income generating activities, avail loans for their micro enterprise and get exposure to market linkages. The project culminates with each woman ably supplementing their household income and gaining social acceptance which gives them a voice in the family decision making process and opting to educating their girls.

Supported by BIPF, several thousand women at the grassroots have embraced micro-enterprise and have started their journey towards Atmanirbharta (self-reliance) thereby enhancing women's economic representation.

Project Unnati has a multiplier effect, wherein women are inspired to follow peer success. We at BIPF undertake several initiatives for women's development and emphasize on women-led development. As Nobel laureate Amartya Sen quoted "Empowering Women is key to building a future we want."







India

BCT Digital, Bahwan CyberTek Group- WATER (Women's Advancement, Transformation, Empowerment and Recognition)

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Attract and Hire Female Candidates Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	All Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Parental Policies 	Quantitative Outcomes:
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Improved diversity ratio from 21% to 24% across geographies.
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	<ul style="list-style-type: none"> India specifically has grown from 22% to 27%.
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	
Learnings:	
<p>We have a program called “Relaunch” – which encourages the hire of female associates who are on a break. We have seen more success having offered flexible work hours. The program has worked well where capacity building has been the focus. Hiring freshers has improved the diversity ratio. However, the challenge has been in retaining them. Our CXO hiring in terms of women at leadership roles has been quite successful, considering our CEO and CHRO and a few others are accomplished women.</p>	
Extended/Detailed Description:	
<p>WATER is an independent forum within BCT that is engineered to empower BCT women through inclusion and inspiration. The forum was founded in 2019 and has since held multiple conversations and meetings by women and of women. WATER aims to create more impactful interventions creating a better future for womanhood, both professionally and personally. WATER is a uniquely designed platform to ensure gender equality and women empowerment in the workplace. It focuses on taking a deeper dive into women's economic empowerment by imparting tools, techniques, learning, and mentorship initiatives at the workplace through engaging thematic programs. This includes support groups, professional forums and communities that focus on enriching their health, safety and well-being. The initiative improved women's diversity ration by 10% during the first year of its launch and the retention of women employees increased by 30% the following year.</p>	



India

Dr. Reddy's Laboratories - CHRYSALIS

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Pharmaceuticals	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employee Motivate Female Employees to Advance to Leadership Roles Develop Network for Mutual Support and Learning 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus: Female Only

Initiative Description	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Key Insights:
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
Initiatives Launched:	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
Quantitative Outcomes:	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
26.8% of the women leaders who were part of Chrysalis had role movements in line with their career aspirations between FY20 to FY23.	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Learnings:	
<ul style="list-style-type: none"> "Chrysalis" is used metaphorically to represent a state of transformation or personal growth in humans. It can symbolize a period of change and development, where an individual undergoes a significant internal or external transformation. True to its name, our flag ship women leadership development upskills high-potential women employees for senior roles. The biggest learning for us is that an enabling work environment helps women employees reach their true potential. 	
Extended/Detailed Description:	
<p>Our flagship leadership program for women in mid-management, Chrysalis upskills high-potential women employees for senior roles. Each batch goes through rigorous training for nine months, including group projects, soft skills enhancement, real-time simulation exercises, mentoring by senior leaders and sessions on self-awareness and personal effectiveness.</p> <p>The program combines distinctive elements of exposure to global leaders to give participants a global perspective. Post completion of program the participants continue to be in the cohort so that they can continue to learn from one another well beyond the program.</p>	

Initiative Description

Here are some key takeaways from the program:

- **Leadership Perspectives:** Participants in the program gain a broader understanding of leadership by being exposed to various leadership styles, strategies, and perspectives. This exposure helps them develop a well-rounded approach to leadership and enhances their ability to adapt and lead in diverse situations.
- **Enhanced Soft Skills:** The program focuses on enhancing soft skills, which are crucial for effective leadership. These skills enable them to build strong relationships, inspire and motivate their teams, and navigate challenging situations.
- **Real-time Simulation Exercises:** The inclusion of real-time simulation exercises allows participants to apply their newly acquired skills in a practical setting. This hands-on experience helps them develop problem-solving abilities, decision-making skills, and the ability to think strategically under pressure.
- **Mentoring by Senior Leaders:** The opportunity to be mentored by senior leaders provides valuable guidance and support. Mentors can offer insights based on their own experiences, provide advice on career progression, and help participants navigate organizational dynamics. This mentorship relationship fosters personal and professional growth.
- **Self-awareness and Personal Effectiveness:** The program includes sessions on self-awareness and personal effectiveness, allowing participants to gain a deeper understanding of their strengths, values, and areas for development. This self-reflection enables women to harness their strengths and overcome potential barriers to their success.
- **Global Perspective:** Exposure to global leaders and global perspectives widens participants' horizons and helps them develop a more comprehensive understanding of the business landscape. Understanding global trends, cultural nuances, and different approaches to leadership can be instrumental in succeeding in senior roles.
- **Networking Opportunities:** The program provides a platform for participants to network with other high-potential women from different backgrounds and industries. Building a strong network allows for knowledge sharing, collaboration, and support beyond the program, fostering ongoing growth and development.
- **Work-Life Balance:** Recognizing the importance of work-life balance, the program emphasizes the need to balance professional and personal aspirations. Participants learn strategies for managing their time effectively, setting boundaries, and prioritising their well-being alongside their career goals.

Overall, the Chrysalis leadership development program for women equips participants with the necessary skills, knowledge, and perspectives to advance in their careers and prepare for senior leadership roles. It addresses both the professional and personal aspects of leadership, fostering a holistic approach to leadership development.



India

eClouds Energy LLP - Bridging the Gender Gap: Empowering Women in an Inclusive Environment

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services-Power Trading	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 2-5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<p>Women in decision making roles - 32% in FY 22-23</p> <p>Women on the board - 50%</p>
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	
<ul style="list-style-type: none"> STEM and Digital Skills 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
Learnings:	
<ul style="list-style-type: none"> We observed a rise in the duration of employees' tenure within the company compared to the previous year. Furthermore, consistent encouragement daily had a more significant impact on enhancing their productivity. Delegating responsibilities and empowering them to make independent decisions fostered a sense of ownership in every task they undertook. 	
Extended/Detailed Description:	
<p>eClouds Energy, a rapidly expanding MSME, is strongly dedicated to offering equal opportunities to individuals of all genders based on their skills. We recognize that our employees are fundamental to our company's success, and prioritizing their well-being is paramount to us. Emphasizing flexible working hours, equal job roles, and daily recognition of exceptional work are among the key drivers that propel us forward each day. We also accommodate maternity leaves for the women in workforce.</p>	





India

GMR Varalakshmi Foundation - SMILE- Supporting Marginalized Individuals through Livelihood & Empowerment

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Community Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Workforce Focus: Female Only

Initiative Description

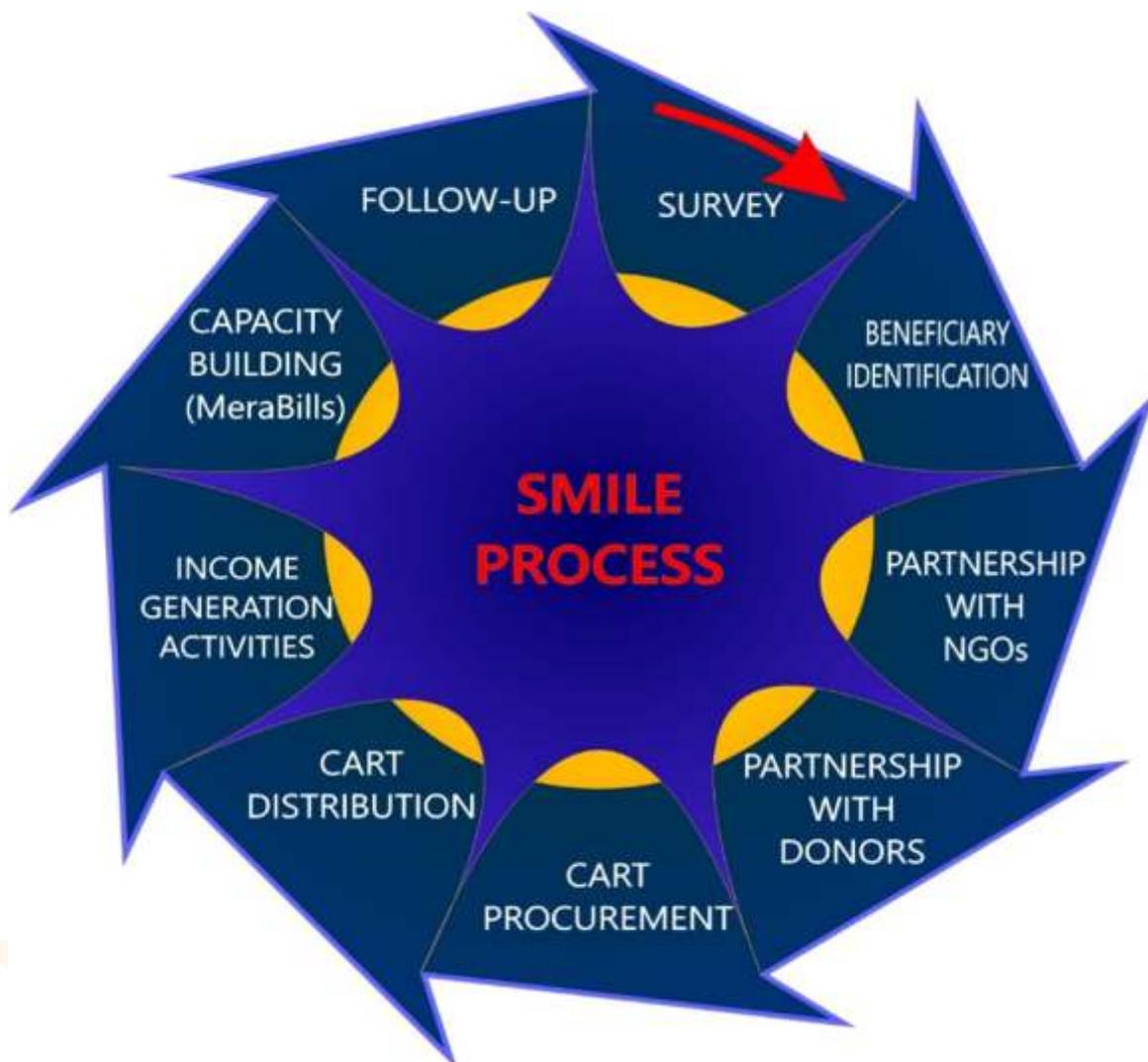
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Access to Capital 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Sensitisation & Awareness Programs 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Enabling Infrastructure (Physical, Policy, Safety etc.) 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Mentoring, Knowledge Sharing & Handholding 	
Quantitative Outcomes:	
<p>More than 78% project participants are continuing their income generation activities on carts and adding average income of around INR 600 every day to sustain their dependents.</p>	
Learnings:	
<ul style="list-style-type: none"> • Flexible Work: It is important to have work timings which are not bound in a time frame because women who have lost their breadwinners, now must take care of their children along with providing the family with financial support. With push/pull cart, such women are their owners and can work as per their convenience. • Collaborations for Empowerment: It is about empowering women and encouraging more, while educating the community in supporting women. A lot of stakeholders were roped in for implementation of the project and the expertise of each organisation was leveraged for the benefit of community members. • Skill development: Entrepreneurial skills were strengthened through various capacity building sessions taken by experts in different aspects. 	
Extended/Detailed Description:	
<p>Many surveys and news revealed that there was a crippling effect of COVID pandemic on the vulnerable sections of the workforce, like the daily wagers and the migrant workers. The impact was majorly on job losses and food security. To corroborate the various studies and to understand the COVID-19 effects in lives of people with whom GMRVF is working in slums of Delhi, a survey was conducted just after waves I & II of the pandemic. The study revealed that the worst hit group was the workers in the urban informal sector after wave 1 and widows who had lost their breadwinner after wave 2.</p> <p>While conducting the study on various aspects like general awareness on COVID-19, effects on livelihoods, health and education were also considered. The team tried to respond to majority of the issues faced by the communities. However, response to livelihood issue for those who have lost their livelihoods during the pandemic was challenging than response to other issues as the livelihood aspirations vary from person to person. A meeting was held with the beneficiaries to understand their immediate needs. Based on the discussion and observations in the field, GMRVF initiated SMILE (Supporting Marginalized Individuals through Livelihoods & Empowerment) project to support livelihood restoration of people who have lost livelihoods during the pandemic. As part of it, through a special radio campaign named "Umeed Ke Pahiye", GMRVF identified COVID widows from different slums of Delhi.</p>	

Initiative Description

The project was decided based on how immediately affected families could be helped with low investment with more outreach, how easy it would be to adopt the activity for the beneficiary and how quickly the process could be completed. The activity identified was push/pull carts support among the needy through the process as depicted below:

The project was piloted with 100 families in year 1 and was extended to 500 families in year 2 focusing on Covid widows (67%). Income generation activities vary from selling vegetables to street retail as summarised.

In year 3, the team researched Street Vendors (Protection of Livelihood and Regulation of Street Vending) Act, 2014 and PM Street Vendors Atmanirbhar Nidhi (PM SVANidhi- 2019). For street vendors who do not have Identity Card (ID) and Certificate of Vending (CoV), the Ministry of Housing and Urban Affairs has launched a Letter of Recommendation (LoR) module to provide benefit to street vendors under the PM SVANidhi scheme. In this initiative, the beneficiaries (especially females) who work continuously and face problems from traffic police and Municipal Corporation during mobile vending, were identified. Moreover, through networking with AIF (American India Foundation) and zonal office of MCD, vending card camps were organised. More than 200 beneficiaries have been linked with the above-mentioned government scheme.





India

Hero Future Energies Pvt Ltd – Initiatives to improve Gender Diversity Ratio

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Energy	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: <ul style="list-style-type: none"> Entire Organisation at Global Level
	Workforce Focus: <ul style="list-style-type: none"> All Workforce
	Initiatives Launched: <ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Succession Planning
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Parental Policies
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equal Pay
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Flexible Working
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g. Insurance)
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Enabling Safe Infrastructure
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Track Women Attrition at Different Levels
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	<ul style="list-style-type: none"> Development Programs/Mentoring
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Succession Planning
Learnings:	
<ul style="list-style-type: none"> Policy should be executed in practice rather remain just on paper. It should drive right from the top Management to have more impact. At every level it needs support of all employees & leaders. Women employees must themselves be aware of policies & practices 	
Key Insights:	
<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level Equity in Hiring and Promotion Equity in Talent Management and Succession Plans/Pipelines Gender Equality and Unconscious Bias Training Pay Equity Psychological Safety of Women in the Workplace Measures against Gender-based Harassment 	

Initiative Description

- Leadership, Mentorship and Skill Development Programs for Women
- Number of support policies in place for women
- Alignment to Business Priorities
- Alignment to Business Priorities
- Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress

Extended/Detailed Description:

We offer a comprehensive package of initiatives to support our female employees throughout their career journey. We run a female-focused campus recruitment program, aimed at attracting talented women to join our organisation. Additionally, we foster a flex work culture that promotes a healthy work-life blend. Another crucial aspect is the mentorship program specifically designed to empower and guide women in their professional growth. Lastly, we prioritise sensitizing our managers about the importance of hiring women candidates and ensuring equal opportunities for their advancement within the organisation. Through these initiatives, we strive to create an inclusive and supportive environment for all our employees.



India

Hindustan Unilever- Women in Frontline- Ahilya Project & Project Samavesh

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Food	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates Create Open and Inclusive Organisational Culture 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: Female Only

Initiative Description	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	Initiatives Launched:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring
Key Insights:	<ul style="list-style-type: none"> Development Programs/Mentoring
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training 	<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness
<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women 	<ul style="list-style-type: none"> Parental Policies Equal Pay
<ul style="list-style-type: none"> Number of support policies in place for women 	<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g. Insurance)
	<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives
	<ul style="list-style-type: none"> Track Women Attrition at Different Levels
	<ul style="list-style-type: none"> Network/Community/Role Modelling Enabling Safe Infrastructure
Quantitative Outcomes:	
<ul style="list-style-type: none"> HUL has invested in building an inclusive culture and bringing in diverse representation. In 2011, we set ourselves the target of having a gender-balanced managerial workforce by 2025. From 18% representation, we are proud to be at 46% gender balance as of 2022. Although it is commonly recognized that women are underrepresented in research and development, we have taken steps to encourage and support their potential to succeed as scientists and technologists. It has been a tremendous accomplishment to go from 42%+ in 2020 to 50% in 2022, and this success has been facilitated by our policies and fundamentals. We currently have four gender-balanced functions – Marketing, HR, R&D and Legal and are on the journey to achieve gender balance across all functions. At our frontline, we have been driving two programs, the Ahilya program –aims to generate equal opportunities for women to join our front-line salesforce and enable them to excel in these roles. We have 1000+ women on the sales frontline. Our target is to have 10,000 women in our Sales frontline by 2025. The second is Project Samavesh – to bring in more female talent on the shop floor. We have already hired 600+ women on the shop floor and we aim to have our Blue-Collar Gender Diversity move from 1% to 12% by 2025. To ensure the successful assimilation of newly joined female employees, we have designed specialized interventions under our onboarding programs. We are working towards a target that by 2025, the Sumerpur factory in Uttar Pradesh will be the first factory to achieve gender equality in South Asia. 	
Learnings:	
<ul style="list-style-type: none"> HUL recognizes that gender diversity is a critical aspect of inclusion and serves as the foundation for a broader approach to creating an inclusive workplace. We have shifted our focus from representation alone to a more comprehensive strategy called "#BELONG," which emphasises inclusion across all dimensions. 	

Initiative Description

- HUL understands that as a large and responsible corporate entity, its influence should extend beyond its employees. We believe in taking an ecosystem approach, involving their partners in the value chain in their diversity and inclusion programs. For instance, we have implemented initiatives like including Shakti with more than 1.9 lakh women micro-entrepreneurs. By involving its partners, HUL aims to make a significant impact on gender inequality beyond its organisation.
- Brands have a powerful role to play in advocating for diversity and inclusion. HUL recognises this and has leveraged its brands as a platform to promote inclusivity. For example, Clinic Plus has launched the #UNMUTE campaign to address domestic violence, while Close-Up has shown support for LGBTQI+ rights. Dove promotes positive beauty by challenging societal norms and promoting self-acceptance. Through their brands, HUL raises awareness and drives conversations about important social issues.
- Inclusive leadership is another crucial aspect of HUL's approach to diversity and inclusion. We have taken our top leaders through a three-month journey to engage in critical conversations about the unconscious say-do gap. This process helps build psychological safety within the organisation and nurtures equity advocates who actively support diversity and inclusion. HUL believes that inclusive leadership is essential for creating an environment where all employees feel valued and included.
- HUL believes that the diversity and inclusion agenda should be led by line leaders and facilitated by HR, rather than the other way around. This approach ensures that diversity and inclusion are integrated into the core business strategy and decision-making processes. HUL emphasises the importance of a strong diversity and inclusion leadership team that drives the agenda and fosters a culture of inclusivity throughout the organisation.
- By implementing these strategies and initiatives, HUL aims to create a workplace where everyone feels a sense of belonging and is treated with fairness and respect. We understand that diversity and inclusion are not just HR initiatives but integral to their overall business success. Through an ecosystem approach, brand advocacy, inclusive leadership, and strong diversity and inclusion leadership team, HUL is committed to creating a diverse, inclusive, and equitable organisation.

Extended/Detailed Description:

HUL's ambition is to become the first FMCG company in India to achieve gender parity at the management level. By the end of 2022, HUL has reached 46% gender parity in their managerial workforce from 18% in 2011, with 36% women in senior leadership roles. They also strive to improve representation in the frontline and shop floor through projects like 'Samavesh' and 'Ahilya.'

Our Legacy Home Care factory in Sumerpur, in the UP, is transforming to be upgraded to a class world-class manufacturing site. With this expansion, we took on an ambition to build our first Gender Balanced site and worked with the State Government on progressive legislation to allow night shift work for women in UP. In addition to building representation. Project Samavesh focuses on enablers like creating active Advocacy in community and educational institutes and building class world-class infrastructure like a Women's Hostel, Creche and security systems. They are also investing in developing future capabilities early on, through a robust induction & onboarding program - "AARAMBH" for female recruits, which covers technical training, workplace practices and women-centric training such as self-defence, financial literacy etc. The representation of women employees has increased from zero in 2021 to 40% in 2022, with further improvements expected.

Initiative Description

Project Ahilya is another transformational movement, to create equal opportunities for women to join frontline sales. With consistent efforts and advocacy, HUL has built a community of over 1,000 Ahilyas (Female Sales Representatives) in our outer core and aspires to have 10,000 by 2026. Systemic investments have been made in Infrastructure and Safety to provide a conducive ecosystem for the Ahilyas to operate in. A tie-up with a start-up WoLoo provides women in sales access to over 10,000 safe and hygienic washrooms across 130+ cities. USafe, an SOS safety feature on the Sales app ensures the safety of our women on the job and beyond. Through Project Ahilya, HUL is positively impacting the communities, empowering women to become financially independent and enabling them to shape their futures.

HUL has made progress in promoting gender balance in its research and development (R&D) function. They are the first in the industry to achieve gender balance in their R&D team. They have achieved this through partnerships with academia, scholarships for aspiring women in STEM careers, inclusive role models, and pioneering policies like parental leave, support for survivors of abuse, fertility support, flexible leaves, and state-of-the-art day care facilities.

HUL launched the #UnMute campaign to address domestic violence. They provide ongoing support to employees and raise awareness about domestic violence, ensuring access to support for women in locations across the country. The campaign includes sessions on women's safety attended by 100% of HUL employees and their families. The objective of the #UnMute campaign is to create awareness about safety, rights, and available resources for women throughout India.

By continuously advancing its initiatives and policies, HUL strives to create an organization that is not only diverse but also truly inclusive.







India

IBM India Private Limited-Caretaker Allowance Policy

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Technology	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 10-50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<p>Key Insights:</p>
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<p>Initiatives Launched:</p>	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<p>Learnings:</p>
<ul style="list-style-type: none"> Care Services 	<ul style="list-style-type: none"> We initially launched this policy only for mothers but later opened it up for all gender parents.
<ul style="list-style-type: none"> Enabling Infrastructure 	<p>Quantitative Outcomes:</p>
<ul style="list-style-type: none"> STEM and Digital Skills 	<ul style="list-style-type: none"> 27 parents (mostly mothers) travelled for work with their babies
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	

Initiative Description

Extended/Detailed Description:

When a family has young children, it can be difficult to balance the demands of a challenging job with the needs of the young. This is especially true if the IBM employee is the parent of an infant, and the job requires travel.

In our continued endeavour to support employees with children between the age group of 0-2 years, we are making an addition to the existing Business Travel Policy.

An IBM employee who is also a parent of an infant (0-2 years old) and needs to travel domestically on IBM business may now choose to travel along with their child and a caretaker. To enable this travel, IBM will pay the ticket cost for the child & ticket and stay cost for the caretaker. This amount will be taxable under the head salary, with appropriate deduction of tax at source.



India

ICICI Lombard General Insurance Limited- Diversity, Equity and Inclusion, Branded as "All OK Please"

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building Diversity, Equity and Inclusion at ICICI Lombard.	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
• Attract and Hire Female Candidates	All Workforce
• Motivate Female Employees to Advance to Leadership Roles	Initiatives Launched: <ul style="list-style-type: none"> • Formation of a DEI Steering Committee & subcommittees • Revision of Policies and Guidelines (Maternity Transition, Part-time work) • DEI Communication and Branding to sensitise employees. • Launching Employee Resource Groups • Second Career Program for Women returning to work
• 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 Organisational Culture	
• Develop Gender-sensitive Organisational Policies	
• Develop Monitoring, Reporting and Evaluation Mechanisms	
• Develop Programs for Mentorship of Female Employees	
Quantitative Outcomes:	
<p>Band Wise Gender Diversity (Women), last year we moved from 18.27% at the beginning of the FY to 21.60% at the end of the FY.</p> <ul style="list-style-type: none"> • Diversity at Leadership Level: 11 Women • Diversity at Middle management level: 99 women • Diversity at junior management level: 2733 women • Cascade of the organization focus on DEI: Coverage 95% employees through physical sessions <p>Ongoing Employee Communication to strengthen sensitivity towards women employees and eliminate biases</p> <ul style="list-style-type: none"> • Live Leadership Chats (On a Quarterly basis): Coverage (11774 employees) • Employee Resource Groups (On a Quarterly basis): Coverage (15% female employees in the pilot batch) 	

Initiative Description

Program for Hi-Po women leaders (Annually - 14 women)

- This program was launched for Hi-Po women leaders on the verge of transitioning into senior management or who have just transitioned into senior management. This would help make them be ready in areas which are a challenge for women at this level & lots of times makes them unable to break the glass ceiling. This program which is a combination of group coaching as well as one-one interventions is facilitated by an external expert in this area and has the senior leadership team as its sponsor.

Development program for women leaders in junior to middle management (Annually - 218)

- The program enables women employees to be part of talent pool thereby increasing gender representation. The idea is to build capability of female employees which promotes sustainable and inclusive career growth at ICICI Lombard.

In Terms of the PMS/ Promotion Process

- Effort is made to ensure that the outcome of the appraisal process is fair and transparent. As an annual practice, HR also keeps a check to arrest any categorical difference in the ratings & promotions patterns between diverse workforces.

Learnings:

Our learning from the interventions we drove so far taught us:

- A diverse workforce brings in higher productivity and varied thought process creating a unique edge and learning experience for each of our employees and prospective employees.
- A diverse workforce also - Improve results, provide different perspectives and better connect with a diverse customer base.
- A diverse workforce drives innovation and increases productivity companywide.
- In the DEI journey inclusion and equity are the most underplayed dimensions. But in actual inclusion and equity if done right pave the way for a diverse workforce in a sustainable way.
- Our efforts will continue in the coming financial year with a deeper reach. "At ICICI Lombard we believe in nurturing talent. It remains our constant endeavour to help people grow and reach their professional highs".

Key Insights:

- Raising the Composition of Women in the Workforce at each Seniority Level
- Equity in Hiring and Promotion
- Equity in Talent Management and Succession Plans/Pipelines
- Gender Equality and Unconscious Bias Training
- Pay Equity
- Increased Women's Access and Integration to Markets and Resources
- Psychological Safety of Women in the Workplace
- Measures against Gender-based Harassment
- Leadership, Mentorship and Skill Development Programs for Women
- Number of support policies in place for women
- Alignment to Business Priorities
- Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress

Initiative Description

Extended/Detailed Description:

In 2022, on women's day, we embarked on this journey of providing a structured program management approach towards DEI by forming the DEI steering committee comprising of members from cross functional leadership working with specific agenda to ensure a diverse, equitable and inclusive workplace. From a functional standpoint, the Steering Committee was divided into three subcommittees defined to work on specific actionable. The subcommittees are as follows:

- Attract and Retain
- Culture and Environment
- Develop and Engage

Our DEI agenda was shared and socialised with the larger leadership team as part of our annual strategy met giving it a business focus. Further the agenda was cascaded by the leadership team to all employees in form of physical session at their locations. The leadership team interacted with all our employees to understand their thoughts and feedback on DEI. The DEI subcommittees are now individually working on specific action areas identified.

- **Attract and Retain:** Last year, we launched the 25X25 agenda. The agenda indicates we will have 25% of women population by the year 2025. Towards this agenda each of the business groups and verticals have specific quarter wise targets which are adhered upon. At the current stage we have reached our women diversity percentage from 18.27% to 21.60% in the last one year. The entire policies and practices have been audited by an external DEI consulting firm to ensure inclusion for diverse workforce. While polices & practices like - Fertility leave, special childcare allowance, adoption leave have been there for a long time, basis recommendations we have launched a few new polices & practices. Maternity transition guidelines have been launched for the female employees to smoothen their transition into and out of the maternity period. Part time working policy has also been launched to provide flexibility to employees who might need this arrangement to manage their critical personal life events while working at the same time. Ahead with our commitment towards DEI we will continue to work upon creating an environment that foster DEI.
- **Culture and Environment:** DEI communication and Branding under the umbrella "All OK Please" is used to sensitize employees on different aspects of DEI. This communication in form of audio visuals, live chat shows, interviews with internal and external people who have broken gender stereotypes, Nukkad Natak and messages through posters, cut-outs, hoardings etc. has been shared across the organization. Employee resource groups (ERGs) have been launched across locations to provide a platform to female employees to come together & discuss their common challenges & share experiences on how they dealt with it. While the primary aim is to make these groups self-supporting, but these discussions also become a feeder for areas on which the organization can work to make the workplace more inclusive.
- **Develop and Engage:** Development is being focused at from various lenses, separate programs are being planned for women at various cohorts like - talent pipeline to leadership level, leaders in middle management. The organisation is also working on building a second career program for women who want to return to work after a break.

Initiative Description

To build a culture of inclusion the organisation has designed & deployed interventions which enable sensitization & awareness of the employees & leaders on the same.

Multiple workshops for the senior leaders have been conducted to sensitise them & make them aware about stereotypes & unconscious biases. Multiple interactions with external speakers have been organized to provide an exposure to employees on the external best practices in the DEI space. Some of these sessions also broadened their awareness about women who broke stereotypes to be where they are. Going forward, we will continue to strengthen our DEI journey and create an inclusive work environment.





India

Indian Farmers Fertiliser Cooperative Limited (IFFCO) - Women Empowerment

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Chemical	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPIs: <ul style="list-style-type: none"> • Benefit to Women in Rural area 	

Employees 1000 - 5000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<p>Workforce Focus:</p> <p>All Workforce</p>
<p>Initiatives Launched:</p> <ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	<p>Key Insights:</p> <ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<p>Quantitative Outcomes:</p> <ul style="list-style-type: none"> Currently 1900 SHGs are being nurtured with a total membership of 19,451 of which 94% are Women. Efforts for reducing Women drudgery benefitted approximately 9000 Women. Various trainings provided to approximately 190,000 Women under the Capacity Building Programs. Microenterprises Development support benefitted approximately 1252 Women. 	
<p>Learnings:</p> <ul style="list-style-type: none"> In rural areas, despite their hard work for household work and other physical labour, Women can hardly spare time for self-development. Women also do not own assets in their name. Due to this, Women are also not given due consideration and involvement in decision making in her family. This may result in degradation of their physical and mental health and well-being. IFFCO is making all efforts by programs of SHG management, Skill Development, Drudgery reduction, to motivate the Women for self-development and enhancement of their enterprising skills. These activities helped in developing confidence and self-esteem along with sense of leadership amongst the rural women. Health awareness programs helped in improving the health while keeping the better sanitation and hygiene. Gradually, the contribution of Women in income generation and assets creation for their families are being also recognised and they are becoming more active in decision making process of their family. 	
<p>Extended/Detailed Description:</p> <p>IFFCO is striving since its inception to increase income of rural people and farmers. Women play a pivotal role in the rural development in India, still rural Women have the least access to basic needs such as food, health and education. IFFCO has made several efforts in more than last two decades for empowering rural women directly or through its subsidiaries as under:</p> <ul style="list-style-type: none"> Development & Strengthening SHG: Self Help Groups (SHG) provides a strong platform to the Women for their overall development. SHG are being strengthened through Regular Meetings, Exposure Visits, need based Skill Development and Capacity Building Programs etc. Reducing Women drudgery: In order to reduce rural Women's prolonged hard labour hours and to improve their health, IFFCO distributed Smokeless/Smart chulha (Stove), Pressure Cooker, LPG Gas connection, Flour Mills, Solar based drinking water filter Units and constructed toilets & bathrooms. 	

Initiative Description

- **Capacity Building:**

Focus on development of skills in Women is crucial in motivating them to develop life skills that will lead to better livelihood, economic independence and the ability to earn for their families. Various training Programs are organized by IFFCO to educate and develop knowledge for Women in the rural areas. It included the computer knowledge, computer distribution, preparation of pickles & other food items, microenterprises development, agriculture, management of SHG, Child & Women Health, Women rights etc.

- **Microenterprises Development:**

On completion of skill trainings, IFFCO helps in setting up different microenterprises/income generating activities. Some activities are such as making of Scent Stick, Wick, Sanitary Napkin, Handicrafts, Handloom, Garments, Toys, Bamboo based items/furniture, Areca nut Leaves Plates and skill-based works such as Meenakari, Tailoring, Embroidery, Beautician, Knitting, Applique Items, Beauty parlour etc.

- In addition to above, in IFFCO, Women are treated with equality, and they have participation in all important functions like Engineering, Finance, Human Resources, Information Technology, Cooperative Relations, etc. Our subsidiaries like IFFCO Bazar are being led by Women employees and we also have Women in the Board of Directors of IFFCO and its subsidiaries.





India

Intel – Holistic Focus on Building and Growing our Women Talent Base

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Semiconductor	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Attract and Hire Female Candidates Develop/Strengthen Women Leadership Pipeline Support Work and Life Balance/Integration of all Employees 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	All Workforce
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Key Insights:
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
Initiatives Launched:	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Network/Community/Role Modelling 	Learnings:
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Leadership sponsorship goes a long way in ensuring the success of any program and pushing the needle and focus on diversity.
<ul style="list-style-type: none"> Equal Pay 	Quantitative Outcomes:
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	The special focus on growth of diversity technologists has achieved YOY growth of 167% women technologists in 2022 v/s that in 2021.

Initiative Description

<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<p>We are on track with Women Leadership representation goals with regards to our RISE 2030 goals.</p> <p>We have an Employee Inclusion Survey that happens yearly which is focused on diverse employee groups i.e., Women, LGBT+ and PWD. Intel India scored 90%+ On Inclusion and belonging related questions. All our Inclusion events receive feedback on our meetup tool, and the ratings of all sessions conducted so far has been 4.5 stars and above with heart-warming feedback from the attendees on how useful they found the sensitisation sessions.</p>
<ul style="list-style-type: none"> • Flexible Working 	
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> • Enabling Safe Infrastructure 	
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	

Extended/Detailed Description:

Measuring to Improve: Intel has set a goal to achieve 40% of women talent in technical roles by 2030 (RISE 2030 Goals). We have a Diversity dashboard that live tracks the progress & highlights gap towards our 2030 goals. Our dashboard presents our Diversity hires at different Grade levels & the gap we need to work to meeting a healthy number across groups. We have Progression Dashboards that live tracks & highlights gaps in promotion and ratings – this Impacts reduce gender bias that may arise during the decision-making process for rewards and promotions.

Building and Nourishing an Efficient and Sustainable Women Talent Pipeline: From a hiring standpoint we have a keen focus on hiring of Women talent through our Campus hiring programs and specifically this year with limitations on hiring we are looking to build a strong women Intern pool who we can hire for full time roles in the future.

- The H2O program (Targeted at women with career break to return to work)- Intel India's returnee program for Diversity talent is known as 'Home to Office' or 'H2O' initiative that helps bring women back to work from their career breaks due to family or personal needs.
- Focus on our leaky pipeline (mid management levels) through a mentorship program called Momentoring for new mothers while they navigate through the maternity phase and early motherhood while balancing their careers.

Supportive Ecosystem & Infra Facilities:

- Mother's room, mother's reserved parking and cubicles at all Intel buildings
- Bandhan, a Parenthood program focused on providing a support system to expectant mothers & new parents without compromising on career aspirations
- Gradual return to work after maternity (Intel India provided Women with 6 months maternity before it was mandated by compliance)
- Work from home, day care reimbursement program, day care concession programs, paternal leaves (Increased to 6 weeks from the original 2 weeks)

Initiative Description

Building advocacy for Gender diversity in the ecosystem: we believe a key factor in attracting talent from external sources is to make our presence and commitment to D&I felt in the ecosystem:

- We lend a huge focus on technical conferences and on opportunities for our senior women to go in as speakers or panellists in technical and non-technical tracks at external events
- Some of the conferences driven through this initiative are VLSI, Grace Hopper Conference India (GHCI), Society of Women Engineers (SWE), IEEE Wintechon, SNUG, DevCon Intel India were Platinum Sponsors for the 1st ever LGBTQ Job Fair in India called RISE, attended by 50 organizations, 400 delegates. 135 relevant resumes sourced.
- Our senior leaders are vocal advocates for our D&I commitments in various forums (Fullerlife Health Conference on Mental Health panel, This Can Happen Asia Leadership Panel on the importance of investing in Mental Health of Employees, upcoming Nivruti Rai's Ally Story by Pride Circle publishing)

Enabling Women to Lead the Future:

- A holistic focus on initiatives like Promotion and Pay parity for women v/s that of male employees, dedicated focus on Diversity as part of our Leadership development program- Leadership Xpo and our Site Technical Leadership Development program which aims at growing our director+ and Principal Engineer women population respectively.
- WIN - Women@Intel Network: Women employees have access to a strong support Employee Resource Group, named Women at Intel (WIN), led by strong Business Leaders with active members, advancing careers, developing leadership skills (tech and non tech) and discovering future potential.





India

ITC Limited - Execution of DEI Strategic Framework

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Agriculture - Fruits & Vegetables, Tobacco, Others; Manufacturing - Food, Pulp & Paper; Services - Wholesale & Retail, Food Processing, Forestry, Wood, Pulp and Paper Sector; Hotels	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Measuring to Improve	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Step 1- Defining KPIs/Dashboard & Assessments	
Initiatives Launched:	
<ul style="list-style-type: none"> Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps 	
<ul style="list-style-type: none"> Define KPIs Based on Gaps & Cross-reference with Other Material 	
<ul style="list-style-type: none"> Build Dashboards & Monitoring Systems 	
Dimensions Considered:	
Composition of Workforce at each Seniority Level	
Equity in Hiring and Promotion	

Initiative Description	
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	
Leadership Development Programs for Women	
Measures against Gender-based Harassment	
Alignment to Business Priorities	
Processes/tools to Listen and Keep Listening to the Target Population	
Integration of Business with the Care Economy Dimension for Women	
Gender Responsive Budgeting	
Step 2- How to Monitor and Share KPIs to Define Improvement	
Initiatives Launched:	
<ul style="list-style-type: none"> • Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions 	
<ul style="list-style-type: none"> • Publish Best Practices within Industry/Company through Disclosure of Gender Inclusive Data/Policies to Highlight Positive Examples 	
<ul style="list-style-type: none"> • Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education 	
Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes	
Initiatives Launched:	Dimensions Considered:
<ul style="list-style-type: none"> • Recognise Results with Annual Award 	<ul style="list-style-type: none"> • Gender Pay Gap
<ul style="list-style-type: none"> • Impact Variable Pay with Diversity Goals 	<ul style="list-style-type: none"> • Proportion of Women and Men Getting a Promotion
	<ul style="list-style-type: none"> • Proportion of Women and Men in Senior Management
	<ul style="list-style-type: none"> • Proportion of Women and Men Getting Salary Increase
	<ul style="list-style-type: none"> • Proportion of Women and Men in Hiring
	<ul style="list-style-type: none"> • Leadership and People Development Capability (for Managers)

Initiative Description

Learnings:

- ITC has always been an equitable and meritocratic workplace. We acknowledge that every individual brings different perspectives and capabilities to the team and that a strong team is founded on various perspectives. The journey of enhancing diversity was facilitated as it stood on the ground of Gender Friendly workplace and Respect for people. Our learning from this is when initiating an organization-wide process, basing it on the existing strength of the organization imparts better initial momentum.
- Leadership commitment ensures credibility and alignment. Since the beginning of our journey, our leadership has consistently reinforced the importance of DEI in all the employee communications and leadership connect sessions. It significantly helped ramp up the focus across the organization to enhance the diversity, equity & inclusion agenda.
- Setting and achieving milestones in diversity and creating enablers of equitable behaviour in the workplace must be given equal importance. The initial part of our Diversity and Inclusion journey was marked by large-scale sensitization of all employees. It helped us to drive the diversity and inclusion agenda in a more integrated manner.

Extended/Detailed Description:

ITC is committed to enhancing gender diversity and participation of the differently-abled in the workforce, and where needed, is undertaking supportive actions in the spirit of equity at the workplace. Such concentrated actions span three vectors of the Framework, namely:

- Representation
- Inclusion & Enablement
- Commitment and Assurance

ITC believes that diversity at workplace creates an environment conducive to engagement, alignment, innovation and high performance. This is achieved by a policy that ensures diversity and non-discrimination across the Company.

The Company's policies ensure a work environment that is free from any form of discrimination amongst its employees in compensation, training and employee benefits, based on caste, religion, disability, gender, sexual orientation, race, colour, ancestry, marital status or affiliation with a political, religious or union organisation or majority/minority group. ITC is an equal opportunity employer, and recruitment at ITC is solely based on merit and ability. ITC's efforts to enhance Diversity, Equity, and Inclusion are founded on the conviction that a diverse workforce contributes to rich discourse, promotes holistic perspectives, fosters creative solutions, and is integral to serving our customers better while creating value for all stakeholders.

Through policies offering flexible work arrangements, extended childcare leave, travel support for infants and care-givers, secure transport, paternity leave, same gender partner medical benefits, infrastructure support coupled with various large scale sensitization programs, Employee Resource Groups and the commitment and sponsorship of leaders, ITC provides an enabling environment to further its Diversity, Equity and Inclusion goals. Amongst several positive outcomes, the Company's recruitment of talent from premier campuses reflects diversity ratios superior to the prevailing norm in such institutions.

Initiative Description

Gender-sensitization and inclusive hiring workshops are being conducted for managers across the organisation. Comprehensive development programs for women managers and women-focused Wellness programs bear testimony to the Company's efforts on the enablement vector of its Diversity, Equity and Inclusion Strategy.

ITC has provided special impetus to programs directed at enhancing gender diversity in the workforce. As an illustration, several of ITC's Integrated Consumer Goods Manufacturing & Logistics (ICML) facilities represent industry leading gender diversity. With every successive ICML coming on-stream, the representation of women in the workforce has progressively increased. Similarly, ITC's Hotels Division is amongst the leading employers in the industry regarding women representation as well as a significant employer of the differently abled. The Life Science and Technology Centre is another exemplar of gender diversity in addition to various other functions in several of ITC's Businesses.





India

ITC Limited - Enhancing Diversity Through Enabling Policies

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Agriculture - Fruits & Vegetables, Tobacco, Others; Manufacturing - Food, Pulp & Paper; Services - Wholesale & Retail, Food Processing, Forestry, Wood, Pulp and Paper Sector; Hotels	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Initiatives Launched: <ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring Development Programs/Mentoring
	<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Succession Planning
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Network/Community/Role Modelling
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Parental Policies
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Equal Pay
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Graduate Program/Link to Education Institution
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Flexible Working
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g. Insurance)
	<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives
	<ul style="list-style-type: none"> Track Women Attrition at Different Levels
	<ul style="list-style-type: none"> Enabling Safe Infrastructure
	<ul style="list-style-type: none"> Dashboards to track usage of policies & initiatives
	Key Insights:
Learnings:	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<p>The policies were welcomed warmly since they synchronised well with ITC's "caring organisation culture" among employees. Our learning has been that any DEI measure capitalising on the prevalent cultural norms has a higher likelihood of success.</p>	<ul style="list-style-type: none"> Equity in Hiring and Promotion
	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> Pay Equity
	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace

Initiative Description

- Measures against Gender-based Harassment
- Leadership, Mentorship and Skill Development Programs for Women
- Number of support policies in place for women
- Alignment to Business Priorities
- Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress

Extended/Detailed Description:

ITC believes that a diverse workforce contributes to rich discourse, promotes holistic perspectives, fosters creative solutions, and is integral to serving its customers better while creating value for its stakeholders. Progressing Diversity, Equity and Inclusion at ITC is a systemic and ongoing endeavour. ITC promotes diversity and enables an inclusive climate through its policies, systems, and actions. Employees and business associates are encouraged to be authentic, share views freely, value differences, and treat each other with humanness and dignity. The Company's policies ensure a work environment that is free from any form of discrimination among its employees.

Policies & Programs on Diversity, Equity & Inclusion for Women:

- Offering flexible work arrangements, extended child care leave, travel support for infants and caregivers,
- paternity leave, same-gender partner medical benefits,
- Secure transport, infrastructure support
- Sensitisation programs, formation of Employee Resource Groups and the commitment and sponsorship of leaders.
- Programs for promoting women workforce in manufacturing.

Highlights:

ITC's talent recruitment from premier campuses reflects diversity ratios superior to the prevailing norm in such institutions.

Gender sensitization and inclusive hiring workshops for managers across the organisation. Women-focused - Wellness programs, Leadership Development Programs.

ICML in Medak, set up in 2021, has a 100% women workforce, and ICML manufacturing unit in Pudukottai is the largest women-run FMCG factory with a daily workforce of 1400+ women.

ITC's Hotels Division is amongst the leading employers in the industry on gender diversity and an employer of People with Disabilities.

Road Ahead:

ITC will continue to direct its efforts on developing a sustained pipeline of women leaders. Focused efforts in the induction of women talent and monitoring the same at the recruitment pool level, periodic sensitisation to enhance the workplace inclusivity climate, and refreshing policies with employee feedback will be the key vectors in achieving the Diversity goals.



India

ITC Limited - Strengthening the Women Leadership Pipeline

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Agriculture - Fruits & Vegetables, Tobacco, Others; Manufacturing - Food, Pulp & Paper; Services - Wholesale & Retail, Food Processing, Forestry, Wood, Pulp and Paper Sector; Hotels	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
	Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Initiatives Launched: <ul style="list-style-type: none"> Soft Skills and Leadership
	<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs
	<ul style="list-style-type: none"> Mindfulness and Wellbeing
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Enabling Infrastructure
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> STEM and Digital Skills
	<ul style="list-style-type: none"> Open and Inclusive Organisational Culture
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Care Services
	Key Insights: <ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
	<ul style="list-style-type: none"> Equity in Hiring and Promotion
	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
Learnings:	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<p>The network of women managers inside and outside the organisation is essential to women's leadership development. It creates a safe space and catalyses the cross-pollination of ideas that the network members find helpful in solving personal and professional challenges. We actively have taken the learnings forward and amplified them with our employee resource groups across the businesses.</p>	<ul style="list-style-type: none"> Pay Equity
	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
	<ul style="list-style-type: none"> Measures against Gender-based Harassment
Extended/Detailed Description:	
<p>We have adopted a three-pronged strategy, focusing on Representation, Enablement & Inclusion and, Commitment & Assurance to actualize our DEI mission. We have rolled out policies to ensure the seamless inclusion of women talent across life stages and have taken several measures to increase the number of women across all responsibility levels to enhance Representation. Targeted capability-building programs and institutionalizing Employee Resource Groups that converse and communicate gender-specific issues in the workplace have been two essential steps in strengthening Inclusion & Enablement. Our focus on Commitment and Assurance is reflected in the emphasis on the leadership accords to the DEI agenda and its progress and the organization-wide celebration of various purposeful occasions.</p>	

Initiative Description

To enhance the sensitization, focused sessions have been undertaken involving the leadership teams and renowned experts across businesses. A tailored learning course has also been introduced to equip all ITC employees to consistently understand workplace diversity, equitable behaviour and inclusive practices. Parallely, we have rolled out our targeted capability-building programs to develop ITC Women Managers, cognising for future leadership roles. The programs aim to enable our women managers to navigate through contextual factors and challenges, explore these contextual factors; understand their underlying assumptions; the beliefs that drive choice-making, consciously and unconsciously; and help them reconfigure their choices and fulfil their growth as individuals. Additionally, professional skill-based training such as crafting and executing business strategies and developing digital business models have been regularly rolled out, covering the requisite women managers.

An essential part of ITC's enabling effort consists of an immersive coaching experience delivered in a highly bespoke manner engaging with renowned executive coaching agencies. These coaching interventions leveraged the women managers' innate strengths, brought out their authentic leadership styles and enabled them to achieve targeted professional growth.





India

ITC Limited - Pashu Sakhi: Helping Women Entrepreneurs In Rural Areas With Livestock Development

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Agriculture - Fruits & Vegetables, Tobacco, Others; Manufacturing - Food, Pulp & Paper; Services - Wholesale & Retail, Food Processing, Forestry, Wood, Pulp and Paper Sector; Hotels	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Livelihood Diversification 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Sustainable & Inclusive Growth with Society 	Workforce Focus:
Initiatives Launched:	All Workforce
<ul style="list-style-type: none"> Access to Capital 	Key Insights:
<ul style="list-style-type: none"> Market Linkages & Procurement Opportunities 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Financial & Digital Skilling 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Sensitisation & Awareness Programs 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Participatory Development through Empowered Grassroots Institutions 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Pashu Sakhi: Women entrepreneur helping goat owners improving their income 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
Learnings:	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<p>We found that such entrepreneur support programs work best whenever they are not stand-alone initiatives but are part of broader outreach programs. Therefore, in ITC, all such programs are appropriately combined under various heads of our social investment interventions and delivered in a bundled manner, covering multiple groups of beneficiaries together.</p>	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Extended/Detailed Description:	
<p>Most socio-economically weaker households in rural India maintain different livestock species, including goats, to supplement their income. Women in these families always rear goats. In catchment areas of ITC's factories, women were engaged in similar practices. In the past, they used to keep a smaller number of goats, and whenever they became ill, they used to die. This fear of loss forced the women to sell their goats in distress at a subpar price.</p> <p>A year ago, more than 100 such women were trained by ITC as Pashu Sakhis on goat nursing skills, including Vaccination, deworming, Castration, advising of feeds and sale of inputs required for goat owner women. Every morning, they set out to do the rounds of tiny mud lanes in nearby villages, dressed in uniform for Pashu Sakhis, for their customers who are fellow goat owners. They offer a range of paid services viz. Deworming (Rs.10), Vaccination</p>	

Initiative Description

(Rs.10), Castration (Rs.50) and other medical interventions that are permissible for para-veterinarians and needed in the villages.

This intervention has decreased goat mortality, a protracted issue in these villages. Under this program of ITC, a Goat Resource Center (GRC) has also been set up to support grassroot level entrepreneurs. They also procure approx. 40 kg goat feed in bulk and then sell to fellow goat rearers. On average, such women have a regular additional income of Rs. 3,000 - 3,500/ month.

For more information, please visit:

<https://www.itcportal.com/sustainability/sustainability-integrated-report-2022/ITC-Sustainability-Integrated-Report-2022.pdf>

Women power on display at several ITC FMCG Plants-

<https://youtu.be/MoYPXaq1Ko8>



India

Mahindra and Mahindra Ltd.- Bridging the Gender Gap On The Shop Floor

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Automotive	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates Address Unconscious Bias and Eliminate Gender Stereotypes 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: Female Only

Initiative Description	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	Key Insights:
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> • Number of support policies in place for women
Initiatives Launched:	
<ul style="list-style-type: none"> • Hard Skills for Managers/Entrepreneurs 	
<ul style="list-style-type: none"> • Individual Coaching and Mentoring/Networking 	
<ul style="list-style-type: none"> • Soft Skills and Leadership 	
<ul style="list-style-type: none"> • Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Mindfulness and Wellbeing 	
<ul style="list-style-type: none"> • STEM and Digital Skills 	
Quantitative Outcomes:	
<p>We are making steady progress in including more women in the workforce. Today, we have 1060 women associates in the Automotive Sector, on the shop floor and in the service function - triple the number we had three years ago.</p>	
Learnings:	
<ul style="list-style-type: none"> • One of the basic and important points to be considered is that the careers in the Automotive sector related to core skills like welding, painting, machining, etc, have never been an attractive career option for women. Hence, availability of women in the above ITI trades is limited. To attract women towards such careers, it becomes important to reach out to them, engage with them, and train them to meet the internal skills. We also need to look at reaching rural areas and starting job-based courses in ITIs to meet the skills requirement. • Core manufacturing has traditionally been a male bastion, with people thinking that manufacturing involves lot of strenuous manual work. Technology has changed over the past many years and the work environment has changed in the manufacturing industries. It becomes important to change the erstwhile image of manufacturing and create this awareness in the society. In our effort towards bringing in gender diversity, our experience with female workforce has shown that they bring in diligence, discipline and focus to the shop floor. However, it is important to develop infrastructure to take care of tasks that involve lifting of weights, a certain height, etc. With Atmanirbhar Bharat, and more and 	

Initiative Description

more manufacturing companies setting up shops in India, championing women's inclusion in manufacturing, by ensuring availability of the right infrastructure, will go a long way in their economic empowerment.

Extended/Detailed Description:

Gender diversity in the auto industry has been growing slower compared to other sectors like IT and services. However, there has been a noticeable increase in the number of women entering the manufacturing sector in recent times. Companies are actively supporting and encouraging this change to create an inclusive workforce. Our progressive global conglomerate recognised this need and initiated the process of recruiting female officers as trainees on the shop floor a few years ago.

We aimed to have 33% women as trainees (GET/GAT) at all locations, as most of our manpower requirements were fulfilled through this channel. Today, we can see women officers working on the shop floor across the automotive sector. In the workers' category, our numbers have tripled compared to the previous year.

One of our key initiatives to engage women associates on the shop floor was Project Prakruti. Launched in May 2016, the project aimed to promote gender diversity and provide sustainable livelihood opportunities for women in the Western Maharashtra region and tribal areas. The project focused on developing welding skills among women through training courses and facilitating employability or entrepreneurship.

Several challenges were overcome to achieve this goal, including changing mindsets through discussions with parents, designing training modules in partnership with ADOR Welding Academy, and upskilling the trainees to match industry requirements. The project also involved identifying suitable work locations, developing infrastructure, providing financial aid during training, and creating a women-friendly welding workstation.

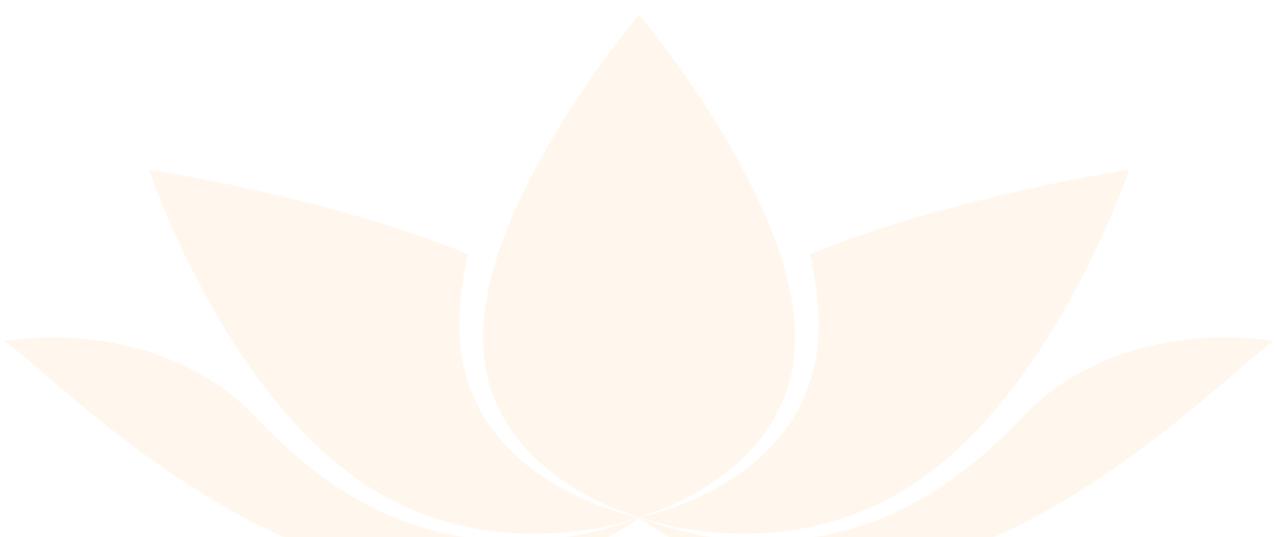
The support of ADOR Welding Academy was crucial in training the associates who came from diverse backgrounds and had no prior exposure to welding. The training program covered theoretical, practical, and soft skill training, with modules on various welding techniques. After completing the program and joining formalities, the associates were ready to work on the shop floor.

To enhance practical skills, trainees underwent dexterity training, which included practicing on a practice table following standard operating procedures. Practical training areas included plate assembly, triangle assembly, and clip and screw tightening. Trainees were evaluated before proceeding to on-the-job training.

The initiative expanded across plants in the Automotive Division, with women associates working in powertrain assembly, welding shops, and other manufacturing roles. Availability of associates near plant locations remained a challenge, but efforts were made to provide a safe work environment, infrastructure, and transportation.

To increase the number of women employees, a cross-functional team (CFT) was formed at the AD Manufacturing level, led by plant heads and supported by ER/HR members. The CFT focused on recruitment, infrastructural requirements, skill development training, and engagement initiatives. As a result, the number of women associates exceeded 1,000 in F23.

Engagement activities such as personality development, self-defence training, wellness initiatives, celebrations, and competitions were conducted to enhance the experience of women associates. The initiative aimed to improve their quality of life, foster self-confidence, independence, pride, self-esteem, and competitive edge.





India

Maan Deshi Foundation - Mann Deshi - 1 Million Women Project

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Women entrepreneurship and community development	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
Other Impacted KPI's: <ul style="list-style-type: none"> • Personal and household information and socioeconomic status (age, education, marital status, number of children, caste, household members and their work and income) • Detailed individual financial behaviour (owning/usage of banking and bank accounts, savings, credit, investments, insurance, assets, ease with digital mediums) • Detailed business-related information (nature of business/es, income, working capital, investments, sales, turnover, credit, expenditures, savings, customers, employees, assets, markets, marketing, technology and digital usage, goals and challenges, licenses, financial/accounting practices etc) • Confidence and decision-making (self in personal/business life, freedom of movement for personal/business/financial reasons, ability to make decisions on household/business finances, health, education, social engagements etc). 		



Employees
200 - 500

Focus on
**Supporting Women
Entrepreneurs & Leaders at
the Local Level**

Level of Implementation
**Stage 5: Part of Company
Ethos**

Initiative Description

Main Goals:

- Expand Capability and Experience of Female Employees
- Motivate Female Employees to Advance to Leadership Roles
- Motivate Male Managers to Develop Female Leaders
- Develop/Strengthen Women Leadership Pipeline
- Increase Leadership Role-models and their Visibility
- Develop Network for Mutual Support and Learning
- Address Unconscious Bias and Eliminate Gender Stereotypes
- Create Open and Inclusive Organisational Culture
- Develop Gender-sensitive Organisational Policies
- Develop Programs for Mentorship of Female Employees
- Develop Monitoring, Reporting and Evaluation Mechanisms

Perimeter of Implementation:

Entire Organisation at Global Level

Workforce Focus:

Broader Diverse Workforce

Initiatives Launched:

- Access to Capital
- Financial & Digital Skilling
- Soft Skills & Leadership Training
- Sensitisation & Awareness Program
- Enabling Infrastructure (Physical, Policy, Safety etc.)
- Mentoring, Knowledge Sharing & Handholding
- Market Linkages & Procurement Opportunities

Key Insights:

- Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
- Number of support policies in place for women
- Leadership, Mentorship and Skill Development Programs for Women

Initiative Description

- Measures against Gender-based Harassment
- Psychological Safety of Women in the Workplace
- Increased Women's Access and Integration to Markets and Resources

Quantitative Outcomes:

Through Mann Deshi's-1 Million Women Project (India), to date 9,00,000 women have been reached and the aim is to reach 1 million women by 2024.

Learnings:

- Through the implementation of our good practice, Mann Deshi has gained valuable insights that can guide organisations worldwide in adopting similar approaches. One such learning emerged from our unwavering commitment to empowering 1 million women entrepreneurs by 2024. This ambitious goal has propelled us to forge partnerships with technical experts, funding partners, and international collaborators, fostering a collaborative ecosystem to build a robust platform for women entrepreneurs.
- An essential learning has been the power of strategic collaborations. By joining forces with organisations like the Srishti Institute of Art Design and Technology in Bangalore, we successfully digitised our flagship programs, including Financial Literacy, Digital Literacy, Deshi MBA, and selected modules of the Chamber of Commerce program. These collaborations have accelerated the process, leveraging expertise and resources to amplify the impact of our initiatives.
- Furthermore, our focus on digital inclusion has been transformative. We recognized the diverse needs of our beneficiaries, particularly those who are illiterate. To address this, we developed a chatbot that delivers short text messages and audio modules in the Marathi language, ensuring accessibility and inclusivity. This emphasis on adapting to the specific circumstances of our target audience has highlighted the importance of tailoring solutions to achieve meaningful impact.
- A testament to our progress is Akkatoi Veerkar's story. Akkatoi, a 55-year-old vegetable vendor who had never attended school, found herself seated in a bus at the Mhaswad weekly market, attentively listening to a teacher discussing the benefits of digital finance. Previously, she believed that using an ATM card was reserved for educated individuals. However, through our programs, Akkatoi discovered how simple and empowering digital finance can be. Excitedly, she expressed her eagerness to start using an ATM card and explore mobile apps for easier transactions with farmers. Akkatoi's story exemplifies the transformative impact of our initiatives, breaking barriers and empowering women like her to embrace new opportunities.
- Another vital learning has been the importance of recognizing milestones and seeking recognition. Our chatbot's feature in the esteemed G20 Forum marked a significant milestone, validating our efforts and enhancing our credibility. This recognition has opened doors for further collaborations and opportunities for growth and replication.
- Lastly, our women and community-driven approach has been instrumental in our success. We prioritise providing platforms for women to voice their opinions, participate in decision-making processes, and drive program implementation. By embracing their wisdom, we empower our field officers to become program directors, fostering a sense of community ownership and participatory development.

Initiative Description

- In conclusion, our learnings highlight the significance of setting ambitious goals, forging strategic collaborations, prioritising digital inclusion, celebrating milestones, and embracing a women and community-driven approach. By adopting these principles, organisations can effectively implement our good practice and empower women entrepreneurs worldwide, creating transformative change and fostering inclusive economic growth.

Extended/Detailed Description:

Mann Deshi Foundation is dedicated to empowering rural women entrepreneurs by providing them with knowledge, skills, access to capital, and support to take control of their personal and professional lives. Our focus lies in nurturing and supporting micro-entrepreneurs. Our unique approach begins by creating market access and financial control, while continuously developing programs based on the needs identified by women to support their growth. At Mann Deshi Foundation, we operate through two main bodies: our Business Schools, including Mobile Business Schools, and our Chambers of Commerce. Additionally, we run a Community Radio Station.

What sets Mann Deshi Foundation apart is our ability to provide tailored services and facilities that cater to the specific needs of women in our communities. For instance, we offer a door-to-door service for women who lack the time or means to visit our branches. This combination of personalised support and resources equips our organization with longevity and the capacity to bring about transformative change for rural women.

Our Business Schools offer courses for aspiring and existing women entrepreneurs as part of our efforts to empower and enhance women's economic agency in rural India. Many of these schools are conducted on buses, enabling access to business-related and financial education in the most remote areas. The opportunities we provide through our business schools include Financial and Digital Literacy, Deshi MBA, Entrepreneurship Development, and Para-Vet Training.

Our Chambers of Commerce support members in scaling up their businesses by offering legal, compliance, financial, and marketing advisory services. We also conduct workshops for women running micro and small enterprises. These endeavours help women entrepreneurs overcome key business and growth challenges, empowering them to access larger markets.

The program's design focuses on enhancing women's financial capability and employability. Through our training programs under the Mann Deshi Business School and Chamber of Commerce, we have reached a total of 940,447 beneficiaries. As a result of the training, the monthly income of 665,916 women has increased, with an average monthly income of Rs 11,500. Additionally, 241,152 beneficiaries have established new businesses, while 421,782 women with existing businesses have been able to grow them. We have provided loans to 215,158 businesswomen, and 292,945 women have hired employees for their businesses. In total, 518,030 women have gained ownership of assets, 330,877 businesswomen have accessed district and urban markets for their products, and 568,061 beneficiaries have adopted best accounting practices.

As of March 2023, we have reached over 940,000 women, and our goal is to reach 1 million women and beyond by 2024!





India

Nicco Engineering Services Limited – Equal Opportunity

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Mechanical and Electrical Engineering	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 5 - 10 million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 200 - 500	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Key Insights:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Number of support policies in place for women
Initiatives Launched:	
<ul style="list-style-type: none"> Soft Skills and Leadership 	
<ul style="list-style-type: none"> Care Services 	
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
Learnings:	
<ul style="list-style-type: none"> New perspectives to pursue future growth 	
<ul style="list-style-type: none"> Increase in productivity level 	
<ul style="list-style-type: none"> Constructive communication 	
<ul style="list-style-type: none"> Strengthening team dynamics 	
<ul style="list-style-type: none"> Better work environment 	
Extended/Detailed Description:	
<p>Nicco Engineering Services Limited (NESL) strongly believes in providing equal opportunities to all. NESL does not discriminate based on race, colour, religion, or gender and bases hiring choices on merit, qualifications, and talents. As a Company, we promote ethics that values different perspectives and lays a significant focus on diversity and employee satisfaction as crucial components of success.</p> <p>NESL aims to empower women, give opportunities, provide training and foster an environment that enables women to earn a livelihood and be self-reliant. The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy on Prevention, Prohibition, and Redressal of Sexual Harassment at workplace and has also constituted an Internal Complaints Committee, presided by a woman officer to redress complaints received regarding sexual harassment and to safeguard woman's right to safe workplace. The Company also provides paid maternity leaves for 26 weeks for women employees to ensure the holistic wellbeing of mothers and their babies.</p>	

Initiative Description

Women, although a minority in our workplace, are a true powerhouse of talent. At NESL, women have been assigned to top and important managerial roles. We strongly believe that when you empower a woman, you not only empower her but also the society and the nation at large. It's our constant endeavour to change the practice of poor representation of women in our Company and to provide them with an equal opportunity to succeed, establish their value, and grow.



India

Randstad India – Women Forward Employee Resource Group

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building a Community for Women to Have Bold Conversations Without Prompt	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	All Workforce
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Key Insights:
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
Initiatives Launched:	
<ul style="list-style-type: none"> Randstad's commitment to diversity, inclusion, and belonging 	
<ul style="list-style-type: none"> Women Forward employee resource group empowering women and allies 	
<ul style="list-style-type: none"> Encouraging open conversations and sharing of experiences among women employees 	
<ul style="list-style-type: none"> Seeking membership to Women Forward ERG for bold conversations 	
<ul style="list-style-type: none"> Awareness and education about women and gender inequity 	
<ul style="list-style-type: none"> Omni-channel approach for building awareness 	
<ul style="list-style-type: none"> Ask me anything sessions for learning and discussion 	
<ul style="list-style-type: none"> Campaigns to highlight important facts and highlights 	
<ul style="list-style-type: none"> Observance of important events for women such as- Elimination of violence against women, World Menopause Day and Week for recognition of older persons (women) 	
Quantitative Outcomes:	Learnings:
By consciously looking at a gender-diverse succession slate for critical roles, we can ensure 50% or more women representation in our talent and leadership development plans and continue with around 35% women in senior leadership and management roles.	It is important to start with a status scan, where the company stand today and where it needs to go employee feedback needs real and relevant and any policy changes would be discussed with women.

Initiative Description

Extended/Detailed Description:

- **Women-friendly policies**

Local Conveyance for Women Employees who work or travel during late hours:

All women employees in the organisation are recommended NOT to use OLA if their travel time is before 7 am or after 8 pm and avail of agency cab via Travel Desk for which they will need to obtain prior approval from their Reporting Manager. All women employees during daytime (that is after 7 am or before 8 pm) are advised to travel by OLA. If a women employee is required to work in Randstad Office before 7 am or after 8 pm on any working day with prior intimation/permission of their reporting seniors, the employee shall be entitled to company arranged a cab for returning to her place of residence. Employees are required to obtain the approval of Reporting Manager in advance and make a request with ask for cab arrangement. If the employee is unable to obtain approvals due to short notice, the Employee shall reach out to Travel Desk for Company arranged cab or make their taxi arrangement if Company arranged cab is not available. The taxi fare shall be reimbursed basis of the approval of the Reporting Manager, and submission of the original bill

- **Leaves for maternity, parental leaves and others**

As per the Maternity Benefit Act, all women employees are eligible to avail of twenty-six weeks of Maternity leave for the birth of their first two children. Maternity leave for children beyond the first two will continue to be twelve weeks. The employee will be eligible for the full salary and benefits during this period of leave. In addition to the 26 weeks of maternity leave (mentioned above), a Randstad India Employees can avail of extended leave by utilising their leave balance (Earned leave /Sick Leave) or leave without pay. Randstad India also offers generous adoption and surrogacy leaves, as well as same-sex partner parental leaves for non-traditional childbirth. New parents/ fathers also receive 12 weeks of leaves to be equal partners with the primary caregivers which is usually a woman.

- **Work from anywhere**

For 30 days, all employees can work from anywhere and this is especially great for our women colleagues who have caregiving responsibilities.

- **Culture of meritocracy**

Performance and value system is the only key parameter along which decisions are made for elevations and promotions.

- **People Review**

For people to review the succession slate, we specifically look at diversity with women identified for critical & leadership roles. We also focus on options for women in traditionally 'male' roles like Sales, Technology and Finance, etc. Today for some of our critical roles of about 35%, women are identified as successors. Additionally, we also pre-identify women's talent and spotlight them to help them realise their potential.



India

ReNew Power Pvt. Ltd- Power of W

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Energy	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Initiatives Launched:	
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g., Insurance) 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	

Initiative Description

- Track Women Attrition at Different Levels

- Enabling Safe Infrastructure

Quantitative Outcomes:

Our major outcomes include-

- As part of our ESG targets, we are committed to achieving 30% women in the workforce by 2030.
- Achieved 30% board diversity in FY23.
- Achieved a 16% diversity in workforce as on June 2023 from 7.5% in March 2022.
- Between April 2023 and June 2023, women represented 24% of the total hires.
- As of June 2023, 41% of the total women workforce are employed at ReNew's renewable energy facilities.

Learnings:

As one of the largest clean energy companies in India, we have been cognizant of the gender diversity issue in the sector. Our efforts to increase women's participation in our workforce have helped us gain insights on strategies we need to adopt from a long-term perspective. Some of these include:

- We often see women hired in senior management role. However, it is important to identify talent at a foundational level and create a steady pipeline of women employees to ensure a diverse workforce in the long run and develop appropriate succession plans.
- Aligning senior management towards your diversity goals is equally important. Commitments leading to action move the needle and it is crucial that gender diversity targets are part of senior management performance metrics.

Extended/Detailed Description:

The energy sector continues to remain one of the least diverse sectors in the world with 22% of women in the workforce. ReNew, started its journey in 2011 and over the last decade or so has emerged as an industry leader. Recognizing the importance of having more women in the workforce, we launched Power of W, our flagship diversity initiative in 2016. Power of W strives to ensure a diverse, gender equal workplace where women employees can learn and grow at an equal pace and with equal opportunities as their male counterparts. This is ensured through mentorship, skilling, leadership training, commitments and actions, towards creating a gender diverse workforce. Some of the key features of Power of W include-

- **Leadership alignment:** Our leadership team and the senior management are aligned with the idea of hiring women employees as a priority with specific KPIs in their performance appraisal metrics. To attract more female talent, we have created a recruitment policy to incentivize our hiring partners by giving them an additional 2% on each woman hired by the company if sourced through a head-hunter.
- **Equal opportunity:** We ensure that we do not discriminate against anyone and this practice exists as Equal Opportunity and Anti-Discrimination policy.
- **Equal pay:** We have a formal Gender Pay Parity Policy. We undertake pay reviews or audits for all employees with an independent auditor after every 2 years and use the details to address any instances of disparity in pay.

Initiative Description

Some of our special initiatives within Power of W include-

- Super woman – An experiential learning program designed to enable women at early career stages with confidence, networking, communication, resilience and visioning based on theatre and role play pedagogy.
- W Champions - Capability building program for women professionals in mid- career stages focusing on how to build one's own brand, thrive in ambiguity, superpower professional networks, reflections and achieve aspirations through actions.
- W Leaders: Coaching & Mentoring program aimed at preparing High Potential women leaders for future growth. As part of this program, senior leaders from within the organization are assigned as mentors to these women mentees.

ReNew believes in being an organisation that promotes diversity and provides an inclusive environment for employees to achieve their highest potential. With this in mind, we have an organisation-wide Diversity & Inclusion (D&I) Policy that highlights the management's commitment to D&I and encourages every employee to be their true self. As part of the policy, our management committee and executive committee members have specific targets for hiring women in their functions and have a minimum of one-woman direct reportee. This has ensured more accountability towards our gender goals and helped us move the needle in the right direction.





India

RPG Enterprises- Women@Excellence at RPG

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Conglomerate that has Manufacturing, Engineering, Procurement and Construction (EPC), IT Services, Pharmaceutical, Tea plantations and specialty sectors in the group.	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Initiatives Launched:	
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Succession Planning 	

Initiative Description	
<ul style="list-style-type: none"> • Network/Community/Role Modelling • Unconscious Bias and Diversity Awareness • Parental Policies • Equal Pay • Graduate Program/Link to Education Institution • Flexible Working • Flexible Benefit/Welfare (e.g. Insurance) • Skilling, Re-Skilling & Up-Skilling Initiatives • Track Women Attrition at Different Levels • Enabling Safe Infrastructure • Same sex partner insurance for women in LGBT+ community and dedicated grievance redressal forum for all women 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> • Achieved 20.9% in Mar 2023 gender diversity against the target of 25% by 2025. The target was taken in 2018 with a baseline of 18%. • Covered 600+ Line Managers under the gender sensitization program in Mar 2023 after the program was rolled out in 2021. • Launched same-sex partner insurance policy in 2022 to cover LGBT+ employees. • Built the first uni-gender washroom in one of our campuses in Pune in Dec 2022 • Out of 7 women Leaders in VP+ positions, 5 are homegrown leaders. • 94% ratio of women returning from maternity break after the std leave period, data for 2022. • No ask leave launched for women in Sales roles to cover for menstrual reasons. • 40+ women hired through the returnee program. • 30 Allies trained for sign language in 2021-22 • Entire batch of women SMTs hired in one of our MFG plants in 2020. 	<p>We had immense learning while implementing these initiatives and some of them are listed below:</p> <ul style="list-style-type: none"> • Having a focused Charter, Council, and Chairperson outside of HR is important to drive the Inclusion agenda. • Having Leadership commitment is extremely important. • Having measurable goals with timelines is necessary to track progress. • Transparency in metrics and reporting externally drives the commitment to stronger and faster. • Partnership with other companies/suppliers with the same vision make the journey easier. • Regular and panned interventions impact better than sporadic events when building awareness. • Unconscious bias exists in every human being due to the conditioning we go through since childhood hence no one can be blamed for it however bringing it forth is important to drive cultural change.

Initiative Description

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|--|---|
| <ul style="list-style-type: none"> • To be able to attract more diverse talent, an employer branding campaign is ongoing and on an avg. the number of posts done is - 16/Reach - 362K, reactions - 4661/Comments - 86, shares - 49 and engagement Rate - 5 % (industry average is 5-6%). this data is for Q4 of FY23 • Onboarded 1000 Black interns in 2022-23 for our business in SA since 2018 as a part of supporting local youth employment. • Launched the Action Dialogue series in partnership with UN Women and 4 other member companies, to commit to 500 women returning to the workforce 500 getting mentored by Dec 2023 • 1000+ women benefited from the pay parity check done in July 2022 • 240+ men took parental leave in 2022-23 in comparison to 170+ women who went on ML. • Consistent increase in Happiness Quotient of women employees since 2021, measured thru annual employee engagement / Happiness survey. | <ul style="list-style-type: none"> • Continuous benchmarking of initiatives helps to do things differently and more impactfully. • Diversity in the DE&I Council is a necessity to get buy-in from all stakeholders. • Integration of inclusion initiatives in the employee lifecycle will ensure the sustenance of inclusion programs |
|--|---|

Extended/Detailed Description:

RPG is an Indian conglomerate with a diversified global portfolio in the areas of infrastructure, tyres, information technology, health, energy and plantations. Our Vision tenets clearly outline the path we will all collectively traverse - one that seeks to propel every RPGian to overcome their limitations; one that will drive each of us to contribute and shape the lives of others around us positively; an organization where dreams will not be bounded by fences.

Marching towards the goal of 25% gender diversity by 2025 at a group level, RPG upholds its commitment to being an equal opportunity employer by considering all qualified candidates for employment, without regard to age, disability, race, colour, religious creed, national origin, citizenship, marital status, sex, sexual orientation, or gender identity.

All our Inclusion initiatives listed below are basis a simple framework called ADMIRE which is Attract - Develop - Motivate - Involve - Retain - Empower.

Attract:

- Target to hire 25% gender-diverse workforce by 2025
- Special referral bonus policy for hiring women candidates
- Campus recruitment drive is focused on hiring 50% women
- Initiative launched to support women returning to their careers after the break

Initiative Description

Develop:

- Mentoring for Leadership roles
- Unconscious bias check during career decisions cycles like promotions, job enhancement, and international roles
- Enrolment for premier B-school leadership development programs
- Access to Learning programs even while on maternity leave
- Equal nomination in Future Leaders Board program

Motivate:

- Focused initiatives to keep women colleagues engaged thru skill building, wellness programs (financial, spiritual, physical and mental), networking events and sports
- Bridging the gender pay gap by ensuring fair increments
- Gender sensitisation programs for all Leaders and Managers

Involve:

- Women at Excellence group called WE@RPG. This network drives initiatives to retain women's talent and support their career growth at every stage by providing a safety net, a support platform for both personal and professional needs that help balance the two and a one-stop solution to all their queries.
- Equal nomination & involvement in all organization-led councils/forums

Retain:

- Performance evaluation Policy Guideline for women on Maternity leave
- Paternity leave, leave of absence without pay can also be availed in conjunction with std Maternity leave.
- Special maternity leave of up to 4 weeks in case of premature birth, medical termination of pregnancy or Tubectomy operation.
- Adoption leave- In case the child's age is below one-year woman associate/single parent will be eligible for 16 weeks of adoption leave.
- Employee opting for surrogacy will be entitled to 16 weeks of continuous paid leave
- Pregnancy care program for pre-pregnancy and post-pregnancy needs of women employees and partners of men employees, too
- Same-sex partner insurance policy

Empower:

- Day-care centre for associates with children in the age group from 11 months to 10 years on their campuses and tie-up with a creche for non-campus locations.
- Platform for women to freely express concerns and come up with a solution
- Opportunities to drive gender-blind innovation and women-focused innovations like Menstrual leave, AI-based tool to identify unconscious bias, Blogathons

Initiative Description

- Opportunities to represent the company in external forums
- Success stories of women leaders published on social media to attract more talent and help them build personal branding, too
- Employee Assistance program at no cost available to them and their family members
- Internal Committee and a dedicated grievance redressal forum
- Feminine Hygiene bins are made available in women washrooms
- Sanitary pad dispensing machine is available in women washrooms
- Medical / Resting Room is available within Campus with basic first aid facilities





India

Shahi Exports Private Limited – Empowering women through holistic life skills training

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Telecommunications Manufacturing, Textile, Clothing and Footwear	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
<p>Initiatives Launched:</p>	
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Care Services 	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<p>Learnings:</p> <p>Through rigorous research and impact study methodologies, organisations can build a compelling business case and share valuable insights with stakeholders. By investing in training programs, collaborating with key stakeholders, and committing to continuous improvement, organizations can harness the untapped potential of their workforce and catalyse positive transformation.</p>	
<p>Quantitative Outcomes:</p> <ul style="list-style-type: none"> We have trained 74,000 female workers in the GAP Inc P.A.C.E. program. We have a goal of benefiting 90,000 workers by 2024 and creating lasting positive impacts on their lives. Overall, 70% of the workers at Shahi are women, hence this program has a very impactful reach. 46% of supervisors at Shahi are females and this number is increasing every day. Attributed to the women skilling program, women in leadership numbers are a good impact indicator. Under GAP Inc P.A.C.E. 15% of the workers were more likely to request skill training at the firm, state-sponsored pension, and subsidized healthcare. 	

Initiative Description

They were more likely to save in general for their children's education, more rational in their risk and time preferences, and more aspirational regarding their children's ultimate educational attainment. They showcased stronger communication skills, increased confidence and self-esteem, and greater financial awareness and goal setting.

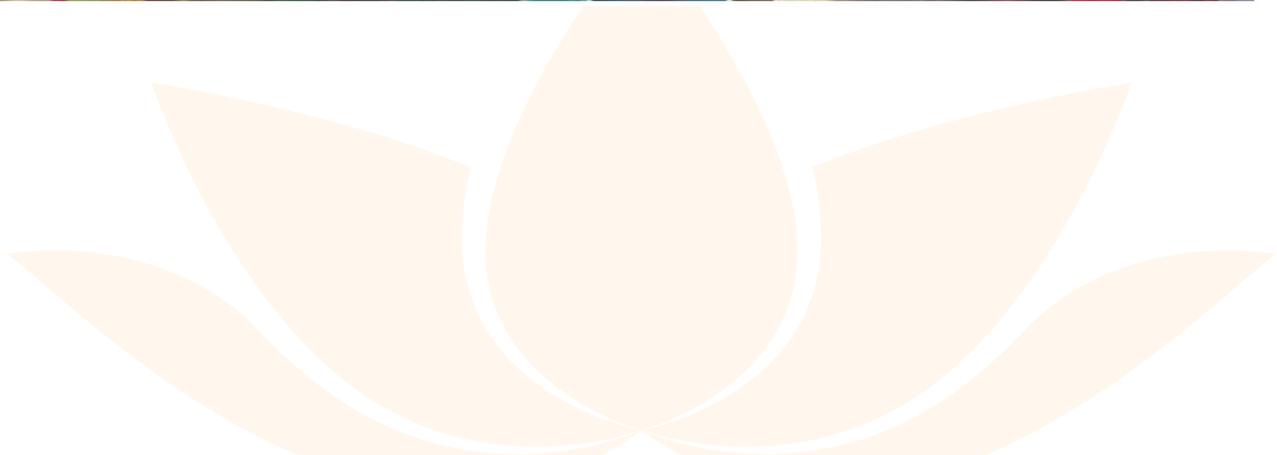
Extended/Detailed Description:

To enhance the personal and professional well-being of female garment workers at Shahi, Gap Inc's P.A.C.E. training program was introduced in Shahi in 2007. This program offers extensive curriculum-based training spanning 48-60 hours, focusing on managerial, interpersonal, organizational, and other practical skills necessary for advancement in both work and life. Moreover, GAP Inc P.A.C.E. includes sensitization sessions for 'Key Influencers' within the workplace and home environments, such as supervisors, factory staff, and family members of garment workers. The aim is to foster a supportive environment that empowers women to apply the skills acquired during the program. Often hindered by limited access to formal training and education, these women face barriers to personal and professional growth. However, through GAP Inc. P.A.C.E., they can unlock their true potential and pursue their aspirations. As part of the program's extension, we have also provided capsule versions of the training to influential figures in the participants' lives, including their male co-workers, supervisors, and family members. A distinctive aspect of this training initiative is the comprehensive baseline study and rigorous research conducted to understand the training's impacts.

Women's employment and advancement are a crucial part of our business strategy. Our belief in the power of collaborating with industry stakeholders to drive positive change in the apparel supply chain naturally led to a partnership with Gap Inc. We invest in our people by developing their skills, knowledge, and competencies to help them reach their professional and personal goals. This principle is rooted in our Training and Development Policy. It benchmarks a conducive environment for employee self-progression and career advancement by imparting relevant advanced skills.

In collaboration with valuable public-private partnerships, Shahi has successfully established more than 80 training centres since 2013. These centres play a pivotal role in creating employment opportunities, often serving as the initial formal and stable work experience for the participants, thereby acting as a crucial steppingstone toward their economic progress. Our approach involves mobilisation, counselling, comprehensive training in sewing skills, successful job placements, and ongoing support after placement. As part of this comprehensive training framework, GAP Inc P.A.C.E. is also incorporated as a standard program in these community centres.

Through our commitment to research and innovation, we have successfully launched other transformative training initiatives such as The Supervisors' Transformation into Change Holders or S.T.I.T.C.H., a soft skills training program specifically tailored for supervisors. The program's primary objective is to enhance their capabilities in self-reflection, enabling them to effectively navigate their roles as individuals, supervisors, team members, and leaders.





India

Sheela Foam Ltd.- Gender Unbiased Culture

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing- Foam	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000-5000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Mindfulness and Wellbeing 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Care Services 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Enabling Infrastructure 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> • Number of Support Policies in Place for Women
Learnings:	
<ul style="list-style-type: none"> • Our focus to make the workplace diverse has been fruitful so far. Last year the women strength of the company was around 6% and now after a year of constant focus and objective to increase women in workplace, it has now come around 7%. Our initial goal is to take the tally to 10% in the next year. • Keeping women's safety, a priority, POSH (Prevention of Sexual Harassment) policy has been put into practice. Open discussion (sessions) is held every six months regarding the implementation and awareness on POSH. This is being constantly monitored. A committee has been formed which includes public figures as well. Apart from these, there are women specific engagements to celebrate women's day and other festivities These are two major learnings that we can share right now out of many others. 	

Initiative Description

Extended/Detailed Description:

- Gender unbiased culture - The organisation provides equal growth opportunity to its employees without any gender bias. In fact, the company's agenda includes increasing the number of female employees in the organization. We are trying to increase the number of female employees in each department whether it is sales, marketing, production, or service vertical.
- Safe & Secure work culture for women - In Sheela Group, every woman feels safe & secure while working in the organization. There hasn't been any case reported till date related to any kind of harassment or misbehaviour with the women by any male employee. Even during late working hours, we make sure that the safety & security of our female colleagues must not be compromised.
- Diversity and inclusion: The company focuses on diversity at the workplace. The HRD is focused on including more female employees to its workforce and has been expecting to take the tally of female workforce from 6% to 10% in another couple of years.
- Women specific events - There are many events organized in the company which are meant & celebrated only for women. For example, the organization arranges pan-India special outings only for women on Women's Day. The company arranges lunches, movies, and group events for female employees.
- Periodic awareness & training session on POSH: A well-defined policy has been structured for the safety of the female employees to address the internal complaints. The systematic committee has been created which is being led by CHRO & an external expert.





India

Tata Steel - MOSAIC

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Steel	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates Motivate Male Managers to Develop Female Leaders 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: Broader Diverse Workforce

Initiative Description	
• Motivate Female Employees to Advance to Leadership Roles	
• Develop/Strengthen Women Leadership Pipeline	
• Support Work and Life Balance/Integration of all Employees	
• Develop Network for Mutual Support and Learning	
• Address Unconscious Bias and Eliminate Gender Stereotypes	
• Create Open and Inclusive Organisational Culture	
• Develop Gender-sensitive Organisational Policies	
• Develop Monitoring, Reporting and Evaluation Mechanisms	
• Develop Programs for Mentorship of Female Employees	
Step 1- Defining KPIs/Dashboard & Assessments	
Initiatives Launched:	
• Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps	
• Dialogue with Women to Identify Gaps	
• Build Dashboards & Monitoring Systems	
• Define KPIs Based on Gaps & Cross-reference with Other Material	
Dimensions Considered:	
• Number of Support Policies in Place for Women	
• Equity in Hiring and Promotion	
• Psychological Safety of Women in the Workplace	
• Leadership Development Programs for Women	
• Processes/tools to Listen and Keep Listening to the Target Population	
• Gender Equality and Unconscious Bias Training	
• Measures against Gender-based Harassment	

Step 2- How to Monitor and Share KPIs to Define Improvement

Initiatives Launched:

- Pledge to an Industry, Country, or Global Goal, to Adhere to a More Formal Monitoring of the KPIs and Increase Urgency on the Topic
- Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education
- 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

Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes

Initiatives Launched:

- Positive movement in KPI's is celebrates and shared

Dimensions Considered:

- Proportion of Women and Men in Hiring
- Leadership and People Development Capability (for Managers)

Key Insights:

Equity in Hiring and Promotion

Equity in Talent Management and Succession Plans/Pipelines

Gender Equality and Unconscious Bias Training

Psychological Safety of Women in the Workplace

Number of support policies in place for women

Leadership, Mentorship and Skill Development Programs for Women

Measures against Gender-based Harassment

Quantitative Outcomes:

- Percentage of Female employees: 6.10% in FY'18 vs 7.58% in FY'23
- Percentage of Female employees hired in managerial positions: 18% in FY'18 vs 27% in FY'23
- Percentage of Female employees hired in core manufacturing management cadre (Management Trainee Technical: 18% in 2018 vs 41% in 2022)

Learnings:

- A key learning from the launch of various D&I initiatives is that developing physical infrastructural as well as cultural sensitivity for the diverse workforce is among the first steps one must ensure even before one considers bringing in diverse workforce into the organization as it goes a long way in making them feel inclusive.
- Buy in from leadership and all-important stakeholders is essential to success of D&I initiatives to become self-sustaining. Creating ally for the cause goes a long way in ensuring smother integration of diverse workforce into mainstream.

- Channels of communications must be created to enable the diverse workforce to voice their opinions, feelings and grievances without any fear. Trust in the organization only strengthens if their voices are heard and appropriate steps are accordingly taken and visible for all to see.
- Developing critical mass of diverse workforce is essential for them to feel more inclusive and that helps in them becoming important voices in decision making

Extended/Detailed Description:

Mosaic defines the path the company has taken to build a people culture that both celebrate and encourages diversity and inclusion. Structured efforts through the Mosaic framework enables the organization to be work on four identified groups - Women, LGBTQ+, Affirmative Action Group & Persons with Disability.

With challenging work assignments and a healthy work life balance, Tata Steel has been the perfect launchpad for many women talent in the organization. Work is done on the five pillars under the Mosaic framework - Development, Infrastructure, Recruitment, Sensitization and Celebration.

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 program, Tata Steel has onboarded 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.

Development Programs for Women: There are various development programs for women as mentioned below:

- Tata Steel IGNITE: Leadership Program for women in middle management
- Tata Steel ENGAGE: Leadership Program for women in senior management
- Cruci Bold: External Leadership Program in partnership with TalentNomics
- UpSurge: External Leadership Program in partnership with XLRI (among the top business schools in India)
- Step Up to Success: Mentorship program by Tata Steel senior leadership
- TATA Mentors: Mentorship program by Tata Group senior leadership

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. Paid family or care leave beyond parental leave.
- Eligible officers are entitled to 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





India

Tech Mahindra- Breaking Barriers to Create Limitless Possibilities

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Create opportunities for women from underprivileged and marginalised backgrounds Ensure 50% of our program beneficiaries are women; 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: All Workforce

Initiative Description

Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • STEM and Digital Skills 	<ul style="list-style-type: none"> • Increased opportunities to women for financial independence
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Opportunity to get skilled and to employed
<ul style="list-style-type: none"> • Hard Skills for Managers/Entrepreneurs 	<ul style="list-style-type: none"> • Increased confidence and contribution to family's overall income
Quantitative Outcomes:	Learnings:
<p>In FY 22-23, impacted 25,000 women and 8000 girls which was about 53% of the Foundation's overall beneficiaries through the following women-centric initiatives:</p> <ul style="list-style-type: none"> • Creating World-Class Healthcare Professionals: The Smart Health Academy • Driving Socio-Economic Development: The SMART Centre for Women • Fostering Learning and Empowering Teachers: The Shikshaantar Program • Understanding Ability in Disability: The School for Girls with Visual Impairment • Promoting Equitable Education: Supporting Girls-Exclusive Schools • Safeguarding and Empowering Communities: Enhancing Child Protection and Safety Awareness 	<p>We work with women and girls from some of the most difficult backgrounds. The road to victory is full of roadblocks, however Tech Mahindra Foundation's structured approach have made sure these women get what they deserve. Some of the learnings have been.</p> <ul style="list-style-type: none"> • Resilience - seeing the desired impact takes time, sometimes years and we only must be patient and keep trying until we move ahead. • Investing the community in the growth of women and girls - Taking the community along is essential - the girl/woman's family/colleagues/spouse etc. They can act a strong pillar of support for them in their future endeavours, hence investing in their community of support is worth the time and effort.
Extended/Detailed Description:	
<p>Breaking Barriers to Create Limitless Possibilities:</p> <p>Empowering Women the Tech Mahindra Foundation Way is a case study showcasing the Foundation's transformative initiatives. Through education, socio-economic empowerment, inclusivity, and child protection, the Foundation has redefined the boundaries of social responsibility. The Tech Mahindra Foundation has paved the way for a brighter and more equitable future by empowering women and fostering an inclusive society. Through an exploration of the Foundation's vision, programs, and outcomes, this case study illuminates the transformative power of prioritizing values and diversity, promoting empowerment, innovation, and sustainable growth. We hope this case study inspires others to embrace the Foundation's vision of establishing an equitable world, driving positive change, and creating limitless possibilities for all.</p>	



India

Tech Mahindra Limited- Rise for a more Equal World: Ignite, Enable & Empower Women in Leadership

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus: Female Only

Initiative Description	
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Mindfulness and Wellbeing 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • STEM and Digital Skills 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Hard Skills for Managers/Entrepreneurs 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> • Currently training 200+ Mid-level Managers under the Women Leaders Program. Previously 400+ women have been trained and deployed in pre-identified leadership roles. • The percentage of women representation in junior management has improved from 12.06 in FY18-19 to 21.06 in FY22-23 • The percentage of women representation in top management has improved from 8.68 in FY18-19 to 10.22 in FY22-23 • The percentage of women representation in all management has improved from 11.87 in FY18-19 to 17.97 in FY22-23 • Women attrition rate (14.4%LTM) is also lower than men (15.1%LTM). 	<p>Lessons Learnt: Some of the lessons learned from the WLP initiative are given below.</p> <ul style="list-style-type: none"> • Improve self-belief and confidence to take up leadership roles both in delivery & management roles: During the program, the training team identified employee's strengths and business opportunities and then aligned them to professional roles. The training program included the right skill training for the future stretched role. • Building Networking Skills & Personal Brand: The training team received feedback from women requesting improvement in 'Networking skills.' To accommodate that, participants were given opportunities to connect with leaders, given visibility, taught how to manage high-pressure situations, and exposed to external forums.

Initiative Description

- Enhancing women participation in Community building beyond professional responsibilities: It was noticed that only a few women employees participated in Location Council activities, Individual Social Responsibility (ISR) activity, CSR, and JOSH employee engagement events. The training team made participation in these activities a part of the program to improve networking & soft skills.
- Importance of networking: The training team received feedback from women requesting improvement in 'Networking skills.' To accommodate that, participants were given opportunities to connect with leaders, given visibility, taught how to manage high-pressure situations, and exposed to external forums.
- Ownership to drive Org. level strategic initiatives: Participants of the WLP program were mentored and empowered to lead strategic initiatives like NAD (New Age Delivery), NAD Learn, and AI Ninjas, giving them exposure in leading real-life projects.

Extended/Detailed Description:

Tech Mahindra's Women Leadership Program (WLP) - CROWN, aims to enhance gender diversity in leadership positions. The program identifies potential leadership roles before selecting women participants, offering high-potential, high-performance individuals a fast track to leadership. The implementation of WLP occurs in four phases: selection, development, deployment, and engagement. The program is flexible, tailored to business needs, and holistic with focus on women-centric modules. Men actively participate as sponsors and advocates for gender-equitable policies. WLP's success lies in its integrative approach with focus on pre-defined roles, customized learning content, coaching, mentoring, talent management, role modelling, and leader connections. Graduates benefit from strong business support, increased chances of success, and opportunities to represent Tech Mahindra externally. The program has led to measurable outcomes, including improved women representation, higher engagement scores, and lower attrition rates. Valuable lessons include transforming professional roles, encouraging women's participation in internal activities, emphasizing networking skills, and empowering participants to drive initiatives and build their personal leadership brand. This case study serves as an international example of a successful program promoting gender diversity and women's leadership.

Focus on gender equity goes back to the first Mahindra Group advertisement in 1945 which mentions dignity of human work and recognizes diversity of color, creed, gender and caste. Measuring gender equity can be as simple as ensuring representation of diverse talent at all

Initiative Description

levels of the organization. While there is a healthy representation of women at the entry level roles, and an industry leading number of women on TechM's Board, the dearth of gender representation at the middle and higher management levels is an area of concern.

Key Practice: Women Leadership Program (WLP) – CROWN

Implementation: WLP was rolled out in 4 phases. In Phase1(Selection), Women in middle-management bands P1, P2 & U4 are selected with inputs from Business Unit heads. For Phase2(Development), Women go through curated learning journeys that include practical learning, coaching and certification over 9-months. Learning includes business and technical sessions. During Phase3(Deployment), Women explore avenues for future roles with career counselling while completing assignments in gamified dashboard. Successful Graduates are considered for open leadership positions within unit, given stretch roles or promotions. Lastly, for Phase4(Engagement), there is focus on continuous monitoring and learning, and contributing back to the program, organisation and society through community building and participation beyond professional role.

Change Management: WLP program was inspired by similar program done at Mahindra Group level featuring women from different businesses. The critical differentiator being identification of future roles and customization of learning to business needs. The program was designed to be flexible to meet the needs of the business (custom learning content) and participants (women-centric modules). This 9-month blended learning program is content intensive yet designed for learning in flow-of-work. Physical sessions are planned basis comfort of the nominated women and their families (new mothers). Lastly, men play important roles in the program right from being sponsors for nominated women to vocal advocates for gender-equitable policies in the workplace.

Why it works: WLP not a business-disruptor but a business-enabler. Graduates of WLP strive for pre-defined roles that are identified prior to nominating women to the program within business unit. WLP batches are designed with customized learning content covering topics within the business unit. Learning modules cover soft-skills and technical courses. The program is delivered through Coaching, Mentoring, Integrated Talent Management, Role Modelling, and Leader Connect. Respective business unit leaders assume ownership of mentoring the graduates, while sessions are also conducted by WLP alumni. As a result, graduates have a higher likelihood of achieving success.

For more information, please visit https://www.linkedin.com/posts/tech-mahindra_women-leadership-program-activity-7046464511582629888-SQEJ/?originalSubdomain=ec;
https://in.linkedin.com/posts/riaz-mulla-618652b_the-women-leadership-program-at-tech-mahindra-activity-7039278758171717632-pAVI





India

The Boston Consulting Group (India) Pvt. Ltd.- Women@BCG

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000-5000	Focus on Building and Nourishing and Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Sponsoring Leaders 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Succession Planning 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Network/Community/Role Modelling 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Parental Policies 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Equal Pay 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment

Initiative Description	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g. Insurance) 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	
<p>Quantitative Outcomes:</p> <p>Our commitment to our DEI goals has helped us achieve several milestones on our journey towards a more inclusive society. Below is a summary of our impact and outcome:</p> <ul style="list-style-type: none"> 46% of our global staff and 31% of the India consulting office staff are women. Over 42% of our new hires are women with a 50% pipeline within the next 6-9 months. India women attrition has dropped by 9% over the last year. BCG retains women and men at equal rates at all career stages 	<p>Learnings:</p> <p>Leadership buy in is critical to ensure it is driven top down – All our initiatives have a very high senior leadership involvement with leaders driving, promoting, acting as allies, and walking the talk on our DEI agenda.</p> <p>Sensitisation can go a long way –</p> <ul style="list-style-type: none"> All internal documents, forms, microsites, etc., use gender neutral language and inclusive icons. We ensure to constantly sensitise our employees, clients, and vendors on our DEI thoughts and policies. We have dedicated DEI screens throughout the office to float sensitization content, screen inclusive media, etc. <p>Supporting women employees can help increase their representation in the workforce:</p> <ul style="list-style-type: none"> We regularly undertake a policy benchmarking exercise to ensure that all our policies are best in class and inclusive. We have one of the best maternity support programs in the country. We conduct regular Prevention of Sexual Harassment sessions and discussions for employees, vendors, and clients. Every values tribe has a set of 3-4 conversations in the year to enable members to share the experiences where we have lived by our values and where we could do better.

Initiative Description

- We continuously try to solve for the challenges women face in balancing work and personal responsibilities in a consulting role. To tackle this, we have brought in many solutions, but COVID-19 accelerated changes that were already reshaping the workplace, including flexible working models.
- We've always had bespoke arrangements where women could work on flexible models, but we needed to figure out a way to structurally change this, giving women time to take a step back, recharge and address other personal or family priorities. Our program 'Flexibility @BCG', was set up with an objective to help women find the flexibility to achieve balance between the work they love doing and the life they love living.

Extended/Detailed Description:

Success never comes from sitting still or standing alone. Women@BCG is BCG India's longest running DEI program which started 20+ years back when we had our first few women employees join us. The Women@BCG network offers best-in-class programs in career development, mentorship, and networking to help women in consulting excel personally and professionally. One of our highest priorities is to support women in the workplace, which we aim to do by providing adequate opportunities for career growth, fair representation, and by celebrating the achievements of women at our firm. Our women have a seat at the table – not only within the organization but also beyond. Many of our women employees have represented us at prestigious forums and made us proud. We strive towards the recruitment and retention of women across every level in the organization. Our goal is 'Planet 50/50: BCG 50/50'.

We are encouraged by our progress and excited about what the future holds as we work towards providing more opportunities and enhancing the BCG experience and work-life integration, not just for the women at BCG, but for all BCGers.

Recruitment and Integration

- We have a dedicated taskforce to drive our recruitment goals
- We work towards a good gender representation across all levels, with special focus on leadership.
- We have partnered with specialized recruitment agencies to help us attract women talent
- We understand that women may need to transition out of BCG / the consulting industry / corporate jobs to meet their personal priorities. In our endeavor to provide such women the support they need to return to work, we run a 'Back to Home' program for our women alumni and a 2nd innings program for those who have taken a break in their careers.
- Our Women@BCG is a key part of our on-campus messaging and new-hire orientations. We also ensure sufficient representation of members in campus events and drives.

Mentorship and Affiliation

- Our Segment of One programs ensure that every woman in the system has a mentor they can reach out to for help, support, and guidance at a professional as well as personal level.
- In addition to the formal mentorship program, we also create informal avenues of interaction like coffee catch ups, cohort connects, and breakout discussions to enable all women to easily access mentors and support groups.

Initiative Description

Sustainability and Well-being

- We believe in 'One BCG, many paths' and encourage employees to explore alternate career tracks, mobility options, internal role transitions, secondments, etc. Approximately, 70 employees in India opted for transitions last year.
- We have internal and external well-being experts (physical, emotional, and financial) including dedicated LGBTQ+ and women counsellors.
- We have included "ME days" – additional holidays on which the firm remains closed. This is to ensure that all employees get an opportunity to disconnect from work and focus on self-care.
- 100+ India employees have availed our multiple Flex options like:
 - Flextime, where you can work for fewer hours a day.
 - Flex days where you can work for fewer days in the week.

Caregiver leave / Leave of Absence where you can take a break to focus on yourself or loved ones.

- We fuel passions beyond work by driving various Special Interest Groups like sports teams, book club, fitness club, wine appreciation, photography, arts, etc. Our employees, immediate family members, and alumni often come together regularly to pursue what they love.





India

UBUNTU Consortium - Digital Marketing Training Workshops for Women Entrepreneurs

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Women Entrepreneurs	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> Empowering Women Entrepreneurs to Scale 	

Employees Less than 200	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> To enhance women entrepreneurs' digital skills 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
Initiatives Launched:	Workforce Focus:
<ul style="list-style-type: none"> Digital Marketing Training Workshops for Women Entrepreneurs 	Female Only
Quantitative Outcomes:	Key Insights:
<ul style="list-style-type: none"> Learnings will be deciphered on completion. 	<ul style="list-style-type: none"> Business growth for Women Entrepreneurs
Learnings:	
We plan to conduct these training programs pan India.	
Extended/Detailed Description:	
<p>The belief in a universal bond of sharing that connects all humanity – UBUNTU” is the philosophy that inspired a group of successful women entrepreneurs, guided and led by a visionary leader, Ms. Ratnaprabha IAS, former Chief Secretary, Government of Karnataka, to launch 'UBUNTU CONSORTIUM' a consortium of Women Entrepreneur associations pan India.</p> <p>UBUNTU meaning “the quality of being human.” UBUNTU manifests itself through various human acts, clearly visible in social, political, and economic situations, as well as among family. UBUNTU can be seen and felt in the spirit of willing participation, unquestioning cooperation, warmth, openness, and personal dignity demonstrated by the population.</p> <p>UBUNTU partnered with United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and planned programs on digital transformation. The goal is to reach 10,000 women and train them with digital technologies.</p> <p>So far, 5 Digital marketing and e-commerce training programs have been organized by UBUNTU Consortium for women entrepreneurs based in Indian cities and towns such as Bengaluru, Mysore, Mangalore, Kalaburagi and Bidiadi, Karnataka. The purpose of this program is to train women and equip them with the knowledge of e-commerce and digital marketing. Practical sessions are provided on how to register on the portal wesellonline.org. Women entrepreneurs are trained to create their accounts, update their profiles, upload their profiles of products/services, and use digital marketing and e-commerce platform to expand their business. Marketing and networking opportunities are provided to the participants to showcase their products and services. Sufficient time is provided to display their products/services during the two trainings. There is a great networking opportunity to build a network with fellow participants. The broader objective of the training is to enhance the knowledge and capacity of women entrepreneurs in India to use e-commerce platforms to expand their business exports and participate in local, other parts of Karnataka, and global supply chains. In addition, it provides a network among women entrepreneurs that can be used to generate leads and exchange business.</p> <p>This training aims to enhance the knowledge of women entrepreneurs in the field of e-commerce platforms to benefit their business. Women should be able to go online and list their products/services on the e-commerce portal www.wesellonline.org . Once they can register on www.wesellonline.org they can do it practically on other e-commerce platforms i.e., on Amazon, Facebook Marketplace, etc. In this view, women entrepreneurs who attended</p>	

Initiative Description

e-commerce and digital training once trained, can register as entrepreneurs, uploaded their profiles, and add products/services on the e-commerce platform to build their business. Women will also understand how to place a business inquiry for other women entrepreneurs and how to update the status of the inquiries received.

Overall, women will be able to learn about the basics of E-commerce and Digital Marketing. Women entrepreneurs will be able to sign up to www.wesellonline.org and create their product/services catalogue.

This will be a strong networking platform for women to interact and exchange businesses.

The training has been successful in achieving the desired result of the enhancing the knowledge on e-commerce and digital marketing along with creation of an account on marketplace for women entrepreneurs at wesellonline.org along with knowledge transfer about e-commerce basics and digital marketing.





India

WomenLift Health – Women's Leadership

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Health Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's:	

Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles Motivate Male Managers to Develop Female Leaders 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Female Only
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Enabling Infrastructure 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Learnings:	
<ul style="list-style-type: none"> We have undertaken two empirical cross-regional studies that highlight the barriers and enablers faced by women in leadership positions in health. 	
<ul style="list-style-type: none"> Read more about the good practice in the Strategy Document: https://www.womenlifthealth.org/wp-content/uploads/2023/03/WomenLift-Health-Strategic-Plan-Report-DIGITAL-v2-2023-03-18-RM.pdf 	
Quantitative Outcomes:	
<ul style="list-style-type: none"> Evaluation Report and the Indicators tracked including the Dashboard: https://www.womenlifthealth.org/our-impact/ 	

Initiative Description

Extended/Detailed Description:

Incubated at Stanford University in 2019 with support from the Bill and Melinda Gates Foundation, WomenLift Health aims to empower and elevate talented women into leadership positions in health worldwide and catalyse systemic change to achieve gender equality in leadership.

At the core of WomenLift Health's work is the Leadership Journey, a targeted training program for mid-career women in health. Through this intervention, WomenLift Health equips these women with new tools. It supports them through ample resources and an expanding community of peers, mentors, and coaches to navigate their path to becoming better leaders and agents of change within their organisations.

Women lift Health also seeks to work with a network of partners to influence institutions and society toward accepting, valuing and enabling women's leadership in health, for instance, through initiatives such as the Women Leading Change in Health and Science in India.

WomenLift Health is accelerating its efforts to serve women leaders worldwide, beginning with India and East Africa hubs. In India, Womenlift health plans to launch a thematic leadership journey focusing on women leaders working in the space of climate change and health.





India

Yes Bank-YES INSPIRE

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Pilot on 1 Function/Level of Organisation
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	Female Only
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
<ul style="list-style-type: none"> • Expand Capability and Experience of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> • Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
Learnings:	
Learnings will be deciphered on completion.	
Extended/Detailed Description:	
<p>YES BANK has launched 'YES INSPIRE - a Women to Women Mentorship Program. This is a 1-year program which aims at connecting seasoned, experienced and successful women leaders (mentors) with talented women employees (mentees) to engage in developmental conversations with the aim to provide an opportunity to develop a mentoring relationship that will inspire personal and professional success both for the mentor and the mentee.</p> <p>It is a one-to-one pairing model where the Bank assigns a mentee to a senior woman leader (mentor) for a period of 12 months with face/talk time every month. The discussions are focused around guiding the mentees with improving interpersonal relationships, understanding the organizational objectives, developing leadership competencies and so on. This program enables the mentor to hone their leadership skills for larger roles/responsibilities in future and it also aids in increased morale and job satisfaction for the mentees. Governance of this program is through quarterly feedbacks, assessments, and a yearly review.</p>	



India

Yes Bank Ltd - DISHA

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50-200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Increase Leadership Role-Models and their Visibility Develop Network for Mutual Support and Learning 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	All Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Access to Capital 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Market Linkages & Procurement Opportunities 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Financial and Digital Skilling 	Learnings:
<ul style="list-style-type: none"> Soft Skills and Leadership Training 	The biggest learning was the need to address socialization issues that hinder participation of women. Starting point of any enterprise development is to first address these issues and that is what takes most time. It is important in the long run since financial independence of women does have a direct impact on their empowerment.
<ul style="list-style-type: none"> Sensitization and Awareness Programs 	Another learning is that classroom trainings may provide the knowledge and concepts, but extended handholding is required (including working with the families to ensure continued participation of women in workforce) to ensure that the nano enterprise that is set up is able to sustain.
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing and Handholding 	Finally, choice of the nano enterprise should depend not just on the interest or know-how of the female but also market demand mapping. A sustained market linkage is necessary for the enterprise to sustain when we are trying to ensure that the additional income does not lead to city migration.
<ul style="list-style-type: none"> Frameworks/Tools for Business Acceleration 	
Quantitative Outcomes:	
<ul style="list-style-type: none"> 20,000 women from rural India were trained in enterprise development, financial and digital literacy and over 5,000 of them have already started their nano enterprise. 	
Extended/Detailed Description:	
<p>As a part of our CSR, we focus on promoting entrepreneurship amongst women in rural India. Focused initiatives are undertaken with an aim to enhance the earning capability of rural women by focusing on farm productivity, farm extension, handicrafts and setting up nano enterprises within their village/area. These interventions aim at socio-economic development of women through a rights-based approach towards their self-reliance and a life of dignity. YES BANK's interventions are designed to balance gender disparities by empowering women through an appropriate set of knowledge and skills, with the ultimate aim of ensuring their self-reliance. Skills and vocational trainings are some of the most viable ways of ensuring</p>	

Initiative Description

financial independence of women. The participatory model of interventions is primarily focused on poverty alleviation and building capacity for income generation and connecting community members to relevant social security schemes. Designed to support marginalized and underprivileged women, this program is aligned with the Sustainable Development Goals, catalyzing development solutions and ensuring that development experience, innovation and good practices are shared within and across demography. The program substantively integrates gender equality and women's empowerment in development results.

A concern across all three essentials of the program - functional literacy, entrepreneurship development and financial literacy and social/protection linkages - is to understand systematically the factors that affect the role and participation of women - both as agents of transformational development change and as beneficiaries of access to services, resources, jobs and livelihoods - and to identify context-sensitive solutions that result in gains in gender equality and women's empowerment.

The implementation model is based on a three-pronged approach. Firstly, targeted number of women are identified and selected for entrepreneurship development training. The women enrolled include women from State Livelihood Missions and women enrolled in Industrial Training Institutes (ITIs) and Rural Self Employment Training Institutes (RSETIs), microfinance networks, PRI leaders and Aanganwadi workers. The women who have participated in the EDP trainings are counselled and mentored through family counselling, individual counselling, and regular follow up to start their own businesses and support other women/girls to become self-reliant by starting their own nano enterprises. These women undergo a more intense training with sessions that focus on sharing information regarding entrepreneurship opportunities and start-ups, local business opportunities and clearly identify and detail the chosen business for enhancing income and improving livelihoods at an individual level. These trainings facilitate development of business plan for a new enterprise or expanding an existing business. The training module is based on ILO's SIBY model on entrepreneurship. Increase in income of all these women is tracked through an MIS and corrective actions are taken in cases where there is slippage/risk of exit.

For more information, please visit www.yesfoundation.in;
<https://www.yesfoundation.in/pdf/YF-annual-report-22-23.pdf>.





Indonesia

Amartha - Sustainable Digital Transformation for Women-led Grassroots MSMEs

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Financial Technology	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Number of female MSMEs join the initiative	

		
Employees 1000 - 5000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Promote better prosperity for women led MSMEs in rural villages 	Entire Organisation at Local Level
	Workforce Focus:
	Female Only

Initiative Description

Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Financial & Digital Skilling 	<ul style="list-style-type: none"> Inclusive technology for women and vulnerable groups
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> 791,000 women-led MSMEs joined the initiative during Jan-Dec 2022, facilitated by 5,100 field officers (from 1 million by December 2023). 130,000 women led MSMEs become active weekly users of the App in 2022, and 200,000 by May 2023 (from 500,000 target by December 2023). 	<ul style="list-style-type: none"> Product design and deliveries for women need to accommodate gender-bias in technology design. Soft element of trust to technology plays important role in successful digital transformation for women. The role of a facilitator that women can trust in the village plays an important role in ensuring that technology adoption is inclusive, especially for the vulnerable groups.

Extended/Detailed Description:

Sustainable Digital Transformation for Grassroots MSMEs

Women in rural areas are among the vulnerable groups that are being excluded from access to digital financial services, primarily because of their location, capability to operate the ICT devices as well as limited digital infrastructure in the area.

As a financial service provider dedicated to providing equitable financial products for the grassroots economy, Amarthi believes that digital transformation needs to be inclusive. Therefore, intervention needs to be done to ensure women and MSMEs in rural areas are also benefited from ICT and digital transformation.

From this challenge, in 2022 Amarthi initiated the “Sustainable Digital Transformation” initiative for our women led MSMEs customers. The program consists of four pillars of inclusive digital finance strategy, which consists of (1) appropriate product design and delivery; (2) capability development; (3) mentoring and monitoring; and (4) continuous iteration and improvements.

On the product design and delivery element, Amarthi designed and developed Amarthi FIN App, a simple digital App specifically designed for women in rural areas from low-educational backgrounds. The feature and user interface have been extensively designed to be gendered and intuitive for female users. As for the feature itself, the Apps enable common transactions that fit to micro and SME needs in the villages, and for women users, such as for loan repayment, bill payment, micro-investment, and community-specific needs such as group monitoring, and gamification. The Apps also enable small money transactions and are designed for areas where internet coverage is intermittent.

In addition to that, Amarthi also deploys full-time field officers to help women familiarize themselves with the new App through a series of workshops and one-on-one training programs. The field officers, who are Amarthi's full-time employees, will also perform continuous monitoring and mentoring program throughout the year to improve the confidence and trust of the women in the technology.

Initiative Description

To date, more than 790,000 women who are micro-entrepreneurs in more than 42,000 villages in Indonesia have been transformed into a digital society, where 200,000 of them become weekly active users with various financial transactions. More than 5,200 field officers are deployed to serve these women and onboard many more women MSMEs in rural Indonesia to enter the realm of digital society, sustainably. We believe digital transformation for women at the grassroots level will significantly improve their capabilities, empower them as women and promote them one step closer to better prosperity.





Indonesia

Asia Pulp & Paper (APP) Sinar Mas - Desa Makmur Peduli Api

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Pulp & Paper	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> • Female entrepreneurship in grassroots • Female empowerment for local leadership 	

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	Workforce Focus:
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	Broader Diverse Workforce
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Access to Capital 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Market Linkages & Procurement Opportunities 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Financial & Digital Skilling 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • Soft Skills & Leadership Training 	
<ul style="list-style-type: none"> • Frameworks/Tools for Business Acceleration 	
<ul style="list-style-type: none"> • Empowering self and communities to be self-sufficient 	
Quantitative Outcomes:	Learnings:
<p>By the end of December 2022, the DMPA program had been implemented in 421 villages with a budget of USD 3.7 million, benefiting more than 80,000 people and partnering with 223 BumDes, 9 corporations, and 189 farming groups. There are currently 135 women's groups actively involved in the women's empowerment program, which has been running since 2018-2022.</p> <p>Furthermore, APP collaborated with Doktor Syahrir Foundation & Womenpreneur Community for 40 MSMEs to increase competitiveness of products and boost income, such as agricultural and fishery products.</p>	<p>We discovered that women at the grassroots level require a boost of confidence to explore and establish their own businesses while effectively managing their responsibilities as homemakers. Moreover, they greatly benefit from financial literacy to proficiently handle their home and business finances separately. Considering their multiple roles as wives, mothers, and sometimes even farmers, it is crucial to introduce initiatives that inspire and support them in becoming successful entrepreneurs.</p>

Initiative Description

Extended/Detailed Description:

In 2015, Asia Pulp & Paper (APP) Sinar Mas launched Desa Makmur Peduli Api (DMPA), based on the integrated forestry and farming system concepts. The program takes a participatory approach and encourages ownership of the community as well as the village-owned institution to ensure the sustainability of the program.

Mengkiang, a quiet village in Sanggau district, West Kalimantan has undergone a transformative journey through Asia Pulp & Paper (APP) Sinar Mas' community program. The Desa Makmur Peduli Api (DMPA) program was introduced in 2017, with the aim of empowering communities, including many women who were often at the forefront of various MSME initiatives. Among the village's untapped potentials was the traditional art of rattan and pandan weaving, passed down through generations of women. However, their skills were limited to producing woven sun hats, locally known as *caping* and popularly used by farmers to shade themselves from the harsh sun.

Madam Mamy, who previously attended a weaving workshop held by APP Sinar Mas and Vinto Craft in 2019, sought to establish a small business selling woven crafts with the help of DMPA. Her business, Muncang Lestari, now has a diversified range of products and networks across the whole province. With the help and support of DMPA, Mdm Mamy's business flourished – she introduced basket bags, parcel bags, drinking bowls, and more. With an expanded product line and improved marketing strategies, Mdm Mamy's monthly turnover reached IDR 2,000,000 with high profits. Through social media marketing, her products have reached Kiang, Sanggau, Sambas, and Sintang. She's also received dozens of invitations to share her success story in trainings and webinars organized by the district and provincial governments.

The government played a vital role in supporting Mdm Mamy's journey. Besides the initial training by APP Sinar Mas, she also participated in workshops organized by Sanggau Regency in collaboration with the province. Mdm Mamy's talent and dedication placed her as a second-place winner among participants from 14 districts in West Kalimantan, earning her a certificate and a laptop to further her business.

Mdm Mamy said that her journey to set up Muncang Lestari was not without challenges. Weaving using traditional manual methods often proved time-consuming, making it challenging to fulfil large orders. Limited business capital also hindered growth. But despite this, Mdm Mamy's story is a testament to the power of community empowerment programs.







Indonesia

Bluebird Group (PT Blue Bird Tbk)- "Rising Strong: Empowering Women for a Brighter Future"

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Transport (Including Civil Aviation, Railways and Road Transport) Sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Number of support policies in place for women
Initiatives Launched:	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Financial & Digital Skilling 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Soft Skills & Leadership Training 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	Quantitative Outcomes:
<ul style="list-style-type: none"> Frameworks/Tools for Business Acceleration 	Bluebird (Indonesia) - More women empowered: Female at management position 16% at Bluebird in 2022 vs 11% 2021.
Learnings:	
<p>Identified challenges:</p> <ul style="list-style-type: none"> Balancing business achievement and our initiative to provide equal opportunities. We need to ensure our effort in achieving business goals is at the equal level as our effort in ensuring the consistent implementation of programs and initiatives related to creating a friendly and supportive culture to women leaders-creation. Empowering the female leaders to lead in the transportation industry (initially perceived as male dominated workplace). To educate the female drivers and the wives of the drivers to change the mindset to motivate and empower themselves. We continue to break the myth that the one who need to provide in the family is only the man's job. Many field-jobs in this era are not gender-specific anymore. All our drivers' training programs are designed to be given to men and women drivers. 	

Initiative Description

Learnings:

- Change the paradigm since there a perception that taxi driver is identic to male workers.
- Programs: Open driver recruitment for both male and female applicants, conduct gender-specific training program, such as make-up class, financial literacy, and many others, to equip and engaged women drivers.

Extended/Detailed Description:

Women empowerment in Bluebird is based on a strong desire for women & children's education & equality of the ability in taking chances. Where women should be given equal opportunity of education and development and be part of Bluebird's growth. Kartini Bluebird is one of the community development initiatives that provides vocational training to support and create women entrepreneurs for driver's family at Bluebird. Moreover, inclusivity has become a strong foundation whereby Bluebird widely opens career & development opportunity for our employees, drivers, & their families, most importantly women who wants to contribute more to the company and feel empowered. Through internal campaigns, programs, and work regulations. Gender equality and inclusivity in the workplace perceives to be very important in Bluebird to create diversity and balance of perspective in running our service business and achieving our goals. Making Bluebird as a safe space for everyone. Bluebird aspires to see more women talents & leaders across the organization (target 20% in managerial level 2023).





Indonesia

Digiserve - Empowering Women Leadership in Tech Industries

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Postal and Telecommunications Services Sector	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees Less than 200	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Number of Support Policies in Place for Women
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Step 1- Defining KPIs/Dashboard & Assessments	
Initiatives Launched:	
<ul style="list-style-type: none"> Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps 	
<ul style="list-style-type: none"> Define KPIs Based on Gaps & Cross-reference with Other Material 	
<ul style="list-style-type: none"> Build Dashboards & Monitoring Systems 	
Dimensions Considered:	
<ul style="list-style-type: none"> Composition of Workforce at each Seniority Level 	
<ul style="list-style-type: none"> Equity in Hiring and Promotion 	
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans 	
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training 	

Initiative Description	
<ul style="list-style-type: none"> • Pay Equity 	
<ul style="list-style-type: none"> • Number of Support Policies in Place for Women 	
<ul style="list-style-type: none"> • Measures against Gender-based Harassment 	
<ul style="list-style-type: none"> • Leadership Development Programs for Women 	
<ul style="list-style-type: none"> • Alignment to Business Priorities 	
Step 2- How to Monitor and Share KPIs to Define Improvement	
Initiatives Launched:	
<ul style="list-style-type: none"> • Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education 	
<ul style="list-style-type: none"> • Establish Company Policy Paper Containing Goals Surrounding Women KPIs and Adhere to the Goals 	
<ul style="list-style-type: none"> • Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions 	
Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes	
Initiatives Launched:	Dimensions Considered:
<ul style="list-style-type: none"> • Recognise Results with Annual Award 	<ul style="list-style-type: none"> • Leadership and People Development Capability (for Managers)
	<ul style="list-style-type: none"> • Proportion of Women and Men in Hiring
	<ul style="list-style-type: none"> • Proportion of Women and Men in Senior Management
	<ul style="list-style-type: none"> • Proportion of Women and Men Getting a Promotion
Quantitative Outcomes:	
<p>In 2022, the Company has exceeded the target of 30% women in the Company with 36% of employees being women. This figure also increased by 3% from the previous year and was the highest figure for the last 7 years.</p>	
Learnings:	
<p>As a company, Digiserve must create an inclusive work environment. To support this, Digiserve actively continues to carry out assessments of the initiatives that have been carried out by the company, especially for the Diversity and Inclusion initiatives.</p> <p>Until now, there are 20% percentage of women in technology and 25% role of women at the leadership level. This shows there are still a lot of rooms to improve. To cope with that, Digiserve has made various efforts that can be done by the Company to increase women's participation in the Company. In 2021, Digiserve was selected as one of the companies directly selected by the Ministry of Women's Empowerment and Child Protection (WECP) of the</p>	

Initiative Description

Republic of Indonesia to become a member of G20 Empower whose activities continued until the end of 2022, and through this effort, Digiserve managed to get recognition from WECP.

Digiserve has also recruited 4 female apprentices in the field of technology and prepared female future leaders to be promoted in 2023, to increase the percentage of women in technology and leadership in the future.

In 2023 and beyond, Digiserve will continue to make several efforts for Diversity & Inclusion and increase cooperation with IBCWE, KPPPA and UN Women.

Extended/Detailed Description:

As one of the Good Corporate's framework pillar, Digiserve is committed to realizing the seven principles of women's empowerment in the Women's Empowerment Principles (WEPs) by encouraging shareholders and company stakeholders to support a change for gender equality in terms of recruitment, penetration of new markets, community services and increasing profits. In 2022, the Company won 3rd place in the 2022 Women's Empowerment Principles (WEPs) Awards for the Leadership Commitment category held by UN Women, get several awards at the same event in 2021 as 1st winner for the "Gender-Inclusive Workplace" category and 3rd winner for the "Community & Industry Engagement" category in 2020, 2nd winner for the "Transparency and Reporting" category in 2021.

Ahmad Hartono's leadership as CEO has a key role in establishing strong company commitments, including progressive policies, regulations and practices to promote gender equality in the workplace. Hartono has taken many progressive steps, including providing equal opportunities for male and female talents in the assessment process, that follow the rules set by the Telkom Group and the results show that female talents are selected.

Furthermore, Hartono also applies open leadership (self-coaching leaders) regardless of gender. This program includes holding a monthly CEO Coffee Session, where he provides direction and input to the managerial level team and listens to employee suggestions and input. Another program is the monthly CEO's Visit to each division in the company to provide direction and listen to their input.

Hartono's active steps had also been implemented before he joined Digiserve, namely actively collaborating with colleagues at another company regarding gender equality. One of the results is that a woman fills the succession process for one of the leaders.

In the gender equality implementation process, several challenges arose:

- First, the female talents were limited from the start, and only some wanted to have a career in the STEM Industry. Therefore, management employed more female talents at the junior level (Growth from Within).
- Second, when it was still in the middle of the COVID-19 pandemic, there were time and meeting constraints. These constraints were overcome by maintaining family-friendly policies, such as the Flexible Working Arrangement that Digiserve has implemented since 2017, so the company could still move forward.
- Third, the challenge in changing people's perceptions of gender equality due to the wrong culture and understanding of religious values. This was overcome by continuously campaigning for gender equality from the perspective of religion, culture, and social organizations, and always providing examples and actualization in organizations regarding gender equality.

Initiative Description

The implementation evidence of gender equality in Digiserve is shown by a real case of how female talents are given the same opportunities as other employees regardless of domestic factors. One time, one of the female employee candidates who was promoted to senior manager level was still on maternity leave.





Indonesia

FWD Insurance Indonesia- HERoic - Women Empowerment Program, BeDug - Flexible Working Arrangement, #LiveLife - Wellbeing Program, FWD Bebas Berbagi - Financial Literacy Program

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	Learnings:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<p>Not only do we need to have a women empowerment program, but we also need to encourage the leadership team and male employees to be allies to support women's aspirations and achievements.</p>
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	

Initiative Description

Quantitative Outcomes:

- As of December 2022, we have 51% women in the organisation with 45% in managerial positions.
- As of December 2022, we have 35% women in our senior management team.
- Almost half of women (compared to all employees) are appraised as good to high-impact performers based on the 2022 performance appraisal.
- Majority of women employees are appraised as good to high-impact performers based on the 2022 performance appraisal.
- As of December 2022, all our employees have completed the Conscious and Unconscious Bias Training.
- We have a total of 110 employees who joined the HERoic program from 2021 to 2023 and participated as mentors at Girls Leadership Academy, with a total of 128 Girls across Indonesia being mentored.
- From survey results of FWD employees in 2022, 91% reported having a better understanding of the importance of well-being, this result continues to increase compared to the survey findings from January 2022 (89%) and August 2021 (90%).

Extended/Detailed Description:

1. HERoic

One of our focuses in supporting diversity & inclusion strategy is to build women empowerment in FWD Insurance to ensure that we encourage our women employees to celebrate living, pursue their careers, and contribute more, not only to the company but to their families and society. It's a 7-month continuous journey for high-achieving women from entry-level to managerial level who want to have more impact and influence on the health and success of their organizations. This is the program's 3rd year since it launched in 2021 and has 110 participants in total. This program is designed with a mixture of a series of workshops, community connections, group mentoring, conferences, and graduation projects.

2. BeDug (Bebaskan Dudukmu)

Is one of our initiatives to support a flexible working arrangement that we have implemented for all employees even before the pandemic hits in 2021. Through this initiative, we are giving more flexibility to all parents to attend to their family by working from home and to appreciate different styles of working. We support this flexible working arrangement with online cloud data, internet access, and other IT infrastructure so every employee can work from anywhere.

3. #LiveLife

Is one of our initiatives with the mission of helping our employees lead a healthy and fulfilling life, both inside and outside of the workplace. By supporting our employees holistically across emotional health, purpose and meaning, physical health, social connectedness, and financial wellness – the vision is to ensure employees that we are empowering them to look after the things that matter most: yourself, your family, and your livelihood. A few activities that we

Initiative Description

held related to this initiative are sports competitions, ideas competitions, Lunch and Learn, and Talent Camp.

4. FWD Bebas Berbagi

Our flagship community care program targets women, youth, small-medium enterprises, as well as people with disability through our activities which focus on social, environmental, risk and governance aspects. One of the pillars is financial literacy for our targeted participants.





Indonesia

Gajah Tunggal Group - Economic Dividends for Gender Equality (EDGE) Certification

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Automotive	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Measuring to Improve	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Workforce Focus:
	Broader Diverse Workforce

Initiative Description	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
Step 1- Defining KPIs/Dashboard & Assessments	
Initiatives Launched:	
<ul style="list-style-type: none"> • Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps 	
<ul style="list-style-type: none"> • Define KPIs Based on Gaps & Cross-reference with Other Material 	
Dimensions Considered:	
<ul style="list-style-type: none"> • Composition of Workforce at each Seniority Level 	
<ul style="list-style-type: none"> • Equity in Hiring and Promotion 	
<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans 	
<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training 	
<ul style="list-style-type: none"> • Pay Equity 	
<ul style="list-style-type: none"> • Number of Support Policies in Place for Women 	
<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace 	
<ul style="list-style-type: none"> • Leadership Development Programs for Women 	
<ul style="list-style-type: none"> • Measures against Gender-based Harassment 	
<ul style="list-style-type: none"> • Alignment to Business Priorities 	
Step 2- How to Monitor and Share KPIs to Define Improvement	
Initiatives Launched:	
<ul style="list-style-type: none"> • Get External Gender Equality Certification to Force an Even Stronger Accountability of Company Management Tracking Progress in a More Objective and Structured Way 	
<ul style="list-style-type: none"> • Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions 	

Initiative Description

Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes

Initiatives Launched:

- Recognise Results with Annual Award

Dimensions Considered:

- Gender Pay Gap
- Proportion of Women and Men Getting a Promotion
- Proportion of Women and Men in Senior Management
- Proportion of Women and Men Getting Salary Increase
- Proportion of Women and Men in Hiring
- Leadership and People Development Capability (for Managers)

Key Insights:

- Raising the Composition of Women in the Workforce at each Seniority Level
- Equity in Hiring and Promotion
- Equity in Talent Management and Succession Plans/Pipelines
- Gender Equality and Unconscious Bias Training
- Pay Equity
- Increased Women's Access and Integration to Markets and Resources
- Leadership, Mentorship and Skill Development Programs for Women

Learnings:

The organisational approach is a systematic way used by organizations to provide space and opportunities for all employees, especially women, to be able to develop their potential more optimally. A good system is not enough if employees, especially women, do not take advantage of the opportunities provided. Technical obstacles such as regulations at the regional level, patriarchal culture, and local wisdom values have not only hindered the achievement of gender equality in the work environment.

Groups of women workers also need to provide encouragement to make better use of the space for growth within the organization so that changes can occur progressively and sustainably.

Extended/Detailed Description:

PT Gajah Tunggal Tbk is dominated by men, with 2.5% of its employees being women working in factories and 1% being women workers in management. To involve women in this male-dominated company, Gajah Tunggal provides equal job opportunities, there are no job vacancies that prioritize men or women.

Initiative Description

The Collective Labour Agreement (PKB) also includes the right to maternity leave in accordance with the government's labour regulations. The company is also a member of IBCWE and has succeeded in obtaining the Economics Dividends for Gender Equality (EDGE) certification at the end of 2019.



Indonesia

GoTo - Women Leadership

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Technology	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000-5000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Entire Organisation at Local Level
	Workforce Focus:
	All Workforce

Initiative Description	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Market Linkages & Procurement Opportunities 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Financial & Digital Skilling 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Frameworks/Tools for Business Acceleration 	
Extended/Detailed Description:	
Womenpreneur training for women led SMEs in various cities in collaboration with Ministry and other partners.	





Indonesia

Grab Indonesia - GrabForGood

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Technology	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 5000 - 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<p>Initiatives Launched:</p>	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	<p>Learnings:</p>
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<p>There is a stigma and mindset that technology companies are usually male dominated.</p>
<ul style="list-style-type: none"> Care Services 	<p>Quantitative Outcomes:</p>
<ul style="list-style-type: none"> STEM and Digital Skills 	<p>The magnitude of women's role is reflected in more than 50% leadership in Grab Indonesia.</p>
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
<p>Extended/Detailed Description:</p>	
<p>#GrabForGood is Grab's commitment to empowering more Indonesians to gain important access to technology. Grab will help millions of traditional businesses and small merchants, in addition to millions of micro-entrepreneurs who have joined the Grab platform to digitise their workflow and processes through the #TerusUsaha program. To create a sustainable future, Grab is committed to continuing to preserve the environment. Every individual has a role to play in preserving the environment through Grab's #LangkahHijau program.</p>	



Indonesia

HHP Law Firm- GAT (Gender Aspiration Target)

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 1: Planned

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Workforce Focus:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Broader Diverse Workforce

Initiative Description	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Quantitative Outcomes:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Aiming to reach the 40:40:20 (M: F:O) gender aspiration target in leadership and managerial roles.
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Learnings:
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	There are many reasons why female members left the workforce, but mostly it's personal (study, self-care) or family (marriage, children). We learnt that we need to listen to their needs, it may involve providing more flexible working arrangements, providing support, and setting the right infrastructure to retain female talents.
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
Extended/Detailed Description:	
<p>At HHP Law Firm, we are planning to provide small group mentoring sessions for female members, with more senior female members as mentors/coaches where the group can discuss anything about their career and personal issues openly. There will also be sharing sessions with female leadership of the wider Baker McKenzie network to inspire young female members to excel in their careers.</p> <p>HHP Law Firm is assessing plans to provide ad-hoc care services for its members needing support for parental care, including subsidizing the costs for ad-hoc childcare, especially during school holidays or festive seasons, when helpers' services are not available.</p>	





Indonesia

Indonesia Global Compact Network - Target Gender Equality in 2022

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - Association under the United Nations	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) N/A	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPIs: <ul style="list-style-type: none"> Participating companies' level of understanding on Target Gender Equality Program 	

		
Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Broader Diverse Workforce
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Key Insights:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
Initiatives Launched:	
<p>Target Gender Equality (TGE) is a gender equality accelerator program for participating companies of the UN Global Compact, including in Indonesia. Through facilitated performance analysis of Women's Empowerment Principles (WEPs) Gender Gap Analysis Tool, capacity building workshops, and peer-to-peer learning at the country-level, TGE supported companies in setting and reaching ambitious corporate targets for women's representation and leadership, starting with the Board and Executive Management levels.</p> <p>TGE was continued in the second and third rounds in 2022, engaging 22 companies and one academic institution.</p>	
Quantitative Outcomes:	
<p>In conducting two rounds of the program in 2022, the company found that there was an increase of participants' understanding on the importance of company's target ambition for gender equality, as well as how to set, develop, overcome challenge, and measure progress of the related strategies.</p> <p>Impact was measured by using a pre and post-test in each of the modules, using a scale of 1 (do not understand) to 4 (strong understand). Below are the detailed increase of understanding from before the participants started the first module and after the third module:</p> <ol style="list-style-type: none"> The importance of the company's target ambitions for gender equality <ul style="list-style-type: none"> Round 2: from 3.03 to 3.68 Round 3: from 3.04 to 3.5 How to set the company's ambition targets for gender equality <ul style="list-style-type: none"> Round 2: from 2.37 to 3.56 Round 3: from 2.71 to 3.42 	

Initiative Description

- 3) How to develop strategies to realize the company's ambitions for gender equality
 - Round 2: from 2.31 to 3.48
 - Round 3: from 2.67 to 3.33
- 4) How to overcome challenges in achieving the company's ambitious targets for gender equality
 - Round 2: from 2.31 to 3.52
 - Round 3: from 2.54 to 3.5
- 5) How to measure the progress of achieving company ambitions related to gender equality
 - Round 2: from 2.29 to 3.36
 - Round 3: from 2.46 to 3.25

Learnings:

- High level commitment is imperative in supporting the advancement of women's empowerment and gender equality.
- As a starter, it is very beneficial for companies to utilize Women's Empowerment Principles Gender Gap Analysis Tool (WEPs Tool), a self-assessment tool that is free of charge, user-friendly, and strictly confidential. The online platform can help companies in identifying strengths, gaps, and opportunities to improve their performance on gender equality.
- In creating an enabling environment for women in the leadership, it is important to create an ambitious target that is followed by a series of actions, including policy development, effective monitoring and evaluation process, and sufficient communication to stakeholders.

Extended/Detailed Description:

Target Gender Equality (TGE) program allowed companies to deepen implementation of the Women's Empowerment Principles (WEPs) and strengthen their contribution to Sustainable Development Goal 5.5, which calls for equal women representation, participation and leadership in business globally. Throughout the program, companies were equipped with the latest data and research supporting the business case for gender equality and gained insights from UN partners and experts on how to accelerate progress on gender equality. The program started with a one-on-one facilitated performance analysis of WEPs Gender Gap Analysis Tool (WEPs Tool), a self-assessment tool that helps companies identify strengths, gaps, and opportunities to improve their performance on gender equality. It continued with a series of live capacity building workshops that covered three modules:

Module 1: Diversity Target - Defining Ambitions

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

Module 2: Strategies for Success

The second module discussed various ways to step by step achieving their target or goals. The approach to DE&I efforts as determining what actions to implement depends on multiple variables. However, effective DEI strategies do share common attributes, including:

- They are supported by senior leadership.
- They are communicated effectively to employees.

Initiative Description

- They engage employees widely across the organizations.
- They have built-in accountability mechanisms and ways to track progress

Module 3: Measuring and Communicating Progress

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

More information:

- TGE: www.unglobalcompact.org/take-action/target-gender-equality
- WEPs: www.weps.org
- WEPs Tool: www.weps-gapanalysis.org





Indonesia

Indonesia Stock Exchange- IDX Gender Equality & Women Empowerment Program (IDX-GWEP)

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 500 - 1000	Focus on Nourishing an efficient and sustainable women talent pipeline and providing them with opportunities to lead.	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline; 	Key Insights:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
	<ul style="list-style-type: none"> Provide opportunities for our senior female managers to fulfill C-level position in SRO and our subsidiaries
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Equal opportunity in promotion/hiring 	<p>In IDX: Female in workforce & new hires 40%. Female in managerial positions 30%. In subsidiaries: 26% of SRO and subsidiaries' BoD members are women (comprising 2 CEOs and 6 directors).</p>
<ul style="list-style-type: none"> Development programs/mentoring; sponsoring leaders 	Learnings:
<ul style="list-style-type: none"> Unconscious bias and diversity awareness 	<p>Assess your current state, start with data to identify the real condition and determine the concrete steps for improvement area. Listen to your employees & do the benchmark. It is essential for them to be heard and make sure they know that their feedback really counts. Consistency is the key. You always must “walk the talk”.</p>

Initiative Description

- Succession planning
- Network/community/role modeling
- Parental policies
- Equal pay
- Graduate program/link to education institution
- Flexible working
- Skilling, reskilling & upskilling initiatives
- Track women attrition at different levels
- Enabling safe infrastructure
- Well-being program

Extended/Detailed Description:

As a member of UN Sustainable Stock Exchanges initiative and as the #1 regulator in Indonesia capital market, Indonesia Stock Exchange's role in promoting gender equality (GE) and women's empowerment (WE) among its stakeholders is very strategic. We were very much aware from early on that to be effective in improving GE and WE practices in the capital market, IDX must become a role model and, as such, our approach cannot be anything but to walk-the-talk.

Below are some of the best practices we implement in IDX:

- a. Strong commitment from the top management to implement gender sensitive and gender responsive policies in IDX.
- b. Conduct gender equality capacity self-assessments (which we had completed twice, in 2020 and 2022). We used GEARS (Gender Equality Assessment Result & Strategies) to evaluate what policies, strategies and procedures were in place to ensure that gender equality and the empowerment of women can be adequately implemented. Also, to identify areas of implementation that still below the expected minimum level, so that new policies/procedures can be issued to improve the practice.
- c. Gender-bias training. Provide a gender-bias training program for all levels of IDX employees to build an awareness and a good understanding of gender bias in a workplace.
- d. As a rule, in IDX there is no gender-based limitation. All employees can access and obtain the necessary training to improve their competencies. However, we do provide capacity building opportunities specially designed for female talents.
- e. Build women talent pipeline to fill-in leadership positions within IDX and other SROs in Indonesia capital market (the Indonesia Clearing and Guarantee Corporation and the Indonesia Central Securities Depository), and our subsidiaries. To increase female representation on the board level we encourage and provide opportunities -by nominating and sponsoring our senior female talents- to C-level positions in IDX and other SRO's as well as in IDX's subsidiaries. Note: 36% of our Unit Heads (C-2) and 29% of Division Heads (C-1) are women; 28% of SRO's current board members are women; previously: none (0%).

Initiative Description

- f. Conduct regular assessments to determine competency gaps and provide employees with development programs such as training, mentoring, webinars, and coaching.
- g. Provide tiered leadership development programs to both male and female employees to ensure readiness to enter a higher career path as future leaders. Female and male employees have the same rights to promotion opportunities at all levels in the company according to their competencies, as well as in performance appraisal system.
- h. Improved our compensation & benefit (C&B) schemes to provide equal benefit to female employees (as male's).
- i. Collaborate with other institutions (the Indonesian Ministry of Women's Empowerment and Child Protection, IBCW, A.T Kearney, IGCN, UN Woman, etc) in terms of women's empowerment specifically to improve our female talents' leadership skills, by participating in coaching/mentoring with experienced and skilled internal and external C-level executives.
- j. Provide a female-friendly working environment. This includes gender-responsive policies, culture, leadership, and facilities (such as lactation room and daycare program).
- k. Continue to implement hybrid working -even after the pandemic restriction has been lifted by the government- to provide our employees with the flexibility to work remotely for two weeks every month. It helps mothers deal with the challenge of balancing childcare schedules with commuting, for example.
- l. On employer branding strategy, we showcase Life at IDX, a career landing page in LinkedIn, featuring female employees in areas where female representation is relatively low, such as in IT.
- m. Maintain an adequate female representation in IDX's hiring practice. Currently the %age of male-female employees in IDX is already ideal (56% male, 44% female). So, what we do is making sure that when we hire new employees, we maintain a good proportion of male and female candidates.





Indonesia

L'Oreal Indonesia- Beauty for A Better Life, L'Oreal-UNESCO For Women in Science, brand causes, and various internal initiatives

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Cosmetic marketer & Producer	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 500 - 1000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Initiatives Launched:
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Market Linkages & Procurement Opportunities
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Sensitisation & Awareness Programs
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Soft Skills & Leadership Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Care Services
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Frameworks/Tools for Business Acceleration
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	Quantitative Outcomes:
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	Balance females vs. male in overall, managerial & Management Committee
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Key Insights:	
<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level 	
<ul style="list-style-type: none"> Equity in Hiring and Promotion 	
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines 	
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training 	
<ul style="list-style-type: none"> Pay Equity 	
<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources 	
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace 	
<ul style="list-style-type: none"> Measures against Gender-based Harassment 	
<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women 	
<ul style="list-style-type: none"> Number of support policies in place for women 	
<ul style="list-style-type: none"> Alignment to Business Priorities 	

Initiative Description

- Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress

Extended/Detailed Description:

For more information, please visit Beauty for A Better Life program & L'Oreal-UNESCO For Women in Science Program online.

<https://www.unesco.org/en/prizes/women-science>

<https://www.loreal.com/en/news/commitments/for-women-in-science--25th-anniversary/>





Indonesia

Lemonilo- Women Talent Empowerment

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Wholesale and Retail	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

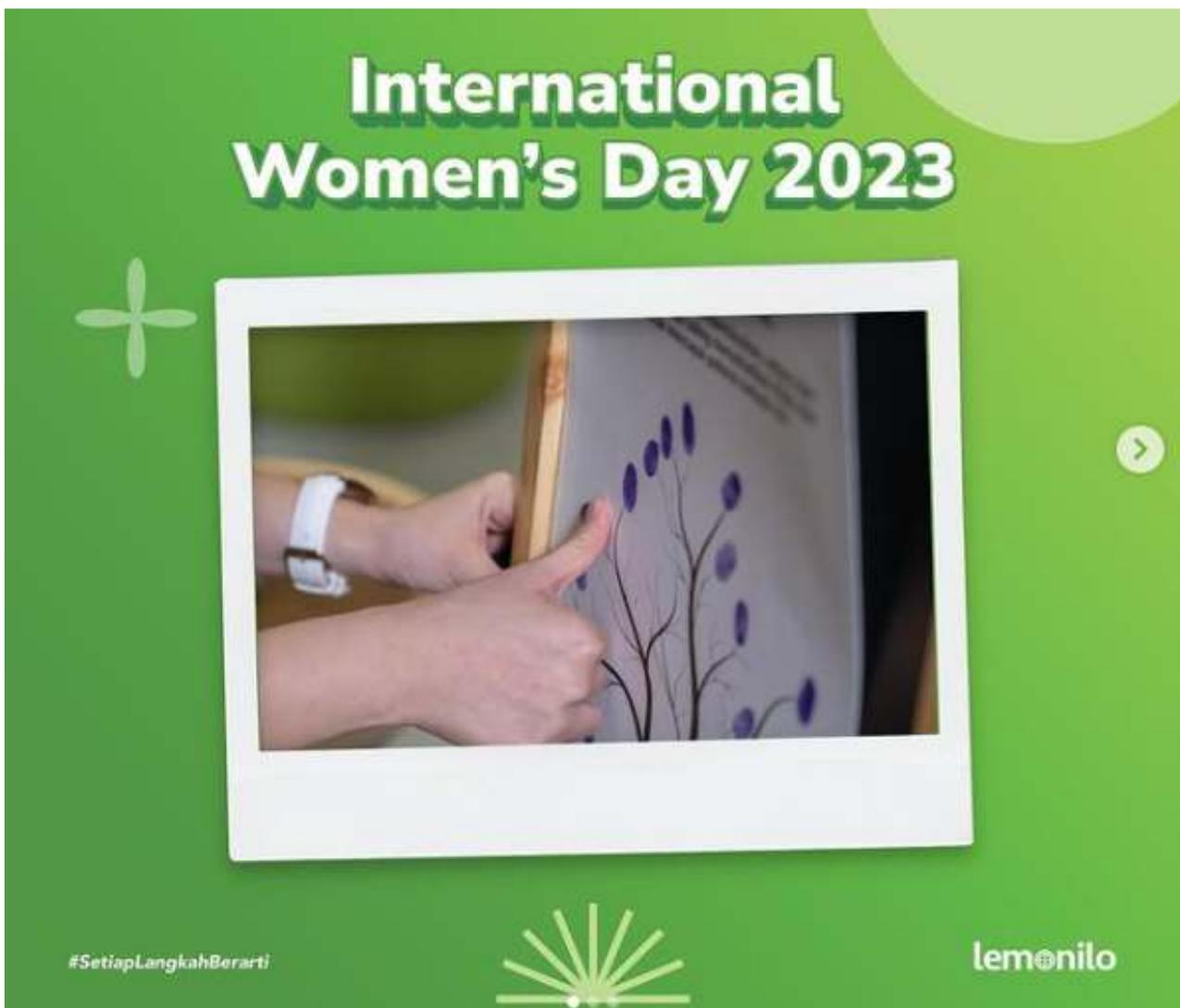
Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Alignment to Business Priorities
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring Development Programs/Mentoring Unconscious Bias and Diversity Awareness Equal Pay Flexible Working 	<p>Gap between female employees and male employees are decreased to almost none, with almost half of female leadership (managers above) occupying managerial positions.</p>
Learnings:	
<p>That the idea of gender diversity should also be equipped with more male roles' empowerment, and that we should also empower male and getting in touch with a different aspect of their personalities to break gender stereotypes about males and how it then can be translated to further empowerment across gender.</p>	

Initiative Description

Extended/Detailed Description:

We create programs to boost women empowerment through live seminars to embrace diversity and acknowledge women presence and leadership. Internally, our Pman (People Management) team ensures equity within pay and performance. Our flexible hybrid work program is also meant to be able to accommodate working mothers. No treatment should be differently done based on gender and we continuously acknowledge the program. The live seminar post with Najwa Shihab, one of the most prominent female figures can be seen here.





Indonesia

Martha Tilaar Spa - Empowering Women at Martha Tilaar SPA Training Center

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Hotels; Tourism; Catering	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Female Only
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Initiatives Launched:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Development Programs/Mentoring
Key Insights:	<ul style="list-style-type: none"> Network/Community/Role Modelling
<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources 	<ul style="list-style-type: none"> Equal Pay
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace 	<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g., Insurance)
<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women 	<ul style="list-style-type: none"> Enabling Safe Infrastructure
<ul style="list-style-type: none"> Alignment to Business Priorities 	
Learnings:	
<ul style="list-style-type: none"> Must have clear communication and understanding with stakeholders, partners, about the goals of the program. This section is to reduce hesitation, worry, from the participant, parents and the teachers. Create abroad network based with vocational schools or other and prepare MoU to ensure continuous source of professionally trained spa therapists. Maintain good relationships and building trust with schools' principals, teachers and parents. Must have well established curriculum, competent trainers, and good training facilities. Make sure we provide a workplace in the related industry to absorb the trainees after completing SPA training program. 	
Extended/Detailed Description:	
<p>Martha Tilaar SPA is one of the leading and largest SPA Franchise operators in Indonesia. We operate 40 SPA outlets across Indonesia, Brunei Darussalam & Sri Lanka (opening soon in July 2023). For nearly 2 decades, Martha Tilaar Spa is heading a comprehensive beauty spa business that provides job for young women and support local farmers and communities while advancing sustainability through community engagement. To ensure continuous source of professionally trained spa therapists, we have established the Martha Tilaar SPA Training Centre, located in Jakarta.</p> <p>Martha Tilaar SPA Training Centre is a comprehensive center where our therapists are well-trained about all aspects of the spa culture such as hospitality, product knowledge, massage techniques, facial & body treatments, and the opportunities of on-the-job trainings. In addition, we provide our therapists with PACE Training Program (Personal Advancement Career Enhancement) in collaboration with GAP Inc. USA, which concludes soft skills trainings of,</p>	

Initiative Description

such as communication, financial literacy, stress and time management. Through Martha Tilaar SPA Training program, we have provided scholarships for many women from low-income families to be trained as spa therapists for salons and spas, by giving them tools to succeed in business.

Women's empowerment program has been our strong commitment since the beginning. We believe that by giving more skills through education to Indonesian women and involving them in the business line, we can empower under-privileged women to be independent individuals, able to support themselves and their families. This effort has a long-term contribution in reducing women trafficking, raising gender equality in the community and helping to increase the economic scale of the nation.

We also connect & collaborate with other parties, institution, local government and the community to carry out the women's empowerment program in hopes that this partnership could also contribute to the achievement of the SDGs in Indonesia, such as building supportive community through Roemah Martha Tilaar in Gombong, Kebumen, Central Java, to source from women entrepreneurs to succeed through many activities, such as mentoring and brand building programs.

We have also taken part in Inclusive Sustainable Economic Development (ISED) project initiated by the Governments of Indonesia and Germany, through German Federal Ministry for Economic Cooperation and Development (BMZ) and Ministry of National Development Planning (Bappenas) together with GIZ in promoting inclusive and sustainable employment through the development of a wellness tourism village in Bilebante. We have provided set of trainings to empower the local people, such as organic planting, SPA therapist training, and branding program for SMEs.

Another project that we are involved in is collaborating with Asia Pulp & Paper Sinar Mas (a leading global pulp and paper company in Indonesia), supported by the Indonesia Global Compact Network (IGCN) from this collaboration project called Desa Makmur Peduli Api (DMPA) program to assist women from local, rural communities to become self-sufficient entrepreneurs. We conducted training through scholarship programs for SPA therapists. To this date, we have awarded SPA therapist employment to 6 young entrepreneurs.

To open more opportunities for women and help women feel empowered. In the future, we will continue to explore new program as well as new collaboration that hopefully could deliver more positive impact to more women.

For more information, visit the Good Practice docket - https://drive.google.com/drive/folders/1P3Dml2ksNfx8J9sgodLnqImaJG_kZQYU?usp=sharing



Indonesia

Pertamina - Women Leadership Accelerator Program

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Energy	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Female Only

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Key Insights:
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Soft Skills and Leadership 	More than 90% of participants agree that Women LEAP program can develop their leadership skills, boost their confidence, and feel the support from company for their leadership aspiration.
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	Learnings:
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	The program is on voluntary based where participants need to apply to join the program so the motivation came from themselves which resulted in active participation of the participants despite the long program.
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	
Extended/Detailed Description:	
<p>Energy industry has long history of being male dominated, resulting in underrepresentation of women in leadership roles. Worldwide, women make up only 22% of oil and gas industry workforce, with even lower percentage of women holding leadership positions at just 17% (BCG, 2017 & 2021). Pertamina is no exception - while women constitute 17% of the company's workforce, less than 13% of leadership positions are held by them. However, there is growing recognition of the importance of women's leadership in business. A study has shown that companies with executive teams that had gender diversity in the top quartile were 25% more likely to have higher profitability compared to those in the bottom quartile (McKinsey & Co., 2019). As a response, Pertamina launched Women Leadership Accelerator Program (Women LEAP). The program aims to address challenges that women face in advancing to leadership roles, including limited access to mentors, gender biases, and fewer opportunities for professional development. Women LEAP targets female employees at senior staff level,</p>	

Initiative Description

preparing them for leadership roles through a voluntary program that invites female senior staff to apply, ensuring that the motivation for development comes from themselves. The competitive acceptance rate of around 25% indicates a strong level of interest in the program.

Women LEAP combines three types of learning: formal learning, learning from others, and experiential learning. Formal learning includes a series of leadership workshops, business case studies, corporate finance, and business etiquette training. These components aim to equip participants with knowledge and skills necessary to succeed in leadership roles especially in four areas: business acumen, innovation, decision making, and strategic thinking. Learning from others involves coaching and peer-to-peer learning. These opportunities aim to provide participants with feedback, guidance, and women-to-women connection that can help them navigate their careers and develop leadership competencies. Experiential learning includes business immersion and apprenticeship that allow participants to join business project that is beyond their skill group. Working on cross-functional project provides participants with exposures and better understanding of Pertamina's business. By combining these three types of learning, Women LEAP aims to provide comprehensive development experience for female employees at Pertamina which prepare them for future leadership roles. Additionally, Women LEAP participants will be involved in promoting sociopreneurship to develop their sense of giving back. One cohort of Women LEAP program is designed for a duration of 8 months.

To comprehensively evaluate participants' progress, we employ an assessment system that focuses on three key areas: response, result, and behavioural change. This system includes diverse methods such as observation, tracking coaching progress, project evaluations, and gathering 360-degree feedback from peers and managers. Despite being in its early stages, Women LEAP is already showing positive results. A significant 85% of participants strongly agree that the program boosts their self-confidence as leaders, while 10% somewhat agree and only 5% remain neutral. As for some executed modules, a remarkable 95% of participants feel that the program equips them with the understanding to influence others and effectively manage change.





Indonesia

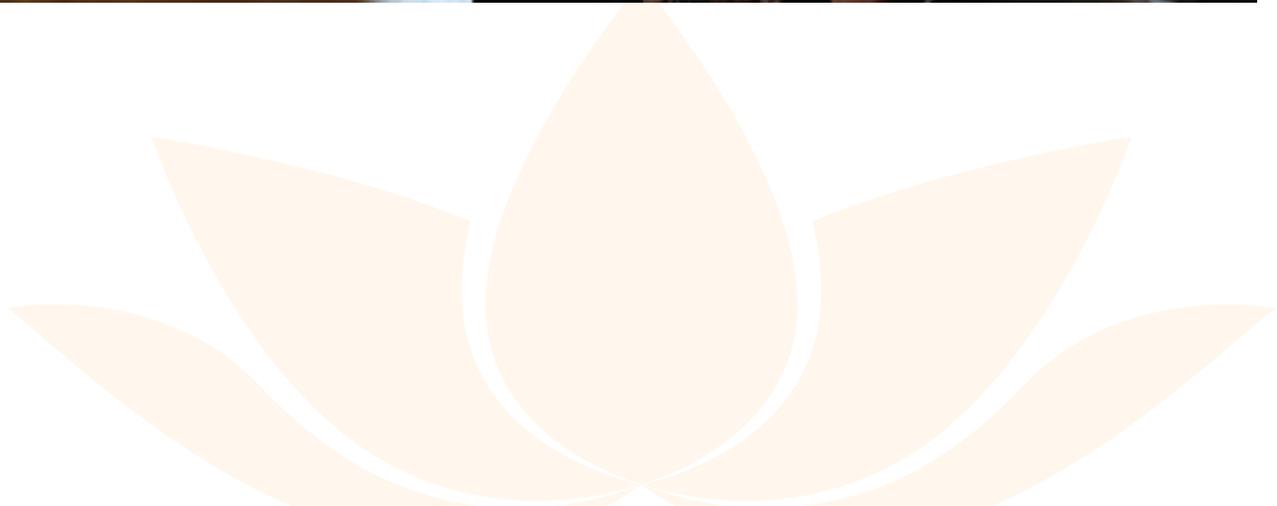
Perum PNRI - Srikandi BUMN

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Government Agency	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Printing	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 200 - 500	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Role 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline Develop Network for Mutual Support and Learning 	All Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Care Services 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
Learnings:	
Leadership Training	





Indonesia

PT Alun Alun Indonesia Kreasi – Alun Alun Support MSME for Female Entrepreneurs

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Wholesale and Retail	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 5 - 10 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 200 - 500	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 1: Planned

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus: Broader Diverse Workforce

Initiative Description

- Increase Leadership Role-models and their Visibility

Initiatives Launched:

- Market Linkages & Procurement Opportunities
- Soft Skills & Leadership Training
- Mentoring, Knowledge Sharing & Handholding

Key Insights:

- Raising the Composition of Women in the Workforce at each Seniority Level
- Increased Women's Access and Integration to Markets and Resources
- Leadership, Mentorship and Skill Development Programs for Women

Extended/Detailed Description:

Alun Alun Indonesia has become home for Indonesia MSME especially in creative industry. We source 80% of total showcase from MSME, which is mainly owned by woman entrepreneur or homemakers. We create a sustainable program to equip our MSME to expose with potential market, soft skill, and scale up our MSME from 'non-bankable into bankable' business. Alun-Alun Indonesia also collaborates with buyers/exporters to bring more opportunity and higher demand of the products.





Indonesia

PT Anugerah Pharmindo Lestari - Advocating for Socioeconomic Empowerment: Driving Diversity, Equity, and Inclusion

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Health Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	Initiatives Launched:
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Development Programs/Mentoring
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Sponsoring Leaders
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Succession Planning
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Network/Community/ Role Modelling
Key Insights:	<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness
<ul style="list-style-type: none"> Equity in Hiring and Promotion 	<ul style="list-style-type: none"> Equal Pay
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines 	<ul style="list-style-type: none"> Graduate Program/Link to Education Institution
<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level 	<ul style="list-style-type: none"> Flexible Working
<ul style="list-style-type: none"> Pay Equity 	<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g. Insurance)
<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources 	<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace 	<ul style="list-style-type: none"> Track Women Attrition at Different Levels
<ul style="list-style-type: none"> Measures against Gender-based Harassment 	<ul style="list-style-type: none"> Enabling Safe Infrastructure
<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women 	Quantitative Outcomes:
<ul style="list-style-type: none"> Number of support policies in place for women 	40% females in leadership, equal pay, benefits, and career opportunities
<ul style="list-style-type: none"> Alignment to Business Priorities 	
<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress 	

Initiative Description

Learnings:

Tailor the practice to your organization's context: It is crucial to adapt good practice to the specific needs and characteristics of your organisation. Consider factors such as company culture, industry, and workforce demographics to ensure the practice aligns with your organisation's unique context.

Secure leadership commitment: Obtain strong support and commitment from top leadership to champion the adoption of good practice. Leadership endorsement plays a critical role in driving change and ensuring the successful implementation of the practice across all levels of the organisation.

Engage employees and stakeholders: Involve employees and key stakeholders throughout the process. Solicit their input, gather feedback, and address any concerns or resistance. By fostering a sense of ownership and participation, you can build a stronger foundation for successful implementation.

Communicate effectively: Develop a clear and comprehensive communication strategy to raise awareness about the good practice. Clearly articulate the benefits and expected outcomes, address any misconceptions, and ensure open channels for dialogue and feedback.

Establish metrics and measure progress: Define key performance indicators (KPIs) or metrics to track the progress and impact of the implemented practice. Regularly evaluate and assess the effectiveness of the practice, adjusting as necessary to ensure continuous improvement.

Share best practices and lessons learned: Encourage knowledge-sharing and collaboration among organisations adopting similar practices. Establish forums, both within your organisation and with external partners, to exchange insights, challenges, and success stories. By learning from one another, we can collectively enhance the adoption and effectiveness of the good practice.

Extended/Detailed Description:

1. Women In Leadership

In APL, we ensure equal opportunities for both males and females to take on leadership roles in the business. As of 2022, we have achieved a significant milestone with 40% of our leadership positions being held by women. However, our commitment goes beyond mere representation. We have implemented a comprehensive program aimed at supporting and empowering our female leaders, equipping them with the necessary tools to overcome any challenges they may encounter. Through this program, we strive to nurture and inspire our female leaders by providing them with valuable learning experiences from industry experts who are considered the best in their fields.

2. Equal Treatment for Career Opportunity, Pay, and Benefit

In our organisation, we are dedicated to providing equal treatment for all employees when it comes to career opportunities, pay, and benefits. We strongly believe in creating a level playing field, ensuring that both men and women have equal access to advancement and growth within their careers. This means that promotions, assignments, and training opportunities are based on merit, skills, and qualifications rather than gender. Moreover, we are committed to eradicating any gender-based wage gaps, ensuring that individuals receive fair and equitable compensation.

Initiative Description

for their work regardless of their gender. Additionally, we strive to provide equal benefits such as healthcare, retirement plans, and other perks, ensuring that every employee is afforded the same opportunities and support for their well-being and future.

3. Create a conducive working environment

Creating a conducive working environment is a top priority for us. We believe that fostering a positive and inclusive workplace culture is essential for the success and well-being of our employees. We strive to cultivate an environment where everyone feels valued, respected, and supported. This means promoting open communication, collaboration, and teamwork, while actively discouraging any form of discrimination or harassment. We encourage diversity and ensure that all voices are heard and considered, as we recognize that a range of perspectives leads to better decision-making and innovation. Furthermore, we prioritize providing resources and support systems that help employees thrive, such as mentorship programs, professional development opportunities, and work-life balance initiatives.

We also understand and appreciate the importance of supporting our employees in their roles as parents, particularly working mothers. We recognise the unique challenges they may face and are committed to providing flexible working arrangements that accommodate their needs. This includes options such as working from home, allowing them to balance their professional responsibilities with their family commitments. We strive to ensure that these arrangements are seamlessly implemented, without causing any disruption to business operations. By offering this flexibility, we aim to support working mothers in maintaining a healthy work-life balance and creating an environment where they can thrive both personally and professionally. We value the contributions of all our employees and are dedicated to fostering an inclusive and supportive workplace for everyone.





Indonesia

PT Bank BTPN Tbk - Code Without Barrier with Microsoft Indonesia

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 5000 - 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Workforce Focus:
	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Key Insights: Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	
Initiatives Launched:	
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	
<ul style="list-style-type: none"> STEM and Digital Skills 	
<ul style="list-style-type: none"> Soft Skills and Leadership 	
Learnings:	
<p>With Bank BTPN joining the Code, Without Barriers program, we believe we can accelerate our progress towards achieving an inclusive digital world. It has become joint responsibility to enable a digital world that is inclusive for all. By having this partnership, we realize we could provide more opportunities for women to hone their talents in technology; supporting women to become even more confident when pursuing career in this area. We hope that our participation can inspire other financial industry players to drive economic growth and accelerate digital banking transformation in Indonesia.</p>	
Extended/Detailed Description:	
<p>Bank BTPN is the first banking entity to join the Code Without Barrier community in Indonesia, this program aims to help narrow the gender gap in the cloud data, AI, and digital technology sectors. The implementation of the program at BTPN this year will be focus on “Thought Leadership & Advocacy” whereby Bank BTPN's female leader will take part as Coach(es) at seminars run by Microsoft, “Talent Pooling” through internship and hiring events at Bank BTPN and “Tech Opportunities for Women program”, as well as Co-branding. The partnership is aimed to improve digital competency and to address demand for talent which ensuring equal opportunities for women at Bank BTPN.</p> <p>For more information, please visit https://wartaekonomi.co.id/read447002/dorong-pemberdayaan-talenta-di-bidang-teknologi-informasi-bank-btpn-gandeng-microsoft</p>	





Indonesia

PT Bank OCBC NISP Tbk - #TAYTB Women Warriors

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Finances - Banking	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> Female % in customer portfolio 	

		
Employees 5000 - 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Workforce Focus:
	Female Only

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Access to Capital 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Financial & Digital Skilling 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Sensitisation & Awareness Programs 	Learnings:
<ul style="list-style-type: none"> Frameworks/Tools for Business Acceleration 	<p>The majority of Womenpreneur in Indonesia are still micro-scale, small home-based industries and still 'unbankable'. Therefore, they need a comprehensive program related to financial literacy, inclusion and digitalisation in order to have broader knowledge and improve their skills to gain access to financial products and services.</p>
<ul style="list-style-type: none"> Market Linkages & Procurement Opportunities 	
<ul style="list-style-type: none"> Soft Skills & Leadership Training 	
Extended/Detailed Description:	
<p>According to the Ministry of Cooperatives and Small and Medium Enterprises, the contribution of MSMEs to the State's National Income reaches 61.1% in 2021 and most of them (64.5% or 37 million) are managed by women. Furthermore, a survey from Bank Indonesia conveyed that the proportion of women in strategic corporate positions continues to increase, and there is a projected additional USD 28 trillion world GDP if gender equality is implemented. Thus, the role of womenpreneurs in supporting the nation's economy is very significant.</p> <p>In our commitment towards contributing to the sustainable development agenda in empowering women to achieve gender equality, we launched a new initiative, “#TAYTB Women Warriors”. This initiative provides an array of solutions to help Indonesia's women entrepreneurs in small and medium enterprises manage day-to-day business finances and grow their business sustainably. This, in turn, helps them contribute to Indonesia's socioeconomic environment.</p> <p>#TAYTB Women Warriors program is financial solution for women entrepreneurs that combining the individuals and businesses needs supported with beyond banking services. The program provides comprehensive solutions, including Manage solutions - banking services to manage personal and business finances anywhere and anytime, free online transfer fees, BI Fast, SKN and RTGS. Grow - a business credit solution to develop a business, where customers can get special interest and free admin fees for women, and a Live solution - which a beyond banking support in the form of continuous learning and the business community at ruangmenyala.com.</p> <p>#TAYTB Women Warriors is available for both individual business owners and CV/ PT-based businesses led by women. With our continual initiatives in previous year, we will continue to empower women entrepreneurs across all aspects of their needs.</p>	



Indonesia

PT Gajah Tunggal Tbk – Women Representative in Management

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Automotive	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Key Insights:
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
Initiatives Launched:	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Development Programs/Mentoring 	Quantitative Outcomes:
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Female % in Workforce: 3 % Female % in Managerial Position (Junior, Middle, Senior): 10 %
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	
Learnings:	
<ul style="list-style-type: none"> Challenges may come during the implementation, especially to open the mindset of our people in the manufacturing industry. Many people in the manufacturing industry still think that this is a “man's world” still having the perspective that women can't do man's job. Setting up a learning program that is specifically designed for women and keeping in mind the man's perspective is not easy. Being a mentor or coach to a woman needs more practice because one needs to understand the thinking process of a woman to ensure that they can be given the right guidance. 	
Extended/Detailed Description:	
<p>Even though it is widely acknowledged how important it is for women to hold management positions, not all organizations implement the same strategies that result in real advancement. The practical steps taken to promote gender equality and empower women in leadership roles are highlighted by real-world examples of successful initiatives. The following description describes PT Gajah Tunggal Tbk's actual procedures for women's representation at the management level.</p> <p>1. Adopt targeted recruitment and promotion strategies: PT Gajah Tunggal Tbk prioritizes the representation of women in management. Through targeted outreach initiatives, such as partnering with women-centric professional networks, attending women-specific job fairs, and utilising online platforms dedicated to advancing women's careers, we actively seek out qualified women candidates for leadership positions. Furthermore, high-potential female employees are identified and supported during the promotion process, ensuring their visibility and readiness for management positions.</p> <p>2. Programs for leadership development that are specifically geared toward women are funded by PT Gajah Tunggal Tbk: These programs offer opportunities for mentoring, coaching, and training to improve abilities, boost self-assurance, and address particular</p>	

Initiative Description

challenges faced by women in leadership positions. These programs concentrate on things like executive presence, networking, and strategic thinking. These programs give women the resources and assistance they need to succeed and advance in management positions.

3. Pay Equity and Transparent Compensation Practices: Closing the gender pay gap is a crucial first step toward increasing the representation of women in management. Prioritizing pay equity, PT Gajah Tunggal Tbk conducts regular reviews to find and address any inequalities. They establish open communication about pay practices, making sure that pay scales and advancement requirements are understood. This dedication to equal pay for equal work promotes trust and shows a commitment to gender equality at all levels of the organization.

4. Programs for mentoring and sponsorship: Proven mentoring and sponsorship initiatives have helped advance women in management. Based on their own experiences, mentors offer support, advice, and knowledge sharing. On the other hand, sponsors actively promote their mentees' visibility to senior leaders, recommend them for high-profile projects, and act as their advocates. By fostering these connections, organizations help women advance in their careers and open doors to management positions.

5. Fostering Inclusive Leadership: Successful organizations like PT Gajah Tunggal Tbk foster inclusive leadership at all levels. We give diversity and inclusion a high priority in their leadership development programs, making sure that established and aspiring leaders are aware of the importance of different points of view. Women's opinions are actively sought after by inclusive leaders, who also support their viewpoints and foster an atmosphere where all opinions are valued.

The commitment of organizations to promote gender equality and inclusivity is demonstrated by real-world practices regarding the representation of women in management. PT Gajah Tunggal Tbk creates an environment where women can flourish and contribute at the highest levels by implementing targeted recruitment and promotion strategies, investing in leadership development programs, establishing employee resource groups, promoting work-life balance, guaranteeing pay equity, and cultivating inclusive leadership. Real progress can be made by taking these concrete steps.





Indonesia

PT Kalbe Farma TBK. - Bersama Sehatkan Bangsa

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Health Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Pilot on 1 Function/Level of Organisation
	Workforce Focus:
	All Workforce

Initiative Description	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills & Leadership Training 	Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Care Services 	
Learnings:	
Build an initiative that create positive habits.	
Extended/Detailed Description:	
Develop a healthcare community ecosystem in Indonesia that involves mothers and children.	





Indonesia

PT Mustika Ratu TBK - Women Empower Women Campaign

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing/services/Fast moving consumer goods	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	
<ul style="list-style-type: none"> The involvement of women employees in many social activities that promotes education, culture, health, opportunities, and empowerment for women and society. Some of these activities include supporting the Yayasan Puteri Indonesia platform for young future female leaders with various positive advocacies annually, encouraging women employees to participate in corporate social activities that provide education and empowerment for women. Examples include conducting beauty as well as management skills training with female prisoners and creating a beauty therapist vocational studies curriculum and trainings for schools in rural areas. These activities provide opportunities to engage with diverse communities, fostering empathy and enhancing leadership capabilities. Through these social activities, Mustika Ratu cultivates empathetic leaders for positive societal impact. 	
<ul style="list-style-type: none"> Skill development programs focusing on hard and soft skills, leadership, and equal access to training opportunities, with sessions facilitated by psychologists and business trainers. 	
<ul style="list-style-type: none"> Equal access to mentoring from both male and female leaders to provide support and guidance to employees. 	
<ul style="list-style-type: none"> Implementation of flexible working arrangements and benefits, allowing talents to apply for the potential part-time work basis or Hybrid basis that involve work from home during the postpartum period to promote work-life balance. 	
<ul style="list-style-type: none"> Provision of safe infrastructure, including a breastfeeding room in the office 	
<ul style="list-style-type: none"> Campaign to report women harassment, known as #LaporkanAja, encouraging employees to report incidents for prompt action according to applicable laws. 	
<ul style="list-style-type: none"> Equal opportunities in hiring, promotions, and a graduates' program, accompanied by fair pay practices. 	
<ul style="list-style-type: none"> Creating Forum for women employees to meet regularly to share their tips ideas for work life balance and career. 	
Quantitative Outcomes:	
<p>Mustika Ratu (Indonesia) – Female Employee: 50% of employees in management positions are women; 60% of employees are women.</p>	

Initiative Description

Learnings:

These are the learnings that we experienced during the implementation of the initiatives:

1. **Gender Equality and Healthy Competition:** Gender equality fosters healthy competition in the workplace, ensuring equal rights and obligations for women and men. It creates an environment where individuals are evaluated based on their skills and merits, rather than gender. This promotes a culture of excellence and drives organisational success.
2. **Ensuring Smooth Implementation:** To ensure the successful implementation of gender equality programs, it is crucial to exercise various strategies. In Mustika Ratu, our Human Resources Division takes the lead in organising and coordinating these efforts. Effective communication and collaboration among different divisions are essential, and the support of employees at all levels is critical to the program's acceptance.
3. **Employee Engagement and Acceptance:** Employee engagement is key to the success of gender equality initiatives. By involving employees in the process and seeking their input, organizations can create a sense of ownership and acceptance. At Mustika Ratu, we prioritize open communication and encourage dialogue with employees to understand their perspectives and address any concerns or challenges that may arise.
4. **Cross-Division Collaboration:** Effective gender equality practices require collaboration among different divisions within the organisation. At Mustika Ratu, we promote communication and collaboration among various divisions, fostering a cohesive and inclusive work environment. This ensures that gender equality initiatives are implemented holistically and supported by employees across the organisation.
It is crucial to highlight that gender equality creates healthy competition, ensuring that both women and men have equal rights and obligations. Led by the Human Resources Division, we facilitate communication and collaboration among divisions, with the support of employees at all levels.

Extended/Detailed Description:

Mustika Ratu, since its inception, has demonstrated a strong commitment to women empowerment principles through the visionary leadership of its female founder, Dr. Mooryati Soedibyo. She recognised the significance of empowering women and creating opportunities for them to thrive, breaking traditional barriers and stereotypes along the way.

At the heart of Mustika Ratu's good practices lies a dedication to inclusivity, equality, and access to education and resources for women. The company has championed the use of natural and local ingredients in its beauty and wellness products, supporting local communities and empowering women involved in the production process.

Mentorship and leadership development for women within the organization are considered crucial where 50% of the senior management Role in Mustika Ratu is filled by women and women are provided with the opportunities to take on leadership roles and make a significant impact.

Furthermore, Mustika Ratu has formed collaborations and partnerships with organizations and stakeholders to amplify its impact and contribute to broader societal changes benefiting women. Mustika Ratu is known to be one of the thousand companies in the world that are registered and committed to conduct the United Nation Global Compact Women Empowerment Principles.

Initiative Description

However, Mustika Ratu recognises that good practices must be evaluated regularly to ensure their continued relevance in a rapidly changing world. The company understands that societal dynamics evolve, and it is crucial to adapt and refine women empowerment initiatives accordingly. During the pandemic, we received an award for Cosmetic Industry Best Women Empowerment Companies with Outstanding Post Pandemic Adaptation and an award for Best Women Empowerment Initiative with Outstanding Pandemic Response Programs.

For more information, please visit: <https://wartaekonomi.co.id/amp/read377071/herstory-gelar-indonesia-best-women-empowerment-awards-2021-intip-pemenangnya-nih>
<https://kaltara.antaranews.com/berita/495101/berdayakan-perempuan-dari-berbagai-aspek-ini-pemenang-herstory-women-empowerment-companies-award-2022>

Through systematic evaluation processes, Mustika Ratu assesses the effectiveness and impact of its initiatives. Feedback from employees, stakeholders, and beneficiaries is gathered to gain insights into outcomes and identify areas for improvement. This feedback-driven approach allows Mustika Ratu to understand the changing needs, challenges, and aspirations of women in the current generation. The company stays at the forefront of women empowerment, actively adapting to societal changes, and fostering an environment where women can thrive and achieve their full potential.

Additionally, it is important to highlight that Mustika Ratu's good practices for women empowerment extend beyond women supporting women. The company recognises the significance of male and female leaders working together to create equal opportunities and foster an inclusive environment.

Under the leadership of the current CEO and Board of Directors, Mustika Ratu has achieved remarkable results in terms of gender diversity within the organisation where in 2022 it reached an impressive 60% representation of women employees. These statistics serve as evidence of Mustika Ratu's dedication to creating equal opportunities for both men and women.

In summary, our good practices for women empowerment encompass inclusivity, education, skill development, mentorship, and collaborations. Mustika Ratu's good practices for women empowerment go beyond women supporting women. The company emphasises the importance of male and female leaders working together to create equal opportunities and foster an inclusive culture.





Indonesia

PT Nestle Indonesia- Gender Balance Acceleration Program

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Food	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Workforce Focus:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Quantitative Outcomes:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Nestle Indonesia - Women in Leadership Position by end of 2022 is 43.9% vs Target 40%
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Equal Pay 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	
Learnings:	
<p>Nestle's commitment to enhance gender balance in our workforce and empower women across the entire value chain has been established since many years. We serve the whole of society and do it better when our organisation 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.</p>	

Initiative Description

Extended/Detailed Description:

Nestle Indonesia has taken the several key steps for acceleration.

In June 2015, a new Nestlé Global Maternity Protection Policy was launched that gives all employees as primary caregivers of new born 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 7.5 months and 4 weeks of paternity leave. The use of Nestlé's paid parental leave program and flexible work policies is encourages in all Nestlé operating companies.

Women's career advancement is facilitated through a supportive working environment. Managers are supported in fostering an inclusive workplace and receive training on unconscious bias. Mentoring and sponsorship programs are enhanced to prepare high-potential women for senior executive positions through the Female Leader Mentoring Program. The women talent pipeline is strengthened, and international exposure plans are accelerated. Succession plan rates for women in senior executive positions are maintained and reviewed with senior leaders. The promotion rate of female employees is actively tracked.

Additionally, Female farmers (dairy & coffee) receive regular training and coaching to develop equal skill sets (21% of coffee farmers are female). Women in STEM roles are acknowledged and supported for equal opportunity. A Scholarship Program that benefits 133 children of Nestlé employees has been running for over 25 years. Pop-Up Day Care is provided during festive seasons in collaboration with a renowned international school to support working parents.

Nestle has also embedded gender balance in all its Human Resources practices.

As a background, our goal from this program is to give higher influence by female leaders. 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 growing. The range of programs in our Female Talking Talents Session are:

- Women Mentoring Program – Build the expertise of women employees not only within Indonesia, but also sending these women to other countries to gain more perspectives and knowledge.
- Direct Experience Initiative – Assigning women to lead some new initiatives and create a breakthrough in male-dominated divisions in foreign countries.
- 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.
- 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 will not work unless gender biases are eliminated. Hence, we conduct de-biasing Unconscious Bias and Sexual Harassment and Prevention training for all domestic employees (100% coverage rate). We named it the Break the Bias Diversity and

Initiative Description

Inclusion training. In terms of parental leave, we have applied the extension of paid maternity leave up to 30 weeks in the last 10 years 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.



Nestlé Indonesia Launches
#WOMENWELLNESSWEEK
to continue embracing diversity
and women empowerment

[Learn more about this initiative](#)

Be a force for good



Indonesia

PT Pelindo Solusi Logistik - Empowering women at work

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Government Agency	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Logistic and hinterland development	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 1: Planned

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus:
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning • Support Work and Life Balance/Integration of all Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Mindfulness and Wellbeing 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Care Services 	Learnings:
<ul style="list-style-type: none"> • Enabling Infrastructure 	The initiatives should get top management endorsement and be implemented consistently to be impactful.
<ul style="list-style-type: none"> • STEM and Digital Skills 	
Extended/Detailed Description:	
<p>Committed to help nurture woman in the company by providing support and progression in creating a workplace culture that is flexible towards work, family and self-life balance so women can continue their personal obligations alongside with their work obligations. First, by opening more opportunities for education that addresses women 's issues in professional development, to grow confidence, courage and passion to pursue their career; Second by providing supportive facilities and establishing a strong supportive network with flexible working system as well as a platform to share insights and feedbacks, for providing a better working culture and environment to maintain woman at work. These basic measures can help to empower women to reach their full potential for contributing in the workplace and developing a happier and healthier family which indirectly can help to fuel a sustainable economies and benefit the societies at large.</p>	





Indonesia

PT Riau Andalan Pulp and Paper- Advancing Women Leadership in Pulp and Paper Sector

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Pulp & Paper	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Key Insights:
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
Initiatives Launched:	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Alignment to Business Priorities;
<ul style="list-style-type: none"> Sponsoring Leaders 	Quantitative Outcomes:
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Inclusion of women in the community development program: 63% in 2022 vs 34% in 2019.
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Increased women leadership role in our base operation: 8.68% in 2022 vs 7.09% in 2019.
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	<ul style="list-style-type: none"> Increased women ratio in the workforce, excluding long term supplier: 20,04% in 2022 vs 15,05% in 2019.
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	
Learnings:	
<p>As part of our APRIL2030 commitments under the Inclusive Progress pillar, we aim to increase women in leadership roles and women in the workforce. When we embarked on this transformative journey, we recognized that being for a forestry and pulp and paper manufacturing company, this would be challenging process since the sector itself is not too attractive for women employees. We also found that women attrition rate in the workplace is quite a challenging topic to address. Therefore, we decided to develop more in-house talents and expand our women talent pipeline. We are also embedding KPIs on diversity and gender equality to our senior management level to ensure accountability and enables us to monitor our progress towards our targets. At the same time, we work with Indonesia Business Coalition for Women Empowerment (IBCWE) and engage with their gender experts to help us to demystify unconscious bias in our workforce.</p>	
Extended/Detailed Description:	
<p>As part of APRIL Group, PT RAPP is working continuously to achieve APRIL2030 Inclusive Progress targets to increase the ratio of women leadership and women in the workforce to 1 in 5. We understand that women talent for forestry, pulp and paper industry is limited, thus our strategy is to build the talent pipeline through our community and employee scholarship program, new trainee – career development program, and vocational training.</p> <p>In 2021, we became the signatory of UN Women Empowerment Principles. Understanding that we need gender expert support in shaping our strategy and action plan, we joined with the</p>	

Initiative Description

Indonesia Business Coalition for Women Empowerment in 2022 and launched a series of gender trainings such as on unconscious bias for managers and on addressing sexual harassment. Between 2020 to 2022, we have increased our women recruitment up to six times higher. Our women Forestry Trainee and Engineer Trainee are now at 20-36% ratio. Four women managers are now enrolled in our in-house Future Leadership Program. We also started a female forum to provide a safe space and learning network among women employees. Based on the WEP Gender Gap Analysis Tool and IBCWE Gender Equality Result and Strategy diagnostic tool, we are preparing a more concrete gender action plan for 2023-2030.





Indonesia

Danone Indonesia (PT Sarihusada Generasi Mahardhika PT Nutricia Indonesia Sejahtera PT. Sugizindo PT. Nutricia Medical Nutrition PT Tirta Investama PT. Aqua Golden Mississippi PT. Tirta Sibyakindo - Inclusion Diversity, Warung Anak Sehat, AQUA Home Service, Recycling Business Unit Empowerment Program)

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Water	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> • Number of Empowered women through AHS, RBU, WAS, and Rumah Tempe program 	

		
Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	All Workforce
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Key Insights:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Empower Women in Community level to reduce poverty, improve health and nutrition status of children and families 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
Initiatives Launched:	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Financial & Digital Skilling 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Soft Skills & Leadership Training 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Enabling Infrastructure (Physical, Policy, Safety etc.) 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Care Services 	<ul style="list-style-type: none"> Embedment of CACA (Clarity Accountability Courageous and Above the Line) behaviour that can drive both the performance culture and inclusive culture that allow the people thriving and develop to support the business success
<ul style="list-style-type: none"> Frameworks/Tools for Business Acceleration 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> AQUA Home Service Program: 13,000 people, the majority women were economically empowered. Recycling Business Unit Empowerment Program: 10,000 people, the majority women, have observed improvement in outcome and health. 	<p>Nutrition and parenting education work well via peer-to-peer education in F1000 days. Develop a nutrition ambassador in each location to educate each location. Women leaders as role models help build optimum exposure to our women leaders to inspire the next generation of women leaders</p>

Initiative Description

- Warung Anak Sehat Program: 350 canteen ladies have been well-equipped with good knowledge of health and nutrition and empowered to run a profitable social business kiosk.
 - I&D initiative:
 - 25% Women Directors + Execs
 - 37% Women Managers (L9-L8)
 - 35% Women Supervisors (L10)
 - 12% Women FLDs (Level 10-14)
 - 24 Danoners persons with disabilities
 - 91% Inclusion index based on Danone People Survey

both internally within the organization and for society. A strong endorsement from leaders to build cultural inclusivity through CACA culture journey implementation where we promote the courage to give and take feedback openly yet respectfully for common betterment.

Acknowledged as a workplace where care is shown optimally towards the employees by the respective bodies and organizations (i.e., Awarded by HR Asia Award as “best place to work” consecutively in 2019-2023 and as a winner in the “We Care” category in 2021 and 2023)

Challenges

1. Women workforce pool in particular areas is not well developed, this includes remote areas where several of our facilities (i.e., plants) are located
2. Similarly, the disabled talent has not yet been provided with well-developed access (e.g., education level, facilities, transportation) to become part of the workforce.

Extended/Detailed Description:

Ambition

Our ambition is to become an Inclusive & Diverse Workplace where all Danoners can bring their uniqueness to contribute to business results.

Key Pillars and Strategy

1. Inclusive Workplace: every talent enabled & engaged to give their best
2. Diverse Workforce: a workforce representing the society in which we operate
3. External Recognition: Danone is a brand for attracting talent & engagement

Enablers and Measurement

To make those strategies happen, we set several enablers and measurements that will allow us to monitor the progress and guide us through the journey.

1. Inclusive Workplace:

Enablers: Learning and development; compliance and standards; inclusive culture and employee journey. These aspects can be measured through several metrics such as Sustainable Engagement > Peers FMCG; DPS Inclusion Index > 88%; Leaders trained in Danone Culture

2. Diverse Workforce:

Enablers: Talent acquisition; Talent Development; Reward. These aspects can be measured through several metrics such as >40% women senior leaders; No Gender Pay Gap (in the range of 3 points); Talent acquisition process free of bias; 2% people with Disabilities.

Initiative Description

3. External Recognition:

Enablers: Presence in Key Events & Media; Vocal Leaders; Rankings & Certifications. These aspects can be measured through several metrics such as Key ID certifications & rankings; Contribution to key company certifications: B-Corp, Société à mission, Danone Way; Key media impacts & events.

WOMEN AT THE LEADERSHIP LEVEL

Danone has a unique opportunity for collective impact across countries, cultures, and communities. Our ambition: Make Danone a force for good by fostering unique, diverse & inclusive culture and empowering Danoners for positive impact. In Danone Indonesia, our management level is occupied by more than 26% women employees (director level) and keep progress to achieve gender balance in 2030.

INCLUSION INDEX AT WORKPLACE

At Danone, we are committed to creating an inclusive and diverse environment, one where all Danoners feel comfortable being themselves and contributing to their highest potential. Currently, we maintain an Inclusion index above norms/peer.

CLOSE GENDER PAY GAP

With a spirit of maintaining our inclusive diversity practices at all levels both office and factories, we keep improving the gap difference in compensation between men and women. In Danone Indonesia currently no significant gap between male and female employee compensation.

DANONE PARENTAL POLICY

Danone's parental policy is based on three key elements:

- Pre-natal support, such as adapted working conditions and nutritional advice during pregnancy.
- Extended parental leave, covering both men and women, which is 6 months maternity leaves and 10 days leave for men employee.
- Post-natal support including job protection measures and return-to-work support, flexible working conditions, and support for breastfeeding by providing lactation rooms.

AQUA HOME SERVICE (AHS)

Empowering Indonesian through the family alternative business model by selling AQUA products in households, providing a series of workshops and education related to healthy hydration & lifestyle, finance, and micro small business development. Already reaching more than 13,000 people, which majority are women, all over Indonesia.

WARUNG ANAK SEHAT (WAS)

Empower women entrepreneurs at schools to run profitable social business kiosks (canteen) by serving homemade nutritious foods & beverages for school children through training, coaching & assistance to 350 Canteen Ladies.

Initiative Description

RECYCLING BUSINESS UNIT (RBU)

Empower 10,000 waste pickers (mostly women) in 6 Recycling Business Unit locations in 4 cities in Indonesia. Aimed to professionalize the informal recycling sector while improving incomes, health, and safety for communities of waste pickers. In our RBU Tangerang, 60% of employees are women and led by women.

RUMAH TEMPE SRIKANDI GENENG (RTSG) PROGRAM

We empower women to manage tempeh production (rumah tempe) in Klaten as part of the community program.





Indonesia

PT Tokopedia - START Women in Tech, Kelas Perempuan Maju Digital

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - E-Commerce/Marketplace	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: • Female % in Participant	

Employees 5000 - 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Workforce Focus: Female Only

Initiative Description	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Skills & Leadership Training 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Financial & Digital Skilling 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources • Leadership, Mentorship and Skill Development Programs for Women
Learnings:	
<ul style="list-style-type: none"> • START Women in Tech: Platform to support women's networking remain relevant to continuously promote women's participation in technology sector. The platform to share issues regarding women in tech sector also shed light on how young women could navigate their careers and find like-minded communities. • Kelas Perempuan Maju Digital: Curriculum for Entrepreneurship should also adopt a gender perspective approach to highlight the difficulties faced in starting business by women, especially home-makers. By doing this, the curriculum would shed light on systemic barriers for a working woman and provide sensitivity towards women and homemakers' hardship in starting a business. 	
Extended/Detailed Description:	
<p>1. START Women in Tech: It is the biggest women's technology summit by Tokopedia Academy to empower women, uplift them and share insights about women's role in the realm of STEM. START Women in Tech aims to encourage women, whether those who are new or experienced in the technology industry, to see the existing opportunities and contribute to building Indonesia through technology. Up until now, START WiT has been attended by 8,000+ participants</p> <p>2. Kelas Perempuan Maju Digital (KPMD): Tokopedia initiated Kelas Perempuan Maju Digital as an entrepreneurial workshop, trainings, and support group for women-led SMEs. The curricula highlight the importance of women's perspective in entrepreneurship and have been executed in 8 regions with 800+ women and home-maker participants. The company also collaborates with Ministry of Women Empowerment and Child Protection to make entrepreneurship module based on Women Empowerment Perspective.</p>	





Indonesia

PT XL AXIATA Tbk - Sisternet

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Telecommunications Manufacturing, Textile, Clothing and Footwear	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employee 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employee 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanism 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Access to Capital 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Financial & Digital Skilling 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Soft Skills & Leadership Training 	Quantitative Outcomes:
<ul style="list-style-type: none"> Sensitisation & Awareness Program 	29% of female leaders.
<ul style="list-style-type: none"> Enabling Infrastructure (Physical, Policy, Safety etc.) 	Learnings:
<ul style="list-style-type: none"> Mentoring, Knowledge Sharing & Handholding 	Collaboration between government and private sector enables the participants to exchange and share knowledge, experiences, know-how and expertise. Collaboration helps to bring a broader set of skills and talents for women and a more responsive work culture into public sector organisations, along with innovative thinking and creativity; it also

Initiative Description

	helps private companies to innovate more effectively and to achieve their concrete goals in a more efficient way.
<ul style="list-style-type: none">• Frameworks/Tools for Business Acceleration	.

Extended/Detailed Description:

XL Axiata has a responsibility to empower Indonesian women through Sisternet program to reduce digital gap in Indonesia with a various form of digital solutions such as the Sisternet Apps which can be downloaded via Google Playstore & Apple ios. Launched in 2015, Sisternet supports Indonesian women by providing digital soft skill & hard skill training in developing their small businesses so that the more women who are influenced, the more women can have a positive impact around them in terms of the importance of digitalization in every sphere of life.

With a mission to digitize 1 million Indonesian women-owned SMEs by 2025, currently, Sisternet has digitised nearly 500000 Indonesian women, 79% of a total of more than 3,000 Womenpreneurs have managed to level up their business using digitalization through SISPRENEUR business mentoring program and increase their total monthly income by an average of around 20-30% from the previous time they participated in the Sisternet program. Sisternet has received international acknowledgment as the best practices women empowerment program in the W20 & G20 EMPOWER group, G20 Indonesia Presidency 2022.





Indonesia

PT Unilever Indonesia Tbk - Formation of Company ED&I Board with Consistent Clarity of Hard KPI Target to bring Female at Managerial Level at 50% of the Population; Embedding Women Empowerment

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry FMCG	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	Learnings:
<ul style="list-style-type: none"> Provide daycare, extra maternity leave, program to prepare line manager to support female employee who are going on maternity leave 	Good practices require long term commitment and resources and must be part of company's long term vision / values. Hard KPI must be presented and monitored by the top team of the company.
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> 50% female at Board of Director 50% female at N-1 of Board level
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Equal Pay 	

Initiative Description

- Graduate Program/Link to Education Institution
- Flexible Working
- Track Women Attrition at Different Levels
- Parental Policies

Extended/Detailed Description:

Formation of Equity, Diversity and Inclusion Board

Unilever Board form a team which reports to President Director, who are tasked to operationalise Board's ED&I strategy. The team has a cross function membership, but all of them are at Unilever Board N-1 seniority level. The ED&I team is ensuring that ED&I KPI given to them by the Board are operationalized, and they comprise of targets pertaining to : a) Gender balanced organisation to reach 50% at managerial level b) foster culture of inclusivity c) disabilities d) build inclusion capabilities beyond Unilever employees. This has resulted in improved female gender representation from 37% in 2015 to 45% in 2022.

Inclusivity Policy Review

Complete review of company's employee policy was carried out to ensure the policies are inclusive.

Gender Pay Gap Analysis

Analysis was carried out to ensure that female employees are being valued equally for their contribution to the company and the result reaffirmed values to treat female and male employees equally.

Fostering Women Empowerment through brand's purpose

Dove, SheaMoisture, Dermalogica and Sunlight leveraging their purpose to empower the next generation of women leaders with the skills and confidence to cultivate change.

- Recruiting more female employees to work in engineering / manufacturing function with special program for new graduate talent intake.
- Having in house nursery which caters for children from age of 3 months until toddler (30 children capacity).
- Employ 4 months maternity leave (fully paid) and 3 weeks paternity leave (fully paid).
- Develop and communicate Maternity and Paternity support program to prepare employees who are going for maternity leave, returning from maternity as well as education line manager on what behaviour to be exerted to support female employee who are going on maternity leave.
- Encourage and foster informal female support group (e.g., Women in Sales working group)
- Cascade, train employees regarding unconscious bias and inclusivity (including Board of Directors)



Indonesia

Sintesa Group – Sintesa for Women

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Investment Holding Company	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Broader Diverse Workforce
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Key Insights:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Pay Equity
Initiatives Launched:	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	Learnings:
<ul style="list-style-type: none"> Equal Pay 	<p>The primary objective of our learning initiative is to actively engage a greater number of women in internal engagement processes. The approach should be a bottom-up approach, placing emphasis on empowering individuals at all levels of the organisation to contribute and participate, rather than relying solely on top-down approach.</p>
<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g., Insurance) 	

Initiative Description

Extended/Detailed Description:

As a strategic investment holding company that has transformed into a Sustainable Excellence Company, Sintesa Group has embraced the SDGs as a guide to conducting sustainable business and making an impact on People, Planet, Profit. This forms the basis for developing our SDGs Road Map: Sintesa for the Earth. The journey of Sintesa Group since 1919 has made transformation the key to sustainable endeavors. One of our commitments to the SDGs is Goal 5: Gender Equality. This is achieved through the development of strategic policies as the foundation for transformation, honoring human rights through diversity, equality, and inclusivity by adopting the Women's Empowerment Principles (WEPs).

- Human Rights Policy
- Gender Gap Analysis Tool (GGAT). A Gender Policy based on the Gender Gap Analysis Tool (GGAT) is implemented to identify and assess potential gender gaps. The results of GGAT serve as a guide for developing the Gender Policy, which then becomes a reference for implementation in subsidiary operations.
- EDGE Certification. One of our subsidiary companies, which has become a public company, has obtained EDGE Certification and developed systems and procedures that support diversity.
- Sintesa Group's programs aimed at upskilling and reskilling include:
 - Sintesa Executive Development Program
 - Gender equality awareness training
- In support of SDG Goal 5, Sintesa Group implements infrastructure and work patterns such as lactation rooms and flexible working hours.

The Sustainability Report produced by Sintesa Group is a tangible manifestation of our commitment to transparency and accountability in business practices. The principles of Gender Equality in business practices are guided by the Women's Empowerment Principles (WEPs). To ensure internal initiatives through subsidiary synergy, Sintesa Group has developed: Sintesa for Women.

- The internal engagement and outreach are forms of internal synergy in developing women through the context of women leadership - the future of work, through activities such as training, sharing best practices, and FGD (Focus Group Discussions).
- This internal engagement is a collective action, cross-company in nature, involving the HR Forum consisting of HR divisions from all subsidiary companies.
- It takes a bottom-up approach in developing programs by conducting an internal survey to obtain data from internal respondents as a baseline. This also means that employees' voices and inputs are given a place to contribute to the programs and activities.
- The 70-20-10 learning model is utilised: 70% through the development of knowledge acquired through work experience, 20% through interactions with peers, and 10% through training/workshops.



Indonesia

Indonesia Business Coalitions for Women Empowerment (IBCWE)- Advancing Workplace Gender Equality

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - HR Consultant	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Other: Measuring to Improve, Building and Nourishing an Efficient and Sustainable Women Talent Pipeline and Enabling Women to Lead the Future	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level;
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
Learnings:	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Promoting the workplace gender equality should be initiated by the C-Level Engaging male employees in the conversation Workplace gender equality is not only HR responsibilities but also other functions. 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
Initiatives Launched:	
<ul style="list-style-type: none"> IDX200 Executive Leadership Team Census 2021 For more information, please visit: https://www.abcwe.id/program/advokasi 	
<ul style="list-style-type: none"> Lelaki Turut Serta (Male Engagement Fellows) For more information, please visit: https://www.abcwe.id/program 	

Initiative Description

- Anti-Sexual Harassment in the workplace, New initiative launched in 2023 as a response to UU TPKS No.12/2022.

Extended/Detailed Description:

Encouraging gender equality in the workplace is one of IBCWE's programs to achieve gender equality. The aim of this program is to build awareness of gender equality in the workplace, increase women's participation in the workforce, and invite and support companies in Indonesia to achieve policy and business implementation standards that support gender equality, including in business partnership decision-making and procurement goods and services. For more information, please visit: <https://www.ibcwe.id/eng/program>



Italy

IBM - Innovation Tour

General Information	Impacted KPI's	
Country Italy	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry ICT	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: # of students met, NPS, more than 25,000 students met all over Italy	

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Entire Organisation at Local Level
	Workforce Focus:
	Broader Diverse Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	
Quantitative Outcomes:	Learnings:
# of students met, NPS, more than 25,000 students met all over Italy	To offer certified digital competences
Extended/Detailed Description:	
<p>We meet all high school students in Italy. In an open event we explain the Value of Digital Skills and Career Opportunities in ICT and Stem. We arrive in any Italian municipality. Topics such as the value of digital, The Student CV, PCTO, Skill building platform and Cybersecurity Course</p>	





Italy

IBM - Skills Build For Girls

General Information	Impacted KPI's	
Country Italy	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry ICT	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
	Female Only

Initiative Description	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
Quantitative Outcomes:	Learnings:
reached: 95 women in 2022	Social impact through membership of women's associations
Extended/Detailed Description:	
<p>A project by IBM Italy, launched in 2013 in collaboration with La Sapienza University of Rome, in which more than 15,000 students have participated. Aimed at bringing female students closer to the world of computer science, it sees their participation in labs and workshops with AI learning. They experience what a chatbot is and how to create one through the course-Create your own chatbot on SB. Partners: IBM, Banca Intesa Sanpaolo, Generali, ENEL, Docs, Kyndril, Information Systems. Supporters: Soroptimist International, Inclusione Donna, ELIS Centre Universities: 29 Universities</p>	



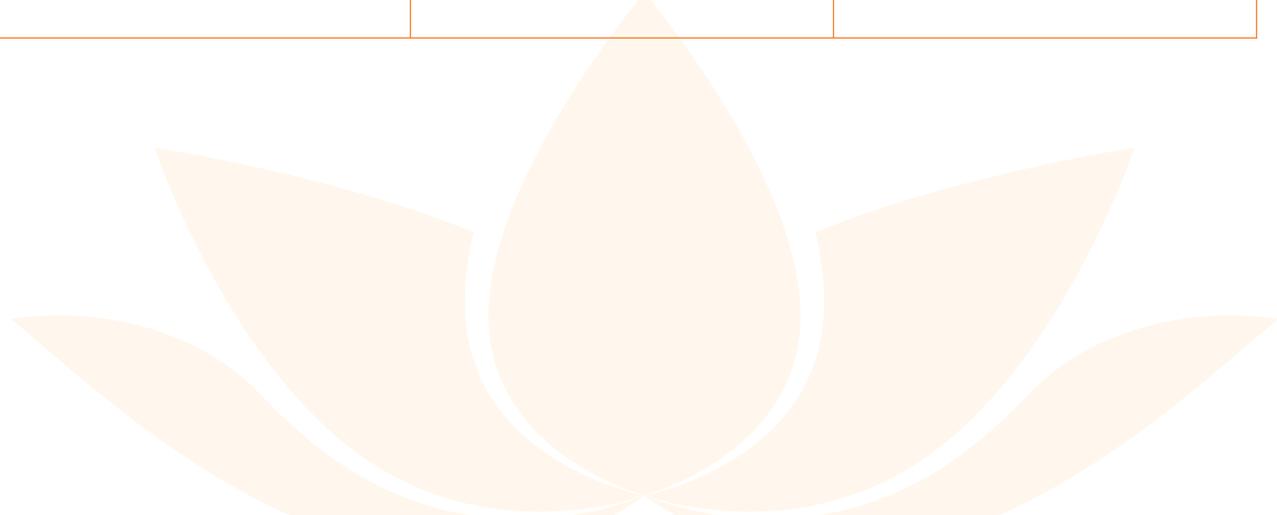


Italy

IBM - Italia Spa - IBM Skillsbuild for Girls

General Information	Impacted KPI's	
Country Italy	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry ITC	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion



Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resource
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> STEM and Digital Skills 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
Learnings:	
<ul style="list-style-type: none"> Strong Social impact Overall Mentoring & Reverse Mentoring New Chances 	
Extended/Detailed Description:	
IBM SkillsBuild offers free learning, support, and resources to foster STEM and new-collar skills from secondary education (students aged 13-18) to entry-level employment.	





Italy

Vodafone - Bringing Young People Closer To STEM: Next-land

General Information	Impacted KPI's	
Country Italy	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Postal and Telecommunications Services Sector	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 5000 - 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Entire Organisation at Global Level
	Workforce Focus:
	Broader Diverse Workforce

Initiative Description	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Development Programs/Mentoring 	
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	
Quantitative Outcomes:	Learnings:
<p>1,000 male and female students and 80 teachers from 6 schools were involved during the two-year period 2020-2021. 2,000 male and female students and 100+ teachers are involved in the second edition of the project (two-year period 2022-2024). The project takes place all over Italy.</p>	<p>To enhance the positive perception of STEM subjects and support the development of young people's competences, especially for the most disadvantaged students.</p>
Extended/Detailed Description:	
<p>Year of Introduction: 2020</p> <p>Main Target: male and female secondary school students. Parents are also involved in some activities to improve their own digital skills and STEM subjects' knowledge.</p> <p>Main Objectives: to enhance the positive perception of STEM subjects and support the development of young people's competences, especially for the most disadvantaged students.</p> <p>KPI: 1,000 male and female students and 80 teachers from 6 schools were involved during the two-year period 2020-2021. 2,000 male and female students and 100+ teachers are involved in the second edition of the project (two-year period 2022-2024). The project takes place all over Italy.</p> <p>Brief Description: Next-Land is a two-year project on STEM subjects involving students with workshops and in-depth studies where the arts and sciences are experienced first-hand, with an experiential approach. It is an innovative project which takes place online and offline, in museums, universities, and firms. Participants to the project have also the chance to play together LV8, the learning game developed in 2021 by Fondazione Vodafone Italia.</p> <p>For more information: https://www.vodafone.it/nw/vodafone-italia/fondazione-vodafone-italia/activities/projects/Next-Land.html</p>	





Italy

Vodafone - LV8

General Information	Impacted KPI's	
Country Italy	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Telecommunications Manufacturing, Textile, Clothing and Footwear	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: 13.500+ open badges issued; almost 40.000 young people have registered in LV8.	

Employees 5000 - 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Entire Organisation at Local Level
	Workforce Focus:
	Broader Diverse Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
Quantitative Outcomes:	Learnings:
13.500+ open badges issued, almost 40.000 young people have registered in LV8	To teach basic certified digital skills in just 8 levels of play, players obtain 3 open badges which certify their digital know-how.
Extended/Detailed Description:	
<p>Year of Introduction: 2020</p> <p>Main Target: young people, especially NEETs (acronym for Not in Education, Employment or Training) and secondary school students</p> <p>Main Objectives: to teach basic certified digital skills in just 8 levels of play, players obtain 3 open badges which certify their digital know-how.</p> <p>KPI: 13.500+ open badges issued, almost 40.000 young people have registered in Lv8</p> <p>Brief Description: created by Vodafone Foundation Italy, LV8 is a learning game, available free of charge on Google Play or Apple Store as well as on your laptop (https://game.lv8.eu/). The game is about 3 young characters (Pietro, Sara, and Milo) with the ambition to launch an ecological bar. Players are invited to help them launching their new business idea: from sending out professional emails, managing social media, preparing budget files, to managing basics of coding. Players learn different digital skills certified by Open Badge. Skills players will learn are defined within DigComp 2.1, the European reference framework for digital skills, such as: basics of using Google and its applications Google Workspace, Canva, to create graphics and posts, Search Engine Optimisation (SEO) and Social Media Strategy, an introduction to Content Management Systems (CMS) and coding in html language, and various other skills defined within LV8 is structured in 8 levels, which give the app its name and which - once passed - allow the issue of Open Badges, digital certifications on blockchain of the skills acquired that can be included in the curriculum. At the end of the game, at Level 8 players can find training and job opportunities offered in-kind by Fondazione Vodafone Italia's partners.</p> <p>For more information, please see: https://www.vodafone.it/nw/vodafone-italia/fondazione-vodafone-italy/activities/projects/play-a-lv8.html</p>	



Japan

Fujitsu Ltd.- Understanding Unconscious Bias (Improve communication through awareness of unconscious bias)

General Information	Impacted KPI's	
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry IT Service	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Creating a corporate culture that eliminates bias	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Workforce Focus:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	All Workforce
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Key Insights:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
Initiatives Launched:	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> In FY2018 the e-learning program was launched to provide basic knowledge on unconsciousness bias. In FY2022, we developed new video content incorporating specific examples to further promote understanding. 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> Pay Equity
	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Learnings:	
<p>We believe that it is important for organisations to implement this initiative on a continuous basis to recognise that unconscious bias is a hindrance to optimal decision-making and that everyone has unconscious bias.</p>	

Extended/Detailed Description:

Fujitsu's global DE&I Vision defines "Aiming for an inclusive and equitable corporate culture where everyone belongs and can play a role in their own way with a sense of unity" as "Be completely you". Since FY2022, our focus has also been on equity and belonging, where everyone feels like a part of the organization. Fujitsu Group recognizes "gender" is one of the priority areas for DE&I, and is indicated by "gender", one of the five priority areas on Fujitsu's DE&I Inclusion Wheel.

Fujitsu Group aims to achieve a women's ratio of 30% at the leadership level by FY2030. To achieve this goal, we are expanding career-related initiatives for female employees, as well as reforming the awareness of all employees and changing management styles, to continuously produce female leaders.

In Japan, all employees in Japan region began e-learning in FY2018 to learn basic knowledge about unconscious bias. In FY2022, we expanded our video content globally with the aim of improving communication quality. In addition to the negative impact of unconscious bias on minorities, this content intends to make everyone aware that they all have unconscious bias.

In particular, the presence of unconscious bias is an obstacle to the development of female leaders, so we included such examples to promote understanding of the bias of the concept of gender role sharing. The content of this video is highly rated by site managers as it is easy to understand.



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Japan

JERA Co., Inc.- Strengthening the talent pipeline with a focus on sponsorship

General Information	Impacted KPI's	
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Energy	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	Learnings:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<p>In setting goals and drawing up development plans, it is easy to focus on compensating for weaknesses, but instead, it is important to develop strengths by working backwards from goals and to provide opportunities that were lacking.</p> <p>Through sponsorships, the sponsor's understanding of women's empowerment and promotion of diversity and inclusion was deepened and made more supportive.</p>
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	Quantitative Outcomes:
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	Produced 8 graduates.
Extended/Detailed Description:	
<p>Our D&I vision is summarized into the two core beliefs below:</p> <ul style="list-style-type: none"> 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 D&I 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:

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 prepare female employees for front-line management roles. This year, program is entering its third term. To date, program graduates have been promoted up to department head level and / or been assigned to new challenges in preparation for a future management position.

The outline of the measures is as follows:

Senior leaders a rank below Executive Officer level are assigned to sponsor high potential employees. The sponsor discusses career development opportunities with the sponsored candidate, assists with building internal networks and raising awareness of the sponsored candidate's potential, provides guidance and support in accessing appropriate learning & development opportunities and generally takes every action necessary to maximise the prospects for success and commensurate promotion and career advancement.

Other talent pipeline enhancements:

In addition to providing life-event centric career development training to younger female employees, we also provided leadership training to female employees the rank below management level. This involved the provision of opportunities to interact with other company leaders and female managers. We also provide training to supervisors which focuses on improving their ability to support the career development of female team members. These initiatives have strengthened our talent pipeline.

The logo for Jera, featuring the word "Jera" in a large, bold, blue, sans-serif font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are floating above a stylized, light orange flower or sunburst graphic.

Energy for a New Era



Japan

Johnson & Johnson Family of Companies in Japan- Advancing gender diversity, equity, and inclusion in the workplace through parental leave enhancement and male allyship promotion.

General Information	Impacted KPI's	
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Others	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 5000 - 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Soft Skills and Leadership 	Parental leave utilization rate Janssen Pharmaceutical K.K. Male: 72.5% Johnson & Johnson K.K. Male: 62.6%
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	
<ul style="list-style-type: none"> Enabling Infrastructure 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
Learnings:	
<p>We have experienced that the key elements for fostering a DE&I culture are - on top of our corporate core value that DE&I is embedded - incorporating it into the organization's strategy, establishing systems and conducting education, and initiating grassroots activities to spark a movement.</p> <p>On the strategic front, our company has embraced DE&I as a core of our strategy, and the top management has continued to advocate for it consistently.</p> <p>On the institutional level, actively facilitating the utilization of parental leave policies can help us secure exceptional talent and enhance the retention of high-performing employees. Creating an environment where employees can fulfil their personal and family responsibilities contributes to a workplace that is appealing as an employer of choice.</p> <p>As the driving force behind grassroots initiatives of male allyship, WLI has strategically designed the team's structure, educational programs, and efforts to deliver results.</p>	

These initiatives have resulted in an improvement in the rate of male employees taking paternity leave within J&J. This outcome reflects the cultural enhancement of male allyship, leading to the creation of a culture where everyone including women and men feel encouraged to take advantage of parental leave for fulfil their family responsibilities while serving our customers and patients as a healthcare company.

Extended/Detailed Description:

Johnson & Johnson (J&J) is committed to achieving gender equity and fostering an environment where everyone can thrive and succeed as their authentic selves. For J&J, this goes beyond advancing female talent and leadership, but also focusing on (1.) encouraging male employees to balance their work and home responsibilities, and (2.) building an inclusive culture of male allyship within the organisation.

(1) Empowering Male Employees through Parental Leave Enhancement and Childcare Support Policies

One aspect of our approach is to encourage male employees to take parental leave and actively engage in caregiving. Through updates on our Parental Leave Policies and especially empowering male employees to take parental leave, we aim to create an inclusive work environment where everyone can successfully balance their work and family responsibilities.

In 2022, our parental leave policy, called “Global Parental Leave (GPL),” was extended from 8 to 12 weeks. Parents who welcome a child are eligible for Maximum 12 weeks of paid GPL which covers annual base salary, during the first year of birth, adoption, or foster care. In addition, there is the childcare allowance scheme which is an annual payment provided to employees for up to 7 years after childbirth. Furthermore, there is a partnership program in existence that allows partners, irrespective of their sexual orientation or legal marital status, to access the same employee benefits as spouses within the company. During the interview of male employees who took parental leave, one participant expressed the following sentiments: *"Taking parental leave has strengthened the bonds within my family. It has created a strong sense of supporting the baby as a whole family. I still vividly remember the first time I bathed all four of my children together."*

(2) Promoting Male Allyship

Building an inclusive culture with male allyship, where male employees can also actively support and advocate for gender equity, is also important to challenge gender biases and support the advancement of females in the workplace.

Women's Leadership & Inclusion (WLI) is an Employee Resource Group (ERG) supporting women's advancement and gender equity. WLI Japan cares about the gender balance in leadership too, having both female and male sponsors and leads. Since 2019, WLI actively promotes initiatives for male employees. Managers and above have received unconscious bias training for DE&I culture development. Male participation in WLI increased significantly, now exceeds 40%. WLI launched MC&A (Male Champions & Allies) in 2021, collaborating with HR for seminars on childcare and caregiving leave laws, drawing the highest participation. WLI creates a network of male employees advocating for gender equity, fostering inclusivity in the workplace.

As a result of our efforts, including the enhancement of our HR policies and promoting a culture of male allyship, the current male parental leave uptake rate is 62.6% in Johnson & Johnson K.K (JJKK), and 72.5% in Janssen Pharmaceutical K.K (JPKK), which is remarkably higher compared to the average rate in Japan. In addition, the representation of women in managerial positions is 23.5% in JJKK, and 33.1% in JPKK.

Further information

Interview of employee who took parental leave:

<https://www.jnj.co.jp/story-de-and-i/paternal-leave>

For more information about life events and various policies, please see:

<https://www.jnj.co.jp/sustainability/de-and-i/work-environment/system>





Japan

Nikkei Inc. - Nikkei Women Empowerment Project

General Information	Impacted KPI's	
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Media; Culture; Graphical (Publishing, Producing, Packaging and Distributing Media Content to the Public)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> Promote Women Empowerment and Awareness 	

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Quantitative Outcomes:	Learnings:
<p>Members of Nikkei Women Empowerment Project: 17 companies in 2020, 20 companies in 2021, 26 companies in 2022.</p> <p>We continue to grow the scale of membership companies to raise more awareness in empowering women in business.</p>	<p>Journey for creating inclusive and diverse workforce needs a wide range of continuous efforts. For us to truly accelerate the women's career advancement, it is essential to embed the mechanism into the management system so that senior leaders always examine and enforce the progress. In addition, we need to create a comprehensive approach and ensure that we are taking steps forward.</p>
Extended/Detailed Description:	
<p>We hold Gender-Gap Symposium 3 times a year to raise awareness, organise seminars and networking events for members to learn good practices.</p>	



Japan

Prestige International Inc. – WEPRO (Woman Excite Project)

General Information	Impacted KPI's	
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - Others	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Quantitative Outcomes:	Learnings:
<p>As a result of the above initiatives and measures, the proportion of female management positions at our company has remained as follows.</p> <p>2017-27% ⇒2018-28%⇒2019-27%⇒2020-32%⇒2021-35%⇒2022-43% from 2022, including oversea branches.</p>	<p>We implement the best practice with the understanding that the promotion of women's active participation is still halfway through, and promoting women to managerial positions is not a goal, but just a step. We would like to prove that the participation of people with various values or women in management can grow the business.</p>
Extended/Detailed Description:	
<p>It has been 5 years since we launched WEPRO (Woman Excite Project) as a goal for promoting women's empowerment. Today, we are further expanding our activities to create an environment where diverse 'individuals' can work in their own style, so that all employees can play an active role. WEPRO has become like a detonator in the company to 'achieve 50% of the female manager ratio', which is one of the important indicators in our promotion of women's empowerment. We are working on 4 fields of system, awareness/natural features, environment and health management by reaching out to all departments in the group such as management and human resources. We will introduce each part of the 4 fields below.</p>	

1. System: Director System (2021 Feb)

In order to create an environment that eases active participation in the management position, we have innovated a system that allows you to perform, imagine and experience management work step by step in your department.

2. Awareness/ Natural Features: Executive lectures for female employees (10 times in total in 2022)

By holding a study group with the executive officers of each department, and feeling close to various role models, we created an opportunity for them to think about future career development, work style, and how to become a candidate for the management position.

3. Environment: PI Fun Learning (2021- working on)

Briefly summarizes the necessary information for management positions (e.g., basic level of learning budget, labour legislation, company benefit etc.), and publish it on internal intranet, which leads to the confidence of management position beginner.

4. Health Management: L Leave (2022 Jul)

The scope of menstrual leave has been expanded, PMS and menopause symptoms (regardless of gender) have been also targeted. In addition, the name of menstrual leave was changed to “L Leave”, which can make it easier to take.

As a result of the above initiatives and measures, the proportion of female management positions at our company was as follows:

2017-27% ⇒2018-28%⇒2019-27%⇒2020-32%⇒2021-35%⇒2022-43%

In addition to the above, to dissolve any anxiety about continuous work and lifestyle changes in female's specific physical condition, we have institutionalized a New Life Support System that allows employees to take leave or allowance for marriage, childbirth or nursing care etc. Childcare Flexi time work system allows adjustment in working hours for those employees with children up to primary school year 3 and allows them to take paid leave that can be taken on an hourly basis. In the future, all employees can choose how to work according to their lifestyle or physical condition, and we aim to create an environment where they can work for a long time.





Japan

Recruit Holdings Co. Ltd. - 50% Women at All Levels

General Information	Impacted KPI's	
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Technology	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Measuring to Improve	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidate 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training

Step 1- Defining KPIs/Dashboard & Assessments
Initiatives Launched:
<ul style="list-style-type: none"> Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps
<ul style="list-style-type: none"> Define KPIs Based on Gaps & Cross-reference with Other Material
<ul style="list-style-type: none"> Build Dashboards & Monitoring Systems
Dimensions Considered:
<ul style="list-style-type: none"> Composition of Workforce at each Seniority Level
<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Leadership Development Programs for Women
<ul style="list-style-type: none"> Alignment to Business Priorities

Step 2- How to Monitor and Share KPIs to Define Improvement

Initiatives Launched:

- Pledge to an Industry, Country, or Global Goal, to Adhere to a More Formal Monitoring of the KPIs and Increase Urgency on the Topic
- Publish Best Practices within Industry/Company through Disclosure of Gender Inclusive Data/Policies to Highlight Positive Examples
- Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education
- Adopting an Intersectional Lens to Monitor Progress of Women with Different Identities such as Ability, Class and Ethnicity etc.
- Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions

Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes

Initiatives Launched:

- Impact Variable Pay with Diversity Goals

Dimensions Considered:

- Gender Pay Gap
- Proportion of Women and Men Getting a Promotion
- Proportion of Women and Men in Senior Management
- Proportion of Women and Men in Hiring
- Leadership and People Development Capability (for Managers)

Quantitative Outcomes:

We were able to make progress toward increasing the number of women in leadership across all three of our strategic business units (SBUs) by setting a clear numerical target to achieve 50% women representation at all levels by FY2030 as part of our corporate strategy.

At the Matching & Solutions SBU, which operates mainly in Japan where gender-based role divisions persist with stronger unconscious bias compared to other countries where we operate, we took initiatives to ensure that gender bias is eliminated from the selection process for managerial positions. As a result, we have been able to increase women candidates for managerial positions by 1.7 times. One example of the results we have seen is that the ratio of women in managerial positions increased to 30% in 2023, up 3.4% from 2022.

At the Staffing SBU, the number of women in executive roles has increased from 14% to 38% for the last two years.

At our HR Technology SBU, we introduced a rule called the Inclusive Interview Rule (IIR) to eliminate bias in the hiring process. The IIR mandates that the final candidate slate must include at least one woman. Since the implementation of IRR, the representation of women at the vice president and the above level has risen to around 36% in 2022, jumping up from 25% in 2020.

Learnings:

Setting numerical targets was one of the most important factors in increasing the proportion of women in managerial positions and senior executives. By setting a clear target of 50% and striving to achieve it, various ideas for eliminating unconscious bias emerged from each operation, resulting in a more diverse, inclusive and equitable workforce.

One of the robust initiatives we took was to clarify the requirements for selecting candidates for managerial positions at the Matching & Solutions SBU, where women ratio in managerial positions is the lowest among all SBUs. Our management teams in several organizations had the opportunity to challenge their assumptions about the necessary skills and working styles for selecting managers. As a result, they gained new insights and realizing their own biases. We have been able to increase not only women candidates for managerial positions by 1.7 times, but also men candidates by 1.4 times. We were able to have a much more diversified candidate pool for management positions regardless of gender, by eliminating biases that come from stereotypes for managerial positions. This new initiative was elaborated on by reflecting on how to realize the numerical target.

The setting of numerical targets led the other SBUs to identify their own area of focus, such as the ratio of women in senior executives in the Staffing SBU, and the methods for hiring talents in a more inclusive way at HR Technology SBU.

It is worth noting that the strong commitment and ownership by the leadership team has been key to the success of our DEI strategy. We have set a three-year target to increase women leaders across the group as a milestone to achieve 50% women at all levels, and the target is tied to a portion of long-term incentive compensation for our senior vice presidents, who are responsible for driving and realizing these targets. This strong commitment by our top management fosters a culture of inclusion, where everyone is committed to creating a more diverse, equitable and inclusive workplace.

Extended/Detailed Description:

Recruit Group, where 50% of the workforce are women, aims to achieve 50% of women at all levels of its organisation, including the boardroom and senior management, by FY2030.

One of the biggest challenges to achieve this target is to tackle unconscious bias existing in both promotion and hiring in the talent management process in each region and business unit.

Eliminate unconscious bias in promotion

In Japan, gender-based role divisions persist, with stronger unconscious bias compared to other countries where we operate. At the Matching & Solutions SBU, which operates primarily in Japan, where the gender gap is particularly significant, the SBU first identified and reduced gender bias by clarifying the requirements for managerial positions and re-evaluating what was previously considered must-have skills or necessary working styles to increase the representation of women. The organizations that adopted this initiative saw 1.7 times more women as managerial candidates while increasing by 1.4 times for men, leading to an overall expansion of diverse candidates for management positions. One example of the results we have seen is that the ratio of women in managerial positions increased to 30% in 2023, up 3.4% from 2022.

Challenge to increase women in senior executive positions

The most challenging part of achieving gender parity at all levels is our target of 50% women in senior executive positions. Our Staffing SBU, has already achieved 50% representation of women across its managerial and employee levels, but women are still underrepresented in the number of candidates for senior executive positions. To address this issue, we insisted on a gender-balanced shortlist of candidates for senior executive positions, which resulted in a significant increase in the women candidate pool. As a result, the number of women in executive positions at the Staffing SBU has increased from 14% to 38% over the past two years.

Eliminate unconscious bias in the hiring process

Meanwhile, eliminating bias in the hiring process was key especially for our non-Japanese organizations wherein hiring from outside the organisation is one of the most effective ways to increase women representation in management. One of our major subsidiaries in the HR Technology SBU, Indeed, has introduced an Inclusive Interview Rule (IIR), a transformative solution to remove bias and barriers from its sourcing and interviewing processes. To improve visible representation in candidate pipelines and interview slates, the IIR requires that the final slate of candidates interviewed must include at least one self-identified woman or non-male identifying (NMI) and one self-identified U.S. underrepresented racial/ethnic minority. With the help of this initiative, the representation of women at the Vice President and above level has increased to around 36% in 2022, jumping from 25% in 2020 prior to the implementation of the IIR for the hiring process.

For further acceleration

To accelerate our initiatives to realise gender parity, we are sharing these best practices and the lessons learned across all three SBUs in our group-wide DEI working group so that we can learn from each other to build toward new initiatives.

For more information, please visit:

Matching & Solution SBU: https://recruit-holdings.com/en/blog/post_20230308_0001/

HR Technology SBU: <https://www.indeed.com/esg/deib>

Staffing SBU: https://recruit-holdings.com/en/newsroom/20230308_0001/





Japan

Russell Reynolds Associates Inc. – Equitable Search Practices

General Information	Impacted KPI's	
Country: Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity: Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation: Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry: Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€): 200 Million - 1 Billion* *These figures are for the entire company worldwide.	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: % of usage of the Equitable Search approach	

Employees 1000 – 5000 *These figures are for the entire company worldwide	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Entire Organisation at Global Level
Initiatives Launched:	Workforce Focus:
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture Soft Skills and Leadership 	All Workforce
Quantitative Outcomes:	Key Insights:
<ul style="list-style-type: none"> We have grown the utilisation of our Equitable Search Practices© tool, from 19% of all assignments in January 2022 to 30% in December 2022. This increase is a testament to our ability to encourage a focus on DEI and support the needs of our clients on a critical business issue. 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines Equity in Hiring and Promotion
Learnings:	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<p>In 2020/21 we led the industry in developing an approach that deliberately incorporated equitable practices into the search process. Our aim with Equitable Search Practices© was to help strengthen candidate pipeline diversity and ensure better representation of under-represented groups in leadership.</p> <p>A key part of our Equitable Search Practices© has also been the collection of candidate demographic data. We have been intentional in gathering gender, race, and ethnicity data to monitor our own performance more closely, hold ourselves and our clients accountable for producing balanced slates, and support our clients' diversity goals.</p> <p>Our successful candidate data for 2022 shows that when we are intentional in bringing equity into the search process, we can drive better outcomes in terms of gender, racial and ethnic (only in the US, UK, Canada, and Australia) representation in our successful candidate pool. Our ability to recruit under-represented groups to leadership positions exceeds the S&P 100 C-suite leadership team benchmarks for those groups.</p> <p>Our Equitable Search Practices© have led to tangible impact in shaping greater parity in leadership roles across some of the world's largest companies.</p>	<ul style="list-style-type: none"> Pay Equity

Extended/Detailed Description:

Russell Reynolds Associates is a leading executive search and leadership advisory firm that helps global CEOs and boards shape what's next right now.

Russell Reynolds Associates has developed a process to bring greater equity to the executive hiring process and focus on scoping great talent in. Our established Equitable Search Practices© comprise seven key practices that nest within the existing hiring process and are designed to eliminate bias and widen the aperture through which we view talent.

The Equitable Search Practices© outline is as follows:

Diverse Talent Pipelines

Mitigate blind spots, reduce groupthink and become future-ready by scoping out your talent needs and sourcing dynamic, socially, and stylistically diverse and skilled talent that reflects the ecosystem of the organisation.

Create a Diverse Hiring Team

Overcome bias and identify great talent amongst non-obvious candidates by cultivating hiring teams with diverse perspectives that can help challenge thinking.

Set Aspirational Representation Goals and Monitor Candidate Demographics

Enable your hiring teams to have a clear sense of the gaps and missing identities and perspectives sought from candidates by setting diversity goals against the gaps of the current make-up of the internal team and how well it reflects the ecosystem of the larger organisation.

Debias the Language Used in Communications

Attract a broader range of candidates and ensure viable talent is not excluded from opportunities by applying neutral and inclusive language when writing job specifications and sending communications.

Interview for Competencies

To evaluate professional readiness for a role, hiring teams should pre-establish the core competencies (rather than solely focus on roles and titles) for a particular role and set a standardised framework for how to assess that each candidate can objectively demonstrate those requirements.

Assessing Fit Based on Value Alignment

Values are pre-determined by an organisation and thus can be assessed objectively in prospective talent. Evaluate candidates on their shared values with the organisation instead of their 'natural' culture alignment.

Intentional Onboarding

Design a thoughtful onboarding plan that assures employees they are valued and will be equipped with tools, knowledge, and support to succeed in their new roles. This, in turn, can solidify early engagement and influences the long-term retention of new talent.



Japan

SAP Japan Co. Ltd. – Women 20 Program to Accelerate Raising Women In Management Ratio

General Information	Impacted KPI's	
Country: Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity: Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation: Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry: IT/Software	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€): More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Pilot on 1 Function/Level of Organisation

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Female Only
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Key Insights:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Alignment to Business Priorities
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Development Programs/Mentoring 	Female manager ratio: 14.5% (2022 Apr) -> 19.7% (2023 May)
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Succession Planning 	
Learnings:	
<p>1) Purpose Over Title It was found that the participants resonated more with the purpose of a leadership role rather than its title or authority. This suggests that having a clear sense of purpose and understanding how the role contributes to the overall mission of the organization is more important to them than simply having a prestigious job title or a position of authority.</p> <p>2) Inclusive Leadership The participants expressed a desire to be inclusive leaders, demonstrating empathy and supporting the growth of their team members. This indicates a strong commitment to fostering a positive and collaborative work environment where everyone feels valued and supported.</p>	

3) Open and Transparent Communication

As part of their development, the participants wanted to have a more frank and open dialogue with their male managers than before. This suggests that there may be a communication gap between male managers and their female employees and that there is a need for more open and transparent communication in the workplace.

Extended/Detailed Description:

Women 20 is a one-year sponsorship program for female talents who have the potential to be a manager or a thought leader in SAP Japan in the near future, with a target of having 20% women in manager roles in SAP Japan. Our senior executives are assigned as a named sponsor for each participant, provide coaching and sponsorship to support their career move. The program encouraged participants to discuss about future leaderships and updated the program contents to fill their expectations by themselves including promotion interview demo.





Japan

Tokio Marine Holdings, Inc. - Tokio Marine Group Women's Career College (TWCC)

General Information		Impacted KPI's
Country Japan	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Key Insights:
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
Initiatives Launched:	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Mindfulness and Wellbeing 	Quantitative Outcomes:
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	More than 380 women have participated in TWCC over the last 5 years.
Learnings:	
<p>TWCC has provided a positive learning environment and a safe place for exploring one's career visions and ambitions as well as effective networking opportunities among the participants. This has led to empowerment for women within the group and enabled them to step out of their comfort zone and to have the courage to take on new challenges, such as new leadership positions. Following are some comments from past participants:</p> <p>(Participant A: from Tokio Marine HQ)</p> <p><i>"I used to think that it would be difficult for me to contribute to changing the culture as my ability was not enough to create something new or important for the company. However, through TWCC I learned to think differently and feel more positive about what I can do, even if the result or progress is small because such small change and the accumulation of such small changes will contribute to bigger and more significant waves of change."</i></p>	

(Participant B: from a Tokio Marine Group Company)

"TWCC was a good opportunity for me to really understand that Tokio Marine Group is serious about changing the corporate culture and promoting D&I and gender-equal society throughout our Group Companies.

TWCC also provided me with great opportunities to communicate well within the Group Companies. Before participating, I used to think that it is difficult for the women to freely give opinions within the community because men have more experience and ability and therefore have a stronger position to lead any argument or discussion. But now I feel more confident to speak up and voice my opinion as a woman.

In general, I feel that it is important to have a better understanding of each company's situation to start a discussion on corporate culture.

I believe that TWCC is a great opportunity for all woman in the group to explore new challenges and develop their leadership skills."

Extended/Detailed Description:

Tokio Marine Group promotes diversity and inclusion so that all employees can exhibit their skills to the fullest, regardless of their gender, age, nationality, whether they have a disability and so that we can provide value to our stakeholders and continuously grow. Among its initiatives, the company has made efforts to proactively create a positive environment and cultivate human resources development to promote women's success considering changes in the social and working environment in Japan.

In 2019, the company founded Tokio Marine Group Women's Career College (TWCC), its internal career college for female employees. The aim is for female employees to build on their careers and participate in their jobs more actively, and its concept is to provide a safe place for learning and experience so that they can take initiative to work on self-development.

This year, the company is adding a new session on what is expected of future leaders in the VUCA world and required skills and capabilities. TWCC meets once a month in a "six-month" period to learn topics such as leadership theory, design thinking, and digital transformation from outside speakers. In each session after the lecture, participants further develop their understanding by having small group discussions. For example, in the class about leadership theory, each participant confronted herself with questions like: "What values are important to me?" and "What defines my leadership style?" Enthusiastic discussion followed, with statements such as: "Building relationships to learn from each other while placing importance on our respective values," and "Demonstrating leadership that makes use of my environment so that everyone can act independently."

Groups are reassigned with each session, and classes were developed so participants would be able to have exchanges with fellow members with whom they would not normally come into contact. Participants shared opinions such as: "I was able to learn together with highly ambitious female employees in my group, and it was really inspiring," and "In the discussions, I was able to get lots of ideas that I could put to use in my day-to-day work, like specific ways to deal with a situation and approach things." Fellow female employees from different group companies and types of businesses and of different ages motivated one another while exchanging opinions freely and deepened their relationships with subsequent session.

Finally, they expanded their perspective throughout the entire program by deepening their learning and thinking from various points of view, by understanding their own values and strengths and how to express them effectively, to acquire new knowledge. The company believes that participants will generate a “chain of initiatives” by applying what they learned at TWCC within the group, and by connecting it to the further growth of each employee, the whole group will strive to be a “Good Company” that continues to grow.





Mexico

Dalia Empower - Global Education Program to transform the mind of women to help them become Power Women.

General Information	Impacted KPI's	
Country Mexico	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Education	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: Broader Diverse Workforce

Initiative Description	
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<p>Learnings: We have discovered that when women are supported in acquiring life skills, they develop a sense of self-worth, discover their personal power, make decisions according to their own preferences, negotiate more effectively, present themselves more convincingly to secure funding, and are less likely to leave their work after having children.</p>	
<p>Extended/Detailed Description:</p> <p>Five years ago, we founded Dalia Empower with the firm belief that the primary reason women do not progress at the same rate as men is due to their lack of self-belief. We consider self-worth to be an essential aspect of women's training. At Dalia, our primary focus is on mastering life skills. Through our unique methodology, we empower women to transform their mindset and become powerful individuals, regardless of their desired path. We collaborate with numerous companies to provide women's training, but we also involve men and facilitate cross-mentoring within organizations. Our approach complements other educational products that teach hard skills or STEM skills, making us an ideal partner. It is evident, particularly now, that life skills are indispensable for success in life, yet no university places emphasis on them. Dalia represents a global movement.</p>	



Mexico

Grupo Danone Mexico - Inclusive Diversity Strategy

General Information	Impacted KPI's	
Country Mexico	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Food	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace

Initiative Description	
<ul style="list-style-type: none"> • Equal Pay 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Number of support policies in place for women
<ul style="list-style-type: none"> • Flexible Benefit/Welfare (e.g. Insurance) 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> • Enabling Safe Infrastructure 	
<p>Quantitative Outcomes:</p>	<p>Learnings:</p>
<ul style="list-style-type: none"> • Our female managers have increased from 38% in 2018 to 43% YTD. 	<ul style="list-style-type: none"> • We have learned that teamwork is basic to achieving results and making a real transformation within the company. We need to challenge the status quo to get a bigger transformation.
<ul style="list-style-type: none"> • Our female directors have improved from 22% in 2018 to 37% YTD. 	
<ul style="list-style-type: none"> • 50% of our hires at management levels and heads were women. 	<ul style="list-style-type: none"> • A diverse team is more effective in addressing problems and making decisions; a team where everyone thinks the same way or faces problems from the same angle will undoubtedly be a less effective team.
<ul style="list-style-type: none"> • Global Parental Policy Implementation at 100% 	
<ul style="list-style-type: none"> • Flexible working schemes 	
<ul style="list-style-type: none"> • 100% managers & directors trained on unconscious bias and anti-harassment. 	<ul style="list-style-type: none"> • This is the reason why is not enough to have one camping or one program per year, the transformation of a company and its culture need to be constantly reinforcing and nurturing.
<ul style="list-style-type: none"> • Leading Company on Gender Balance according to WEPS Tool 	
<ul style="list-style-type: none"> • We shared Diversity Guides with more than 120 companies. 	
<p>Extended/Detailed Description:</p>	
<ul style="list-style-type: none"> • Mentoring Circles: We have three graduated generations of mentees (women in leadership positions) In 2022 we reactivate the mentoring circles by visiting our distribution centres and approaching our women collaborators to talk about women's personal development issues. • Women in Operations: This program is for Pre-sellers, Warehouse, and Delivery women. • UN Women Alliance: This program is addressed to all the women in the company, we establish every year a working plan with UN women, in 2022 we have worked hand in hand to implement a prevention and attention program for harassment and discrimination. • Global Parental Policy: This program is addressed to the entire company, and is a policy designed thinking in the diversity of families and forms of parenting. 	

Initiative Description

- Awareness and sensibilisation: 100% of our directors and managers trained on unconscious bias and antiharassment.

Charing ID Committee on the Mexican Chamber of Commerce (+120 Companies Engaged with Diversity Guides). Danone is Benchmark for other companies, we share with them the Diversity Guide and our best practices. This year we are working on a specific follow-up to measure the progress of the companies that are implementing the guides.

Leading Company on Gender Balance according to the WEPS Tool.





Mexico

ManpowerGroup- Strengthen DEIB through Awareness & Focus

General Information	Impacted KPI's	
Country Mexico	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Perimeter of Implementation: Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> • Attract and Hire Female Candidates 	
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employee 	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Workforce Focus:
	Broader Diverse Workforce
<ul style="list-style-type: none"> • Sponsoring Leaders 	Key Insights:
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Succession Planning 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Network/Community/Role Modelling 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Parental Policies 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women;

Initiative Description	
<ul style="list-style-type: none"> • Equal Pay 	<ul style="list-style-type: none"> • Number of support policies in place for women
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
Quantitative Outcomes:	Learnings:
<p>Gender Diversity - 55% of Leadership Female by 2024</p> <ul style="list-style-type: none"> • 63% Female in 2023 • 46% of SLT in 2023 • 50% of Leadership Female (1st & 2nd level) in 2023 <p>Youth - 32% Overall Workforce by 2024</p> <ul style="list-style-type: none"> • Overall, 25% Youth (18-29 years old) 2022 • Overall, 28% - 30% Youth (18-29 years old) by 2023 <p>Inclusive Culture - Roll out of Inclusive Leadership training - INCLUDE:</p> <ul style="list-style-type: none"> • 12 training / 400+ employees in 2022 • Diversity and Inclusion Certification 500+ 2023 • The rest of Mexico's Headcount and new hires by 2024 500+ • Training refresh to total staff 2025 <p>Equity- Continue Salary Reviews to Address Pay Gaps for Gender 6% by 2025</p> <ul style="list-style-type: none"> • Closed greatest overall gap of 19% points to 9% by 2023. • Closed greatest Leadership Female (1st & 2nd level) gap of 7.0% points by 2024 	<p>The increase we have in the number of women in succession plans is because of the above-mentioned good actions. Also, we have learned about communication and the measurement of our actions.</p>

Initiative Description

Extended/Detailed Description:

As part of our global company's Diversity and Inclusion strategy, we have set a goal of achieving 50% participation of women in leadership positions, which represents the first dimension of our strategy. To actively address the gender gap in leadership, we have implemented the ManpowerGroup internal mentoring program, specifically designed to support and develop women in their pursuit of leadership roles within our organization. Additionally, we actively participate in AMCHAM's Executive Women Development Program, through which we annually send women in management positions to receive specialised training, fostering the growth and leadership potential of women. We also facilitate career conversations to outline individual development plans and encourage our female leaders to engage as speakers in various forums, promoting their visibility and influence. Moreover, we contribute to the advocacy for women in leadership by producing research papers and studies that emphasise the importance and impact of having women in such positions. For instance, we recently published a paper titled "7 Steps to Conscious Inclusion" to raise awareness among companies. Looking ahead, we have plans to launch a book featuring 60 women leaders in Human Resources in Chile in 2023, celebrating their achievements and providing inspiration to others. Furthermore, we have established the Women in IT program, which focuses on increasing female talent in IT areas, striving for greater gender diversity and inclusion in this field.





Mexico

National Institute of Women - Women in the Digital Transformation

General Information	Impacted KPI's	
Country: Mexico	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity: Government Agency	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation: Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry: Other: Promotion of equality between men and women, as well as guaranteeing respect for the rights of women and their equal participation in the political, cultural, economic and social life of the country	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€): Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 200 - 500	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Local Level

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Workforce Focus:
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	Female Only
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Update equality and non-discrimination certifications 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Number of support policies in place for women
	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
	Learnings:
	<ul style="list-style-type: none"> Women need a closer accompaniment, with personalised and punctual attention to complete their training programs successfully. Women in the country have significant training needs in digital issues. The needs deepen more in rural areas, given the lack of infrastructure and basic connectivity. Women have an overload of domestic and care work that prevents their full participation in the training offered and in general in the development of their professional careers. Women of all ages, in rural and urban areas, and from all socioeconomic status have needs in digital literacy and financial inclusion.
Extended/Detailed Description:	
<p>The objective of the project is to virtually train women microentrepreneurs and entrepreneurs to boost their participation in the digital market, on issues related to digital skills, basic accounting (business administration reinforcement), financial education, migration to trading platforms e-mail, empowerment, leadership and autonomy of women. The project operates by training the staff of the local Women Institutes in the mentioned topics so that they reproduce the contents directly with the beneficiaries through the Google Classroom platform. In the project, the following allies teach:</p>	

Initiative Description

- SHCP: Digital skills, basic accounting, financial education, digital commerce.
- CONDUSEF: Cybersecurity and fraud prevention.
- INMUJERES: Course "Empower yourself to grow".
- Cetes Directo: Investment in government instruments and use of the platform.
- Mercado Libre: Digital commerce using its platform.
- Association of Mexican Banks: Bank accounts.
- Konfio: Online credit application.
- Uber Eats: Introduction to the platform.
- SAT: Contributive culture, RFC, billing, payroll.
- NAFIN: Available credits in the country.





Mexico

Sempra Infrastructure - Generating Responsibilities and Opportunities for Women (GROW)

General Information	Impacted KPI's	
Country Mexico	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Energy Infrastructure	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Female Only
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Equal Pay 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g., Insurance) 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Quantitative Outcomes:	Learnings:
Practice is near completion. We do not have KPIs yet.	<ul style="list-style-type: none"> We identified that offering learning resources and development opportunities targeted specifically for women is vital to reinforce our female talent competencies and broaden their visibility in the workplace actively and continuously. GROW activities raise awareness and positively impact our organization by expanding ally ship and increasing women's active role in their development.

Initiative Description

- We also identified the need of leveraging men's allyship to consistently support women's development in the company, eliminating conscious/unconscious biases and barriers.
- It is fundamental for us to work in these initiatives throughout the entire year as a core part of how we work and how we do business in SI.

Extended/Detailed Description:

At Sempra Infrastructure, we are dedicated to cultivating a workplace that values respect and inclusivity. As part of our commitment, we have established the GROW initiative, which focuses on three essential areas to drive positive change within our organization.

The first area of focus under GROW is the Culture of Work. We continuously seek opportunities to enhance the workplace environment, creating an atmosphere that embraces and celebrates diversity. By fostering a culture of inclusivity, we aim to ensure that every employee feels valued, respected, and supported, regardless of their background or identity.

Career Development is another crucial pillar of GROW. We are committed to providing educational, development, and networking opportunities that specifically support women's career progression. Through mentoring programs, training sessions, and access to resources, we strive to empower women within our company, enabling them to excel in their professional journeys.

Effective Communication plays a vital role in building an inclusive workplace. We understand the importance of raising awareness about diversity and inclusion initiatives. By effectively communicating these initiatives to our employees, we foster understanding and engagement. We encourage open dialogue, active participation, and the exchange of ideas that contribute to a more inclusive work environment.

In summary, GROW at Sempra Infrastructure reflects our dedication to promoting a respectful and inclusive workplace. Through our focus on Culture of Work, Career Development, and Communication, we aim to create an environment where everyone can thrive and contribute to our shared success.



Netherlands

Achmea BV- Sustainable living, together. The Achmea Way.

General Information	Impacted KPI's	
Country Netherlands	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services, insurance Netherlands: Pension & Life, Healthcare, Non-Life, retirement services.	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Broader Diverse Workforce
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	Quantitative Outcomes:
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Achmea 2022: Senior Management & Top Positions: 32% Women
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Flexible Working 	<ul style="list-style-type: none"> Achmea 2030: target 40%
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	Learnings:
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	You need the support of the board and KPIs to make things happen. It takes time to make a culture change happen and raise awareness.
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	

Initiative Description

Extended/Detailed Description:

Being a sustainable employer means:

- We allow for decent work, as defined by the International Labour Organization: Productive work, done out of free will in an equal, safe and dignified environment.
- Our social policy focuses on retaining job security through a broad and sustainable employability for internal and external employees alike.
A healthy work-life balance by allowing employees to mix working, learning, caring and relaxing.
- Achmea strives to be a reflection of Dutch society, allowing for an inclusive culture and embracing diversity. Inclusivity means everyone can participate, feel involved and appreciated, through diversity.

For more information, please visit: <https://www.achmea.nl/en/waar-we-voorstaan/sustainability/sustainable-employer>



Netherlands

Aegon - Inclusive Leadership, Mentoring & Breaking Down Barriers

General Information		Impacted KPI's
Country Netherlands	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/ Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Increased Engagement	

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Key Insights:
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Make job opportunities transparent 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Initiatives Launched:	Learnings:
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Critical to involve a wide variety of stakeholder groups in the journey, not making assumptions about the needs of any group without their involvement. Improving gender balance improves our culture for all staff, regardless of background
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Transparency of opportunity 	

Initiative Description

Extended/Detailed Description:

Recognising that the causes of the lack of gender balance in senior roles are complex, the pathway to change requires a multi-layered approach. Several of our key elements include:

Inclusive Leadership programs: Creating an inclusive environment is essential to creating the conditions for diverse talent to thrive. These programs are designed to help our leaders deepen their knowledge of what it means to be inclusive while providing a range of practical tools to help them navigate and instil inclusive leadership behaviours into everyday habits.

Purpose-led Best Life Leadership program: for the top 160 global leaders coinciding with the launch of our new vision and purpose. Topics include leading across generations and successful hybrid working in the 'new normal'. Comprised a series of 2-hour in-depth workshops with world-leading experts with active follow-up in team-based workshops allowing collaborative global partnering.

Inclusive leadership program for the top 150 senior leaders in our global Asset Management business. Each of the 4 modules contained 3 key elements:

- an all-team workshop on the signature traits of Inclusive Leaders,
- 'Learning Circle' that consisted of a safe and challenging leaders community space, and
- unlimited access to an Inclusion learning hub. Participants were each paired with an Accountability Partner, a peer member leader to hold each other accountable for their learning. To ensure we stay authentic in developing an inclusive culture, each leader also became a Program Ambassador, helping to facilitate the learning circles, support the learning of other leaders, and bring a commercial edge to the work.

Sustainability Academy is being developed for all staff to understand and engage in our Sustainability goals, of which achieving gender-balanced leadership is a primary element. The academy will include giving all staff a base level of understanding of inclusive behaviours and tools to be an active ally.

Global mentoring program: Access to mentoring is particularly important for women who may have experienced less access to informal channels of support and sponsorship, both crucial to career success. We launched Aegon's first digital global mentoring platform in 2022 as the pilot in our Asset Management business. The platform was open to all Aegon AM employees, who could join as a mentor, a mentee, or both, with some 300 employees taking part within the first six months of launch. It has helped colleagues identify strengths and areas for development, lead change, cope with difficult situations, and helped to prepare aspiring leaders of the business. This program is now becoming available to all global Aegon staff in 2023 through the implementation of the Talent Market Place system and program.

Talent marketplace system and program: This system, on top of mentorship, also provides direct access to gigs in different parts of the business, allowing women to develop and strengthen their skills. Sharing gig information publicly within the company breaks down the barriers to access to opportunities which women often experience, replacing the informal networks for allocating work.

To improve career prospects for women from multicultural backgrounds in our UK business we have partnered with the social enterprise AAI EmployAbility. This program entailed focus groups with women in the community to understand their needs and concerns, connections with leading UK businesses to share best practices, and a coaching program for managers. This in-depth work has led to detailed action plans for multi-year change to enable us to be more attractive to a diverse talent pool, make our workplace more welcoming and embed these changes into everyday managerial practices.

Netherlands

Dow Benelux - Women Inclusion Network

General Information	Impacted KPI's	
Country Netherlands	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions /Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Chemical	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> 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 Organisational Culture Develop Gender-sensitive Organisational Policies Develop Monitoring, Reporting and Evaluation Mechanisms Develop Programs for Mentorship of Female Employees 	All Workforce
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipeline
<ul style="list-style-type: none"> Succession Planning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Parental Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace

Initiative Description	
<ul style="list-style-type: none"> • Equal Pay 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Number of support policie in place for women
<ul style="list-style-type: none"> • Flexible Benefit/Welfare (e.g., Insurance) 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> • Enabling Safe Infrastructure 	
<ul style="list-style-type: none"> • Employee Resources Groups 	
<p>Quantitative Outcomes:</p> <p>For information on quantitative outcomes, please refer to page 44 of Dow's 2022 Progress Report, available at the following link: https://corporate.dow.com/content/dam/corp/documents/about/066-00432-01-2022-progress-report.pdf</p>	
<p>Extended/Detailed Description:</p> <p>Dow, a global materials science company, is dedicated to promoting gender diversity through various internal and external initiatives. Their comprehensive strategy, ALL IN 2025, focuses on embedding inclusion, diversity, and equity (ID&E) into the company's practices to achieve significant results by 2025. Dow emphasizes both top-down commitment and bottom-up engagement to drive accountability and alignment throughout the organisation, recognising that ID&E is not only morally right but also essential for business success.</p> <p>The Women Inclusion Network (WIN), one of Dow's Employee Resource Groups, plays a pivotal role in advancing gender equity. WIN focuses on four pillars: fostering a culture of inclusion, advancing women, engaging men as allies, and collaborating with external partners. Engaging men as allies, WIN aims to increase their participation, promote male/female co-leadership, and drive change through programs internally and externally like MARC, HeForShe, and Men As Allies. Dow sponsors these programs to initiate conversations and develop a strong ally force. WIN also supports HR initiatives that facilitate the success of both men and women, including policies related to childcare, elderly care, and leaves of absence.</p> <p>Engaging external partners is another critical aspect of WIN's efforts. The network provides sponsorship and access to external training and mentoring programs offered by organizations like SWE, Catalyst, EY, and Fore. WIN collaborates with value chain partners through events like Equally Unique, increasing visibility and attracting diverse talent. Collaboration with the HR department in initiatives such as career fairs further accelerates the attraction of top-notch, diverse talent.</p>	

Initiative Description

Extended/Detailed Description:

Fostering a culture of inclusion is a primary focus for WIN. The network strives to increase participation, ensure accessibility for all, develop inspiring stories featuring diverse talents, recognize inclusiveness champions, and share the strategic direction and goals of WIN. These efforts contribute to creating an inclusive environment where everyone feels valued and can thrive.

Advancing women is another key pillar for WIN. By serving as a liaison between WIN and HR, the network advocates for the growth and development needs of its members. WIN collaborates with HR and training leads to identify skills gaps and leverage existing programs to support the professional development of its members at all career stages. Also, Dow impacts its community. As an example, the Terneuzen team sponsored the following activity: <https://dowcircles.nl/duurzaamheid/projecten-de-buurt/het-geheim-van-dress-success>

For over 30 years, the Women Inclusion Network has provided a platform for Dow women worldwide to connect, seek mentorship, access professional development opportunities, and engage with senior leaders. Through their focus on skills development and preparation for market challenges, WIN empowers women within Dow to excel in their current roles and future endeavours.

In addition, Dow launched a Female Sponsorship Program in EMEAI to accelerate female talent for senior management roles. Self-nominated candidates are matched with senior leaders for coaching over two years. The program includes professional development components and has resulted in promotions and increased responsibilities for participants.

For more information, please visit: <https://corporate.dow.com/en-us/progress-report.html>
<https://corporate.dow.com/content/dam/corp/documents/about/066-00432-01-2022-progress-report.pdf> (See Page 53 for sponsorship program and from Page 42 onward for ERG)



Netherlands

Randstad N.V. – Gender Equity

General Information	Impacted KPI's	
Country Netherlands	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - Employment & Recruitment	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Female Only
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	
Quantitative Outcomes:	Learnings:
<p>Currently, Randstad has 67% women in our total workforce, providing a strong pipeline for advancing women.</p>	<p>Randstad launched a global Equity, Diversity and Inclusion Committee comprised of the CEO and a balanced slate of Executive Leadership Team members to embed our ED&I commitment and transparency into our organization. Developing a strong pipeline for women in senior leadership as part of the Gender Equity program is key given that Randstad has 67% of women in our total workforce.</p>
Extended/Detailed Description:	
<p>Randstad's commitment to the World Economic Forum's Good Work Framework is to drive diversity, equity and inclusion focusing specifically on ensuring that we continue to develop a strong pipeline for women for senior leadership, achieving 50% by 2023.</p>	



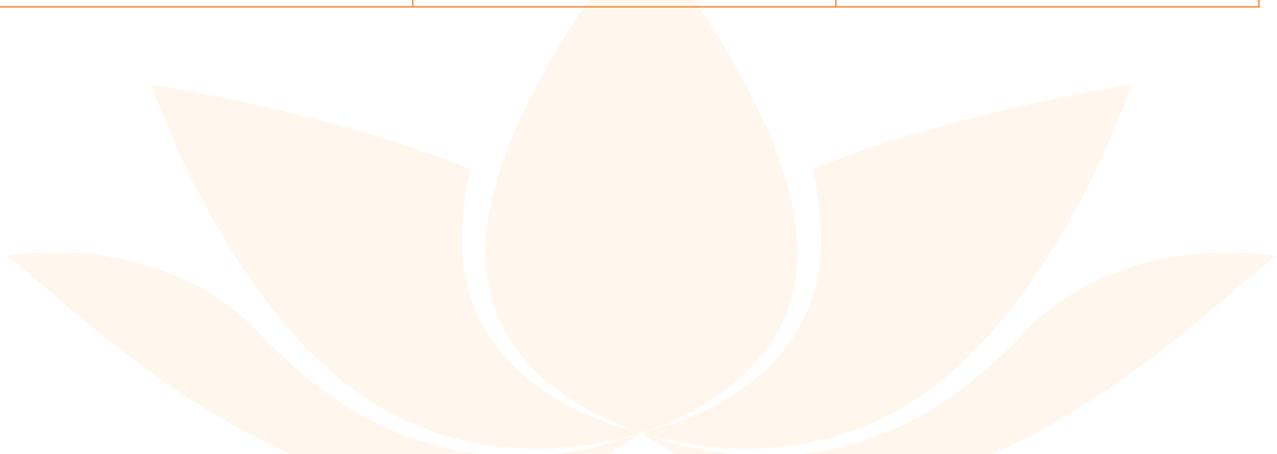


Republic of Korea

Korea Network of Women in Finance- “Promoting Women to take up 30% of Executive Positions”

General Information	Impacted KPI's	
Country Republic of Korea	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion



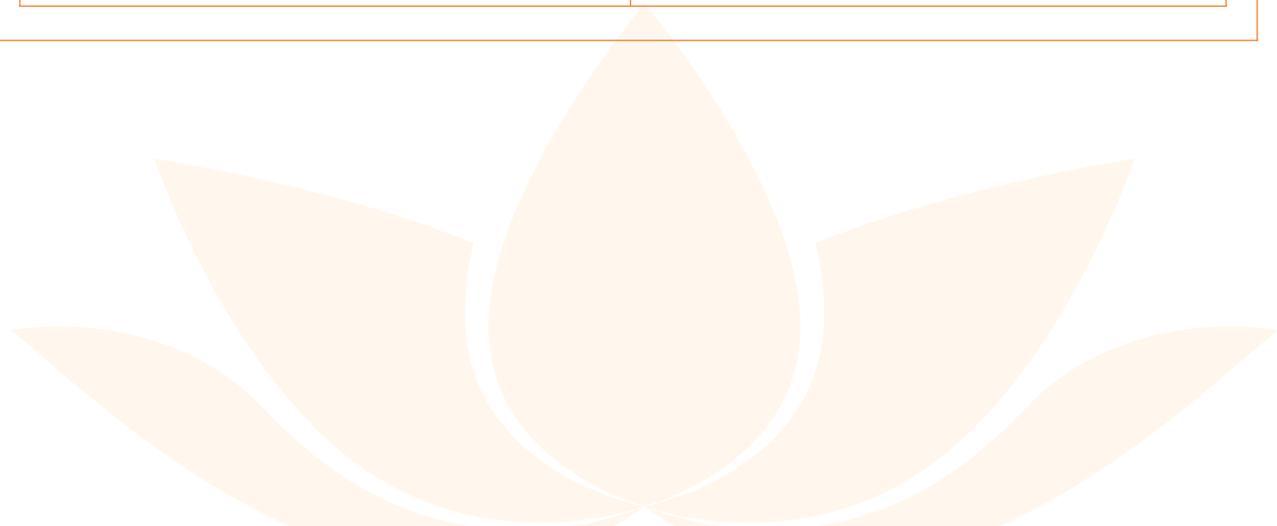
Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	Entire Organisation at Local Level
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	Workforce Focus: Female Only
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Number of support policies in place for women
<ul style="list-style-type: none"> • Enabling Infrastructure 	
<ul style="list-style-type: none"> • 30% Club 	
Quantitative Outcomes:	Learnings:
<p>Capital Market Act has been enacted where listed companies with an asset of over 2 trillion Korean won must have at least one board member.</p>	<ul style="list-style-type: none"> • It is important to have policy implementations to promote more female executives and board members in corporations. • Providing women in finance to participate in forums where they can meet experienced professionals who can motivate and inspire them to aim higher. • Working with the media and government has influenced the policyholders to pass relevant laws.
Extended/Detailed Description:	
<p>Purpose of Establishment: KNWR is a corporate body under the Financial Supervisory Commission established in January 2003. KNWR currently consists of about 160 women executive members in financial services industry, branch manager and above seniority in banking and non-banking sector hold regular meetings. The purpose of KNWF is to improve the rights of women in financial services and promote advancement through mutual exchange of information and innovative ideas on fostering women leadership.</p>	

Initiative Description

Membership:

KNWF membership is divided into Corporate and Individual Membership:

Corporate Members	Executive members
• KB Kookmin Financial Group	• Korea Federation of Banks
• Hana Financial Group	• Korea Development Bank
• IBK Bank	• Korea-Exim Bank
• IBK Capital	• China Construction Bank
• Woori Bank	• Deutsche Bank
• Shinhan Bank	• BNY Mellon
• NH Bank	• IBK Securities
• Standard Chartered Bank	• KB Securities
• Suhyup Bank	• KB Credit Information
	• Shinhan DS
	• Amazon
	• Franklin Templeton Asset Management
	• KT NET
	• APC Private Equity
	• Pine Asset Management
	• Star Bank
	• Lotte Members
	• Sung Kyun Kwan University
	• Samsung Biologics
	• Korea Federation of Banks
	• KAI



Initiative Description

KNWF Women Conferences:

We are hosting annual international conference since 2015 to achieve the target of 30% of Female Executive ratio across Korean financial industry.

In 2017, Madam Christine Lagarde of IMF kicked off our annual Conference as the keynote speaker which was attended by many influential people from both public and private sector. Through her speech which was backed by IMF research data, Lagarde successfully showcased that empowering women helps drive better decisions, create economic growth and make society more sustainable.

In 2018, Hiro Mizuno-san, CIO of Government Pension Investment Fund Japan, the world's largest pension fund, served as the keynote speaker in our Conference and we learned how Japan is empowering women to drive economic growth through Environmental, Social and Governance (ESG) investment strategy.

In 2019, we had powerful and inspirational speakers from more nations to learn from the world. The Secretary-General of International Banking Federation presented special lecture followed by a keynote speech by the Ministress of Gender Equality and Family. At the Round Table, Ambassadors from US, Britain, Germany, France, Norway and India shared their own country story for Korea to learn how other neighbors in the world are improving their national happiness index by empowering women.

In 2020, Park Young-sun, Minister of SMEs & Startups served as the keynote speaker and Peter Grauer the Chairman of Bloomberg along with Dr. Rhian Mari Thomas OBE the CEO of Green Financing Institute UK delivered special presentations. At the Round Table, Choi, Woonyoul, a former member of parliament served as the moderator and four Chairmen of the Financial Holding Companies of KB, Woori, Shinhan and SC Bank Korea shared their own initiatives to drive gender equality and how their organizations benefited from the change.

In 2021, Sandra Boss, the Global Head of Investment Stewardship of BlackRock and a member of BlackRock's Global Executive Committee, delivered her keynote speech, followed by a special presentation by Dr. OH Jong Nam, the Chairman of Board of Standard Chartered Bank Korea. Thereafter, a roundtable discussion followed on the topic of 'A Study on the Diversity of High-ranking Offices after the Amendment of Capital Market Act' with Choi Woonyeol, a former member of parliament as the moderator, Yoon Jongkyu, Chairman of KB financial Group and Yoon Chong Won, CEO of IBK, Park Sun-young, Senior Researcher at the Women's Policy Institute, Kim Yeon June, Director at FSC & Park Hyun Nam, Branch manager of Deutsche Bank, and the Chairperson of Korean-German Chamber of Commerce and Industry as panelists.

For more information, please visit: <http://www.nwf.or.kr/>



Republic of Korea

Kyobo Life Insurance – Korea Women's Innovative Network

General Information	Impacted KPI's	
Country Republic of Korea	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started



Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Network/Community/Role Modelling 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	
Learnings:	
<p>Important insights from the Diversity, Equity and Inclusion Program are to ensure that the company has:</p> <ol style="list-style-type: none"> 1) women leadership pipeline in place 2) provide mentoring and training support to equip women managers with the capability to step up in the careers 3) create a culture of diversity equity and inclusion 4) obtain the support and commitment from the top management. 	
Extended/Detailed Description:	
<p>Diversity, Equity and Inclusion Program of Kyobo Life Initiative:</p> <ul style="list-style-type: none"> Motivate and educate female employees to advance to leadership roles. Develop/strengthen women leadership pipeline. Address unconscious bias and eliminate gender stereotypes. Create open and inclusive organizational culture to promote creativity. 	

D&I Program

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 DE&I by respecting the difference of others and creating an innovative work environment.

The DE&I program takes the lead in organising Korea's renowned Women Conference known as KWIN, which stands for Korea Women's Innovative Network. The inaugural KWIN Conference took place in 2012 and has since attracted an annual participation of over 500 individuals. The primary objective of this conference is to support the advancement of women middle managers by providing them with training and mentoring opportunities, thereby fostering a strong pipeline of female leaders in Korea. The KWIN Conference boasts representation from more than 200 companies in Korea, either through their women councils or dedicated teams focused on empowering women.

Due to the impact of COVID-19, the conference activities have transitioned to virtual platforms. In 2020, the KWIN Conference collaborated with G20 EMPOWER and established a dedicated YouTube Channel and speaker platform. The following year, in 2021, the conference joined forces with the Women in Korea (WIR) group, operating under the auspices of the Korean German Chamber of Commerce, in a virtual format.

Last year, in 2022, the conference embraced a hybrid approach, offering both in-person and virtual experiences. Held at the Kyobo Life building, it marked a significant milestone as the first in-person event since the onset of the COVID-19 pandemic. The conference received an overwhelming response from attendees, demonstrating the eagerness to reconvene in a physical setting.

Within the DE&I initiatives, there exists a significant program known as the Mentorship Program, which operates on an annual cycle. This program pairs volunteer mentors with mentees, creating a valuable opportunity for guidance and support. All mentors undergo training that follows the 5 Step Coaching framework established by the International Coach Federation. This ensures that mentors possess the necessary skills and knowledge to provide effective coaching and guidance to their mentees.

Aside from Mentorship Program, the HRD department rolled out a three-year special training program for female middle managers focused on leadership.

Themes of Korea Women's Innovative Network Conference

- 2012 Kyobo X GM "Hermes"
- 2013 Kyobo X GM "Awaken the Leader Within"
- 2014 Kyobo X IBM "Spark Up"
- 2015 Kyobo X Standard Chartered "Connecting and Communication for Success:
- 2016 Kyobo X 3M "Innovative Leadership"
- 2017 Kyobo "Strength Strategy for Professional Women"
- 2018 Kyobo "Leadership in an Era of Disruption"
- 2019 Kyobo X Women 20 "Sustainability and Diversity"
- 2020 Kyobo X G20 Empower "Next Normal and Leadership"
- 2021 Kyobo X Korean German Chamber of Commerce "Women in Korea"
- 2022 Kyobo DE&I Conference

Training Program for Middle Managers in 2024

The Human Resources Development (HRD) department is currently organizing its e year training program specifically tailored for female middle managers. This comprehensive program comprises three core courses: Management and Leadership, Working Styles, and Fundamental Skills. These courses have been meticulously designed to foster the development of essential qualities such as leadership acumen, creativity, problem-solving abilities, and personal branding. By participating in this program, female middle managers will acquire the necessary skills and knowledge to excel in their roles, ultimately propelling their professional growth and success.

Measuring Workforce Diversity (2019-2022)

Initiative Description

Workforce Diversity- Female Employees

Year	Number of Female Employees	Percentage (%)
2019	1,570	43%
2020	1,577	42.9%
2021	1,572	43.2%
2022	1,619	43%

Manager Level

Year	Number of Female Managers	Percentage (%)
2019	143	17%
2020	147	18.7%
2021	153	19.7%
2022	156	20.3%

For more information, please visit: <http://kwin-dni.kr/51>





Republic of Korea

Women In INnovation (WIN)- Empowering Women for an Inclusive and Equitable Society

General Information	Impacted KPI's	
Country Republic of Korea	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Non-profit Organisation	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Local Level
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Encourage companies to set ambitious goals in women's representation and leadership 	Workforce Focus: Female Only
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women;
Learnings:	
<p>Women in INnovation (WIN) is a highly successful and impactful organisation in South Korea, committed to empowering women and promoting gender equality. With a strong network of female executives and business leaders, we have created a vibrant community that actively contributes to building a more inclusive and equitable society. Through targeted programs tailored to the specific needs of women in South Korea, we drive tangible and measurable results. Our organisation's influence goes beyond individual growth, inspiring positive change and setting higher standards throughout the country. By fostering collaboration, mentorship, and knowledge sharing among women executives, we have solidified our position as a leading force in advancing women's leadership in South Korea.</p>	



Initiative Description

Extended/Detailed Description:

Women in INnovation (WIN) is a non-profit organization comprising female executives and business leaders from domestic and international companies. Our mission is to empower women and promote gender equality for a more inclusive and equitable society. We accomplish this by spearheading impactful projects and initiatives that foster women leaders, provide advisory services to gender equality committees, advocate for workplace diversity, and publicly acknowledge the top 10 companies that demonstrate exceptional gender equality.

Established to connect women executives and business leaders, partner with corporations to advance women's leadership, and cultivate aspiring women leaders, WIN upholds values of passion, integrity, creativity, courage, and learning. These principles ignite our members' dedication and establish a reputable platform for women leaders to connect and grow. WIN offers a diverse range of impactful campaigns, including:

- **Next Generation Women Leaders Conference:** This biannual conference is specifically designed for women employees at the manager and senior manager levels. It provides a platform for networking, mentoring, and professional development through engaging programs and workshops. Attendees gain valuable insights and skills in conflict management, effective communication, teamwork, and networking, empowering them to advance their careers and thrive in leadership roles.
- **Next Generation Women Leadership Program:** This comprehensive 10-month program caters to team leader level managers and has graduated over 460 participants. With a proven track record of 13 successful courses, the program offers targeted training, mentorship, and practical tools to enhance leadership capabilities. Through workshops, coaching sessions, and real-world application, participants develop essential skills, empowering them to excel as future women leaders within their organizations.
- **Intensive Training Courses for Women Executive Candidates:** These training courses are specifically designed for women executive candidates aspiring to take on top-level management roles and board positions. Participants receive comprehensive and targeted training from industry experts, equipping them with essential skills, knowledge, and confidence in areas such as strategic decision-making, financial acumen, effective communication, and board governance.
- **WIN Forum – Advocating for Diversity & Inclusion:** This platform fosters discussions among industry leaders, experts, and stakeholders to generate innovative solutions for the challenges faced by women in their professional growth. The forum enhances awareness, visibility, and public discourse on the importance of women's growth in business, emphasizing the tangible values and financial returns that diverse and inclusive environments bring to organizations.
- **WIN Award – Recognizing Companies with Outstanding Gender Equality:** This initiative identifies and honours the top 10 companies in South Korea that demonstrate exceptional gender equality practices. WIN assesses the top 500 companies based on market value and evaluates their performance using indexes such as CEO Score. The award highlights these companies as role models for fostering gender equality in the workplace, raising awareness and inspiring other organizations to prioritize and champion gender equality within their corporate cultures.

Initiative Description

In addition to supporting network expansion, WIN is dedicated to fostering ongoing professional self-development for its members. Alongside regular meetings, WIN organizes enriching events such as bi-monthly WIN Academy seminars, local community group gatherings, and study group discussions. These opportunities facilitate knowledge exchange, valuable insights, and learning from industry leaders on various career growth topics. By providing a platform for continuous learning and knowledge sharing, WIN empowers its members to enhance their professional journeys and thrive as leaders in their respective fields.





Saudi Arabia

Bupa Arabia - Diversity & Inclusion Framework

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Healthcare and Insurance	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	

Step 1- Defining KPIs/Dashboard & Assessments
Initiatives Launched:
<ul style="list-style-type: none"> Build Dashboards & Monitoring Systems
<ul style="list-style-type: none"> Define KPIs Based on Gaps & Cross-reference with Other Material
<ul style="list-style-type: none"> Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps
Dimensions Considered:
<ul style="list-style-type: none"> Number of Support Policies in Place for Women
<ul style="list-style-type: none"> Leadership Development Programs for Women
<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans
<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Alignment to Business Priorities
Step 2- How to Monitor and Share KPIs to Define Improvement
Initiatives Launched:
<ul style="list-style-type: none"> Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education
<ul style="list-style-type: none"> Establish Company Policy Paper Containing Goals Surrounding Women KPIs and Adhere to the Goals

- Monitor Results by Department/Function and Country, Keeping Single Units Accountable for their Own Results and for Implementing Proper Improvement Actions

Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes

Initiatives Launched:

- Recognise Results with Annual Award

Dimensions Considered:

- Gender Pay Gap
- Proportion of Women and Men Getting a Promotion
- Proportion of Women and Men Getting Salary Increase
- Proportion of Women and Men in Hiring
- Leadership and People Development Capability (for Managers)

Quantitative Outcomes:

Below a breakdown of our 2022 achievements in comparison to 2020:

Engagement Scores:

Scored 86 in females' engagement - 4 points more than before.

Scored 90 in "Belonging" driver as part of the pulse survey - highest across all global offices

81 of our females "Personal Growth" driver score iterated that "I have good opportunities to learn and grow at Bupa". This has increased 4 points from last year and above the benchmark

Demographics:

36% overall female representation - went up by 4%

45% of our hiring YTD are females which grew from 27% in 2020

5 females across the different board committees- grew from 1 last year

28 distinct nationalities

31 people of determination - 50% increase

Succession & Growth:

28% females on succession plans - increased by 8%

39% promotions for females - increased by 5%

18% female representation across senior management team - increased by 5%

Learnings:

Once the targets are being owned and coming from a CEO level, the implementation cascades across the organisation.

Extended/Detailed Description:

Developed a Diversity & Inclusion Framework with 3 main pillars "Inclusive Culture, Inclusive Leadership and Inclusive Practices." with targeted interventions against each and associated them with numerical targets to measure and monitor progress.



Saudi Arabia

Johns Hopkins Aramco Healthcare - Healthcare Practice, Services

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Health Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Increase Leadership Role-models and their Visibility Create Open and Inclusive Organisational Culture 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: Female Only

Initiative Description	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Soft Skills and Leadership 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
Extended/Detailed Description:	
<p>Focusing on female growth through collaborating with professional accredited entities to offer certified training opportunities for female leaders. The aim is to enhance the skills and capabilities of female leaders and prepare them for future leadership roles.</p> <p>As part of their social responsibility, the company celebrates the exceptional female leaders and aspiring leaders in the company by hosting the Women and Healthcare Leadership event on an annual basis. The event gathers all female leaders and external professionals from various entities to share their success stories and inspiring journeys.</p>	





Saudi Arabia

King Abdullah University of Science and Technology (KAUST) - Advancing Women in STEM

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Education	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
Other Impacted KPI's:		
#HereToLead Women Advancement Initiative: 1. Number of women reached by the initiative. 2. Number of role models celebrated. 3. Number of resources/tools provided to women. 4. Increase in public awareness (measured through surveys or social media engagement).	Women Developed at KAUST: 1. Number of women enrolled in KAUST programs. 2. Number of women who successfully complete KAUST programs. 3. Number of women who secure employment in their field post-graduation. KAUST Saudi Leadership Institute (KSLI): 1. Number of women enrolled in the program. 2. Number of women who complete the program. 3. Number of female KSLI alumni in senior leadership positions across the government, academic, and private sectors.	

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	Entire Organisation at Local Level
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	Workforce Focus:
<ul style="list-style-type: none"> • Expand Capability and Experience of Female Employees 	All Workforce
<ul style="list-style-type: none"> • Attract and Hire Female Candidates 	Key Insights:
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level • Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	
<ul style="list-style-type: none"> • Development Programs/Mentoring • Network/Community/Role Modelling • Graduate Program/Link to Education Institution • Skilling, Re-Skilling & Up-Skilling Initiatives 	
Learnings:	
#HereToLead Women Advancement Initiative:	
<ol style="list-style-type: none"> 1. Number of women reached by the initiative. 2. Number of role models celebrated. 3. Number of resources/tools provided to women. 	

Initiative Description

4. Increase in public awareness (measured through surveys or social media engagement).

Women Developed at KAUST

1. Number of women enrolled in KAUST programs.
2. Number of women who successfully complete KAUST programs.
3. Number of women who secure employment in their field post-graduation.

Training for International Olympiads:

1. Number of girls trained for the Olympiads.
2. Number of girls who participate in the Olympiads.
3. Number of awards or recognitions received.

KAUST Gifted Student Program (KGSP):

1. Number of female students enrolled in the program.
2. Number of female students who complete their education in the US.
3. Number of female students who secure employment post-graduation.

KAUST Saudi Leadership Institute (KSLI):

1. Number of women enrolled in the program.
2. Number of women who complete the program.
3. Number of female KSLI alumni in senior leadership positions across the government, academic, and private sectors.

Extended/Detailed Description:

King Abdullah University of Science and Technology (KAUST) has implemented several practices aimed at empowering women, particularly in the STEM fields.

One of KAUST's key practices is the #HereToLead Women Advancement Initiative. This initiative focuses on raising public awareness of the significant contributions of Saudi women in STEM. It operates on the principle that visibility and recognition of role models can inspire the next generation of Saudi women. The initiative also provides knowledge, tools, and resources to help women succeed in their chosen fields.

In terms of education, KAUST has established practices to ensure equal opportunities for women. KAUST was the first institute in the Kingdom to offer a Ph.D. in engineering for women. This practice was implemented to challenge traditional gender norms in STEM fields and provide women with the same advanced educational opportunities as men.

To nurture young talent, KAUST has initiated a practice of training young girls to compete internationally in the Olympiads. This practice not only provides these young women with valuable skills and experiences but also helps to put Saudi Arabia on the map in international science competitions.

Initiative Description

The KAUST Gifted Student Program (KGSP) is another example of KAUST's commitment to equal opportunity practices. KAUST has made the requirements the same for men and women, allowing female students to continue their education in the United States without a male chaperone. This practice was implemented to foster independence and self-reliance among KAUST's female students.

The KAUST Saudi Leadership Institute (KSLI) is another significant practice in the commitment to women's empowerment. The institute focuses on developing the next generation of leaders in the Kingdom, with a strong emphasis on ensuring a balanced representation of women in its programs enabling many female KSLI alumni to become senior leaders across the government, private and academic sectors in the Kingdom.

These practices are all part of KAUST's broader commitment to creating an environment where women can thrive in STEM fields. The university believes that by implementing such practices, it can help to empower women and contribute to the Kingdom's vision of transformation and economic growth.

<https://kgsp.kaust.edu.sa/home>

<https://sna.kaust.edu.sa/ksli/>

<https://srsi.kaust.edu.sa/olympiad1/olympiad1>

<https://www.arabnews.com/node/2093881/saudi-arabia>

The image displays two promotional posters for the EGMO 2023 girls' mathematics olympiad. The left poster is white with a pattern of math symbols and lists winners from the Eastern Province and the first grade. The right poster is yellow and features the event title in Arabic and English, dates, and a medal count.

Left Poster (White):

- Logo: EGMO 2023
- Logo: KAUST
- Text: الفائزات هذا العام 2023
- Winner 1: فاطمة حنين محمد بو علي, إدارة تعليم الأحساء, الصف الأول الثانوي, ميداليتا الذهبية: 1850
- Winner 2: جنب علي محمد الدوسري, إدارة تعليم الشرقية, الصف الثاني الثانوي, ميداليتا الذهبية: 3720

Right Poster (Yellow):

- Logo: KAUST
- Text: اولمبياد EGMO البنات الأوروبي للرياضيات 2023
- Text: 13-15 أبريل 2023
- Text: الأولمبياد الرياضيات الأوروبية للبنات (EGMO) هو الأولمبياد الرياضي المقام في اليونان بمشاركة طالبات من 40 دولة. هو أكثر مسابقات الرياضيات العالمية شهرة.
- Text: ترحيباً بمرافقة الطالبات السعوديات في هذه المسابقة العالمية
- Medal Count: 6 Gold, 12 Silver, 6 Bronze, 2 Special, 11 Total
- Text: مؤسسة - تحت إشراف



Saudi Arabia

KPMG Professional Services – External and Internal International Women Month - Code for Girls

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 5000 - 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	All Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> STEM and Digital Skills Soft Skills and Leadership 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Quantitative Outcomes:	Learnings:
The increase of Female in SLC From 20% in 2018 to 31 % in 2023	<ol style="list-style-type: none"> Leadership support and awareness A clear target agenda to follow Listen to women’s issues, barriers and needs Create a safe environment for women Retain women by giving them the right skills and a healthy environment
Extended/Detailed Description:	
<p>This year, KPMG SLC acknowledged Women's March month by conducting the following events across our offices.</p> <p>International Women's Day</p> <p>In KPMG SLC, International Women's Day is a day to celebrate women. The Impact team had the pleasure of hosting a special hybrid event with our esteemed KPMG IT professionals. The talk was friendly, open, and interactive, addressing various IT possibilities and fields where women have excelled, as well as trends, messages of empowerment, and sharing stories of courage. The panel also had some humorous moments when discussing how both genders perceive each other in terms of performance. The theme of this year was “DigitALL: Innovation and technology for gender equality.”</p> <p>Code of Girls</p> <p>We sponsored the summer bootcamp as part of our partnership with "CODE FOR GIRLS" to create a group of talented girls who would receive coding instruction and expand their skill set. In celebration of this year's International Women's Day topic, "DigitALL: Innovation and technology for gender equality," we arranged a session with Alaa AlBeayeyz, PhD, as part of the partnership with CODE FOR GIRLS on emotional intelligence, it's significance, and how it affects women in the workplace.</p> <p>We had a “Wear Purple” campaign where our employees wore purple taking photos with the women's day pose” embrace equity”, we also uploaded quotes from our female employees in IT highlighting the theme on IWD on our social media. Our speakers sent messages of empowerment and pride, emphasizing the great role of women in general and IT in particular.</p>	



Saudi Arabia

Leading National Academy – Leading National Academy

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Education	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Attract and Hire Female Candidates Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles Support Work and Life Balance/Integration of all Employees 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: Female Only
	Key Insights:

Initiative Description	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • To diversify the capabilities of the female Saudi workforce through economy driven, elite & agile training; 	<ul style="list-style-type: none"> • Training agility in developing work ready programs for females
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	<p>In January 2022, LNA has proudly celebrated the graduation of our very first batch of diploma graduates. As of today, we have graduated a total of 409 trainees in different trades who joined the workforce with their sponsoring companies.</p>
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
Learnings:	
<p>Our unique model secures jobs for our trainees with top-tier sponsors in their trades before they start the vocational training programs. As part of the 2030 vision, LNA was established to empower women in the technical and vocational fields supported by some of the strongest companies across the kingdom like Saudi Aramco, Arabian Fal Company, Schlumberger, Baker Hughes, and Rawabi Holding.</p> <p>Adding to the uniqueness of our model, LNA offers never-before-delivered trade-based programs with 1063 scheduled workshop hours to Saudi females such as:</p> <ul style="list-style-type: none"> • Heating, Ventilation, and Air Conditioning Technician Program • Electrical Technician Program • Quality Control Building Inspection Program <p>LNA is an ambitious initiative with ambitious key performance indicators (KPIs) in terms of overall performance, retention rate, trainee engagement level, and attendance, mainly focusing on empowering Saudi females. To achieve those KPIs, a highly selective recruitment process was implemented before LNA was operational. LNA attracted highly qualified Subject Matter Experts (SMEs) with both extensive andragogical and industrial experience. Up-to-date curriculum went hand in hand with the selection of our high and diverse calibre.</p> <p>LNA has built a reputation for highly committed staff and trainees reflected in our KPIs, reliable and valid performance assessments were established to ensure academic honesty and integrity that also provided an accurate performance review of each trainee with a robust follow-up system supporting trainees' progression and improvement.</p> <p>A dynamic support system is in place allowing trainees to access tailored action plans to target their areas of improvement based on their performance.</p> <p>The unique relationship fostered between trainers, trainees, counsellors, and management encompasses accountability that allows all involved to feel empowered, supported, and involved in the journey and that is reflected in our attrition rate and trainees' satisfaction rate.</p>	

Initiative Description

Extended/Detailed Description:

A diversified economy calls for a diversified workforce, therefore, The Leading National Academy (LNA) was founded to be aligned with the Kingdom's vision, having quality education delivery at the onset of its inauguration.

LNA is a Not-For-Profit training academy offering a variety of vocational training programs, short courses, and workshops designed to address the gaps in the workforce's changing demands. We support Saudi females for entry-level jobs in different vocational trades and sectors. This endeavour introduces new opportunities and skills for females that did not exist in the market before mainly targeting high school graduates with fewer upskilling and professional development opportunities. In addition, LNA supports upskilling, reskilling, and certification-based tailored training programs with flexible duration open to both males and females, employed and non-employed trainees. These programs serve as a key to creating talent flows to participate in meeting the demand of the Kingdom's energy ecosystem.

For more information, please visit: www.lna.edu.sa





Saudi Arabia

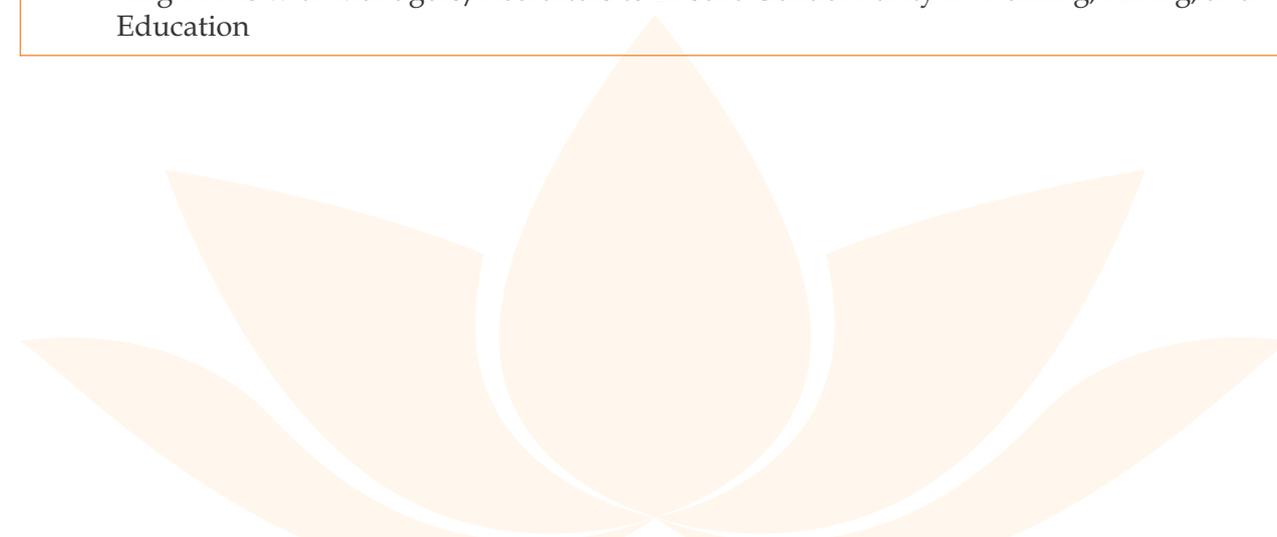
Mediterranean Shipping Company - Measuring to Improve

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Shipping, Ports, Fisheries and Inland Waterways Sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Measuring to Improve	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Attract and Hire Female Candidates Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	All Workforce
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	Key Insights: <ul style="list-style-type: none"> • Equity in Hiring and Promotion • Equity in Talent Management and Succession Plans/Pipelines • Pay Equity • Increased Women's Access and Integration to Markets and Resources
Step 1: Defining KPIs/Dashboard & Assessments	
<p>Assess Baseline of Gender Equality – Conduct Surveys, Interviews, Dialogue with Women to Identify Gaps</p> <p>Dimensions Considered during Assessment of Step 1</p> <ul style="list-style-type: none"> • 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 • Psychological Safety of Women in the Workplace • Leadership Development Programs for Women • Processes/tools to Listen and Keep Listening to the Target Population 	
Step 2: How to Monitor and Share KPIs to Define Improvement	
<ul style="list-style-type: none"> • Get External Gender Equality Certification to Force an Even Stronger Accountability of Company Management Tracking Progress in a More Objective and Structured Way • Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education 	



Step 3: Integrate KPIs and Scorecards and Variable Pay Schemes

Recognise Results with Annual Award

Dimensions Considered during Assessment of Step 3

- Gender Pay Gap
- Proportion of Women and Men Getting Salary Increase
- Proportion of Women and Men in Senior Management
- Leadership and People Development Capability (for Managers)

Quantitative Outcomes:

Female in Management level: 23.8% of women in management position in Jan 2022 versus 40% in Jan 2023.

Learnings:

- Having an internal tracking system is a key to measure the progress and achieve the set goals.
- Use analysis tools to have insight into the quality of any new measure implementation.

Extended/Detailed Description:

MSC Saudi is working to ensure gender equality through setting an internal standard to empower women within our practices including hiring, compensation, talent management and training process.

Therefore, monthly social performance indicator reports are used to track the progress and monitor the alignment of the company's workflow with its set goals.





Saudi Arabia

Mobile Telecommunications Company Saudi Arabia (Zain KSA) - Women Empowerment: Redefining the ICT Sector

General Information		Impacted KPI's
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Postal and Telecommunications Services Sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Alignment to Business Priorities
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring Development Programs/Mentoring Network/Community/Role Modelling Unconscious Bias and Diversity Awareness Parental Policies Flexible Working Skilling, Re-Skilling & Up-Skilling Initiatives 	<p>100 trained 60 of whom are women. Phase 2 is underway to train 200. Currently 10% of Zain KSA's leadership are women, and 21% of the workforce are women.</p>
Learnings:	
<p>Our Women Empowerment Program, and its various initiatives, have had a tangible and measurable positive impact on our workforce as well as the wider ICT sector. We believe that it is vital that leading successful organisations such as our own should continue to challenge gender stereotypes and prejudice whenever we encounter them, and equip women with the tools, support, and work environment where they can thrive, innovate and grow.</p>	

Initiative Description

As discussed throughout this submission Zain KSA is a champion of sustainability and a leading ICT provider, and a cornerstone of our successful sustainability strategy is inclusion and operating responsibly. This has resulted in many successes for our organization and the Kingdom. In only a few short years the programs have already proven successful as currently, 10% of Zain KSA's leadership are women, and 21% of the workforce are women. Furthermore, Zain KSA is now one of the trailblazing local entities championing inclusion and supporting the transformation of the ICT sector in accordance with Saudi Vision 2030. Our Evolve Program has trained 100 candidates and is working towards a successful second phase. The program exposed evolvers to a multitude of different aspects of the company and they were able to learn many skills by being embedded in different departments including Sales, Marketing, and Digital. WIT II (Women in Tech) has grown from success to success. In its 2nd edition, CST (Kingdom's local regulatory body) partnered with Zain KSA and wanted to collaborate with us as our program was already successful and renowned. As did a Google developer representative, WIT II has trained over 120 trainees over 80 sessions, and WIT III is projected to be even more successful. Finally, our leaders have won awards and featured in several publications.

Therefore, what can be learnt from our Women Empowerment Program is that a successful approach will create for an organisation positive ROI, both financially as well as in terms of creating a diversified and healthy organization culture which will resonate positively throughout the wider community and country. For an inclusive society is one of the cornerstones of a healthy economy and society. It is, therefore, very important to take a strategic approach to inclusion. Instead, of creating haphazard programs or initiatives, inclusion and its related values should be ingrained in your organization. ESG including inclusion should therefore be part of your operations and identity and a prime consideration rather not an afterthought. When coming up with an inclusion policy one should first ask themselves whether it aligns with your operations and a WE Program can be done justice. Can these programs and initiatives become a primary factor in your operations? Also, it is important to create measurable programs and initiatives to track successes and benchmark yourself in the future. Another tip is to create programs and initiatives which can be repeated year after year. This not only makes it easier to plan for but creates bigger successes and excitement both internally as well as externally for future editions of a program.

By doing so, important sustainable campaigns will continue to bridge the gender divide, empower women, and have a positive halo effect in society where their successes will breed success for others and future generations.

Extended/Detailed Description:

Since 2017, Zain KSA has been pursuing its pioneering Women Empowerment program which has become an integral part of our organisational culture and identity. This program is derived from our 8 pillared corporate strategy which has Sustainability as a main pillar. This pillar was then further distilled into our 4 pillared Corporate Strategy. Additionally, our ESG efforts are deeply ingrained in our corporate values with several of them revolving around inclusion and belonging. As a result of which, Zain continues to champion causes that empower our youth, and build the information and communications technology sector with national capabilities, in accordance with Saudi Vision 2030, and in a few short years, Zain KSA is now one of the leading local entities championing inclusion.

Initiative Description

Our Women Empowerment program has spurred several programs and initiatives. One of our newest and most popular programs is our Women in Tech (WIT) program which targets young women studying STEM fields and who are unsure of what comes after university life. Zain provides the necessary mentoring and skill development to ensure a bright future for these promising young talents. WIT II was held in 2022 and proved to be the most successful edition yet as we partnered with the Communications, Space & Technology Commission (CST) as well as a Google developer representative who were eager to provide support to the program following the success of the program's first edition, and as a result 120 women were trained across more than 80 sessions.

Another of our newest programs is the Evolve Program. In 2022 the Evolve program empowered 100 fresh graduates of both genders and provided them with workplace training and skill development opportunities as part of a 6-to-12-month program. Sixty percent of attendees were women who had studied STEM fields. Phase 1 has concluded and we're working on phase 2. We will continue to develop the program with our existing partner Huawei to ensure that their skills remain relevant and effective. Our Datathon initiative was created to challenge and empower Zainers, our employees, and motivate them to come up with innovative solutions to challenging scenarios. In 2023, and in support of Saudi Vision 2030, Zain KSA signed an MoU with the Ministry of Human Resources and Social Development (HRSD) to train 50,000 Saudi men and women in the next 3 years. This Waad Agreement is part of Zain's commitment and support of the government's plans to nationalize the ICT sector and support the Kingdom's digital transformation. Finally, via the Zain Academy, Zain KSA provides a variety of training courses to equip Zainers with the latest skills.

These programs, aim to recruit, train, and empower young local talent and set them up for success in the ICT sector so that they can face the challenges of tomorrow. Currently they have proven to be successful as currently, 10% of Zain KSA's leadership are women, and 21% of the workforce are women.

For more information, please visit: <https://sa.zain.com/en/careers/evolve-program>





Saudi Arabia

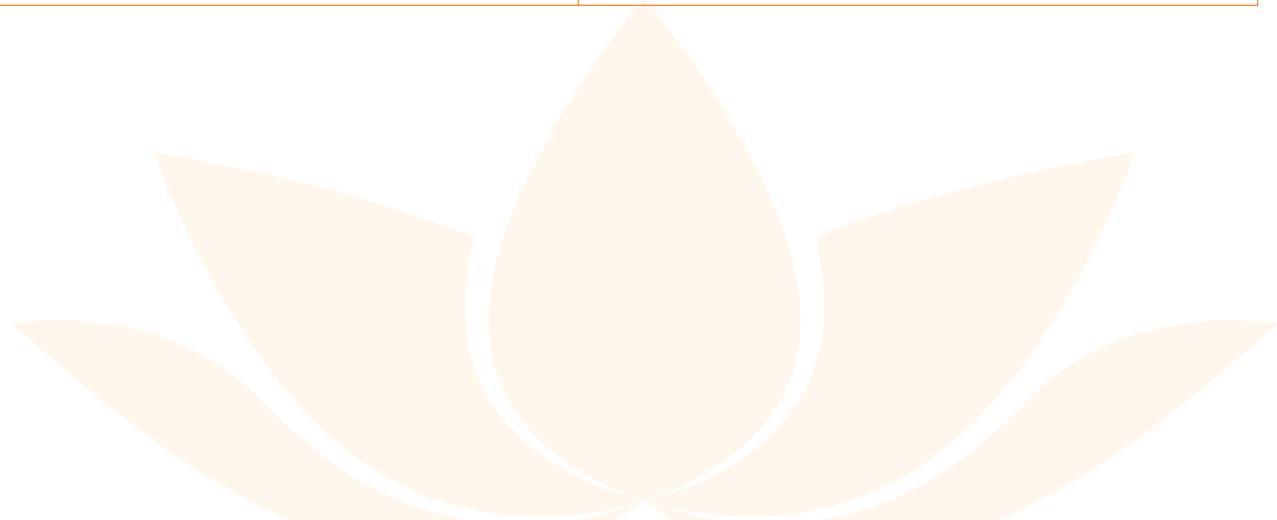
Mobile Telecommunications Company Saudi Arabia (Zain KSA)- Zain's Women Leadership, Shattering the Glass Ceiling

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Postal and Telecommunications Services Sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
Initiatives Launched:	Quantitative Outcomes:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Currently: 10% of Zain KSA's leadership are women, and 21% of the workforce are women. Succession Planning is working with 15 women. 5 women were sent to Henley Business School to develop their leadership skills with more candidates being shortlisted. International University (IE) was availed by 17 women.
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	
<ul style="list-style-type: none"> Enabling Infrastructure 	
<ul style="list-style-type: none"> STEM and Digital Skills 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	



Initiative Description

Learnings:

Overall, Zain KSA has become a success story in the ICT field as well as a success in the realm of female leadership. Our women empowerment program with its various sub-programs, initiatives and coupled with our HR policies along with the right supportive environment has ensured that Zain KSA continues to forge ahead in the nation's ICT sector while allowing our women leadership to not only challenge the status quo but smash the glass ceiling and trailblaze ahead. In addition to being amongst the first local companies to hire women back in 2017, we have created some of the nation's first and brightest female leaders. We have several key women who have started with Zain KSA as interns and who are now leading some of the largest and most success teams. They have launched some of the most innovative products and services and overseen the launch of massive projects including BSS system deployment and the successful launch and boom of our digital product offerings called Yaqoot while Zain female leaders rang the bell of the local stock exchange, Tadawul in 2020. For all the success today, it is truly exciting to think of the impact which these programs will have in the next 5 years and beyond.

Therefore, we strongly encourage organizations throughout the world to empower women and foster the leaders of tomorrow. We have enjoyed such numerous successes because we took a strategic, integrated, and holistic approach to our leadership program. With sustainability and inclusion at the heart of our organization and operations we continue to ensure that the right framework and state-of-mind are there. Inclusion is front and centre of our operations as we continue to aspire to localise our operations in alignment with Saudi Vision 2030. When looking to formulate your own female leadership programs it is vital to think about all the touchpoints and implications of such a policy. It is also critical to create measurable targets and ensure that the right resources, policies, and environment exist to foster and nurture employees.

Extended/Detailed Description:

Zain KSA has been trailblazing the local ICT sector since its founding in 2008. In addition to setting technical milestones, Zain has been pursuing an active women empowerment program since 2017. This program encompasses several programs and initiatives that bridge the gender divide and empower local women in the ICT sector. The program targets women whose positions range from fresh graduates to leadership positions. With regards to female leadership, Zain KSA has several initiatives aiming to foster the next generation of local female leaders.

Initiative Description

Zain KSA embarked on an impressive HR transformational program in recent years to ensure that Zain's most valuable asset, its people, are well looked after. Our brilliant employees, whom we call Zainers, have helped us to become one of the nation's leading ICT companies in only a few years. One of the most important outcomes of this program was the development of our HiPo Program which targets high potential candidates from within Zain KSA who represent the highest potential for leadership roles. This program also aims to retain the best talent, foster gender balance and ensure that Zain KSA has HR policies that are aligned with the best in the world. This 18-month development program prepares our brightest stars with the training, support, and environment that they need to maximize their potential and ensure that they continue to thrive at Zain. Doing so, enables us to continue to forge ahead and create innovative products and services across several ICT and adjacent markets including telecommunications, gaming, fintech, Ai, and more. Our "high potentials" have played an integral role in our business growth and success. The program also enables the Kingdom to empower its bright local youth and realise key Saudi Vision 2030 goals including the Kingdom's digital transformation into a global tech hub, the localization of our nation's ICT sector and empowering local women in tech.

Another program which goes together with HiPO is our Succession Planning Program. This program focuses on identifying, developing, and preparing our best Zainers to hold mission-critical roles to ensure a smooth transition from one leader to another.

Additionally, since Zain KSA is all about maximising the potential of our staff and helping them to develop their skills, we have partnered with two leading international business schools. Through our partnership with Henley Business School, we have sent our female leaders to the "Leadership for Digital Transformation" executive program which is dedicated to delivering innovative digital leadership and talent development training for executive-level leaders and senior managers. We also offer our employees the chance to obtain their master's degree from the International University (IE) in Spain.

These programs, initiatives and incentives are helping to equip our local female leadership with the skills that they need to inspire them to lead the next generation of talent to ensure that Zain KSA continues to lead the competition and have the skills necessary to address current challenges and face future threats.





Saudi Arabia

Olayan Financing Company (OFC)- The Finance Department of Olayan Financing Company (OFC Finance)

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services: Financial & Investment Services; Real Estate Services; Hotel Services	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level
	Workforce Focus: All Workforce

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	Equity in Hiring and Promotion
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Alignment to Business Priorities
Initiatives Launched:	Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	
<ul style="list-style-type: none"> Development Programs/Mentoring 	Quantitative Outcomes:
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> As of Q1 2023, women represent (36%) of the total OFC Finance Department headcount, and (56%) of all Saudis in the department. As of Q1 2023, women represent (30%) of all managerial positions within the department, and (50%) of all Saudi managers were women.
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
Learnings:	
<p>Having a leadership commitment to increase women's representation and advance them to higher roles is vital to visible progress. In the Olayan Saudi case, women's employment and empowerment goals are part of the overall company's key performance indicators (KPIs) at all levels. This ensures the presence of the women's advancement agenda in the growth strategy of all functions.</p>	
Extended/Detailed Description:	
<p>The Finance Department is servicing the OFC portfolio of companies in different areas related to treasury, financial planning & budgeting, financial controlling, and their Zakat obligations. For the high management of the Finance Department, gender diversity is one of the determining factors to the success of their efforts to build a sustainable talent pipeline of men and women.</p> <p>Some of the tools that helped women build confidence and move up the career ladder are:</p>	

Initiative Description

Building the Right Organizational Structure to Allow for a Collective Growth: Since 2019, the higher management has worked on a new restructuring for the different roles and functions to push internal talent for career growth as soon as opportunities arise. An interesting challenge faced by the VP of Finance is the repeated incidents of talented women turning down a promotion for fear of increased workload due to higher job responsibilities.

That is why the main feature of the new structure is the idea that career growth to key positions does not entail more workload as much as more time to transfer knowledge and empower the junior talent through delegation. In other words, investing in building internal successors for future promotions is the most sustainable path for collective growth for the team at the function level. One of the women who was recently promoted to Finance Manager, handling the investment side, explained how her growth journey was characterized by the culture of “steamship” with her junior staff, who were also required to do the same to their own successors.

Working on the Skill Building Mechanism: There is no one size fits all approach to professional development; for this reason, the senior management has worked closely with HR to ensure everyone has different options that fit their growth needs. These can vary between:

- 1- Partnering with high-level educational institutions for the academic development of talent with high potential
- 2- Plan the team's growth by obtaining different professional certifications that are needed for career advancement in specific functions
- 3- Partnering with external banks to do external rotations, e.g., training treasury professionals on corporate banking.
- 4- Partner with external career coaches to guide internal employees' personal and professional development.
- 5- Prepare talent for higher responsibilities by offering business exposure assignments with other operating companies within Olayan; having women works with the operations of mergers and acquisitions with one of the Olayan operating companies is an example amongst many.

Empowerment Means Making Decisions: One of the objectives of the new Finance structure is to build confidence through informal coaching and on-the-job training by the senior team members, embedded in the requirement to identify and develop the successors and avoid micromanagement. There is also an emphasis on the process of receiving and sharing feedback to maintain the corporate maturity of taking advice when needed.

Stemming from the belief that having some autonomy in decision-making can be an authentic way to measure career growth. The internal control system is governed by an acceptable rate of risk that allows employees at different levels to make decisions without leading to catastrophic mistakes. The management also worked on the digitizing of standard processes to give more time to employees in managing real business challenges and opportunities.

Today, many women have complete autonomy in making critical business decisions, from managing the investment side of the public and listed equities to selecting the banking facilities and fully negotiating the loan agreements for OFC.



Saudi Arabia

Olayan Saudi Holding Company - The Legal Department of Olayan Saudi Holding Company (OSHCO Legal)

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services in multiple sectors: Energy, Health & Personal Care, Food & Beverages, Restaurants, ICT, and B2B Sectors.	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Initiatives Launched:	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Sponsoring Leaders 	Learnings:
<ul style="list-style-type: none"> Succession Planning 	<p>Having a leadership commitment to increase women's representation and advance them to higher roles is vital to achieving progress. In the Olayan Saudi case, women's employment and empowerment goals are part of the overall company's key performance indicators (KPIs) at all levels. This ensures the presence of the women's advancement agenda in the growth strategy of all functions.</p>
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	

Initiative Description

Quantitative Outcomes:

- As of Q1 2023, women represented (42%) of the total OSHCO legal employees, compared to only (29%) in 2019.
- As of Q1 2023, women represented (50%) of all supervisory roles, compared to (33%) in 2019, a testimony of the growing internal pipeline for women's growth.
- As of Q1 2023, women represented (36%) of all managerial positions in the OSHCO Legal compared to (29%) in 2019. In addition, they constituted (90%) of all the talent participating in the secondment development opportunities.

Extended/Detailed Description:

The Legal Department handles the various legal needs of OSHCO's portfolio of operating companies. This centralized function covers transactions, litigation, compliance, and legal support. The legal team has built a reputation of being equally supportive of men and women from the start.

Before Saudi women were allowed to enter courtrooms or graduate as lawyers from the local educational system, the legal team had few women able to rise in this function at the time. As soon as the government removed the barriers to women's participation in the judicial sphere, OSHCO became one of the leading companies in Saudi to have a woman as their "Legal Litigator," fully representing OSHCO's portfolio of companies as their lawyer.

Although the legal Department has gone through several restructurings due to changes in business needs, the culture of equal opportunities was always a visible feature, which helped the legal team gain a significant number of women in the Saudi market throughout the years. OSHCO's senior management has shared their best practices in helping their teams, especially the women, advance to higher roles:

Job shadowing and incentives for learning:

Women also contribute to important legal assignments, especially those with different team members, to increase their learning and business exposure. This is enhanced by job shadowing senior team members and gradually giving them a chance to lead once they are ready.

Another essential tool to create incentives for improvement is having the learning and training goals be part of the key performance indicators (KPIs) of all team members, which are tied to their year-end evaluations. This has given every person the autonomy to decide on their training needs and meet their growth plans.

Creating ownership for growth along with transparency in career path planning:

Senior legal management has constantly followed an open-door policy with junior team members – both men and women to help them speak freely about their development concerns or challenges. A prime example is found in the planning of career paths in the current organizational structure; feedback received from men and women has led to a policy of reviewing career path planning with external independent consultants in a way that is fully transparent in terms of the needed job competencies or the needed timeframe, which has also created a spirit of ownership in career advancement. This was also reinforced by creating trust to discuss personal concerns with senior management. Examples of where this has been applied are found in the improved work flexibility to meet women's family needs and in the enhanced office arrangement to account for their team engagement preferences.

Initiative Description

Offering unique opportunities for upskilling:

Aside from a standard HR training calendar available to everyone on the legal team, there are also other unique venues to elevate their legal skills. Women are now benefitting from secondment agreements with one of the strongest international law firm brands headquartered in the United States. These secondments are also unique in that they are reversed, and all employees are returned to their original places of work when the appropriate amount of time has elapsed.

For the first time, women from the OSHCO legal team are being given the opportunity to travel and fully join the international law firm's team for six months. During that time, they are regarded as legal associates while working on actual legal assignments to sharpen their capabilities.

Digitization and AI to support learning:

The senior management decided to benefit from artificial intelligence technologies to help the team deliver routine and daily tasks. Efforts were also made to digitize standard processes and free up the team's time to focus on contribution rather than having their time stuck in business approval cycles. Digitizing the process of bank resolutions and creating power of attorney documents are one of many examples.





Saudi Arabia

Olayan Saudi Holding Company - Olayan Saudi Holding Company Human Resources Department (OSHCO HR)

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services in Six Different Sectors: Food & Beverages; Restaurants, Health & Personal Care, ICT, Energy, and the B2B Sectors.	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Number of support policies in place for women
Initiatives Launched:	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Development Programs/Mentoring 	Learnings:
<ul style="list-style-type: none"> Sponsoring Leaders 	<p>Having a leadership commitment to increase women's representation and advance them to higher roles is vital to achieving progress. In the Olayan Saudi case, women's employment and empowerment goals are part of the overall company's key performance indicators (KPIs) at all levels. This ensures the presence of the women's advancement agenda in the growth strategy of all functions.</p>
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	

Initiative Description

Quantitative Outcomes:

- The percentage of women in the HR workforce increased from (33%) in 2019 to (53%) in 2023.
- The number of women successors to senior roles increased three times between the years 2019 and 2023.
- Women represented (50%) of all new HR hires for the full year of 2022.
- OSHCO HR also influenced the progress of the women's agenda across the operating companies under the OSHCO shared services. As of Q1 2023:
 - The proportion of internal women talent participating in the HR fast-tracking career development programs averaged (49%) of all available seats since the different programs started in 2015 and 2018 respectively.
 - The proportion of women who received a promotion and/or a pay raise out of all women was (81%) for the Olayan Saudi Headquarter and (67%) for the operating companies under the OSHCO HR shared services.

Extended/Detailed Description:

OSHCO's HR department has always been a key enabler in the ongoing efforts to improve and sustain employee-business relations, and their work with the Diversity Department is no exception. The relationship between Diversity and HR has been fundamental in advancing the women's agenda within the Olayan portfolio. Examples of this are the enhancements made to the company's maternity leave policy and introducing flexible work options, as well as including a gender diversity induction in every new joiner's orientation plan.

Aside from the different measures shared in the 2021 EMPOWER Playbook, OSHCO HR has worked to become a role model in empowering women through:

Business Exposure and Women's Development:

In 2020, OSHCO HR enhanced its development programs by adding the "Olayan Business Exposure Opportunities." The program aims to capitalize on the Olayan Group's business diversity by engaging internal talent with critical business assignments to add context to their learning, enrich their knowledge, and expose them to outside business functions and sectors. In 2021 and 2022, around 80% of women in HR had already received exposure opportunities.

Additionally, a clause in OSHCO people-related policies was added in 2022 to emphasize prioritizing women in all development initiatives, including participation in development programs, training, and coaching opportunities. This is evident in the gender diversity of our key development programs where women enjoy a 49% participation on average in all programs.

Initiative Description

Women in Succession Planning for Senior Roles:

Enhancing women's representation is a focus area of the succession planning policy. This is done by prioritizing internal women who display the potential for promotion to senior roles and intentionally staging their enrollment in HR fast-tracking programs and business exposure opportunities.

To ensure they have the necessary support to achieve their aspirations, HR provides women talent with external career coaching sessions with third parties to enable them to navigate their personal and professional goals. This was recently added to support the talent of all directly managed companies under OSHCO HR, and women constituted 63% and 73% of the talent receiving coaching in the years 2021 and 2022, respectively.

As an outcome of these efforts, one woman has been promoted to head a critical function in OSHCO shared services, employee services. This includes three key areas: recruitment & talent acquisition, learning & development, and payroll and personnel administrative services. The woman in question promoted to this role took all the necessary development paths and is now managing these strategic deliverables to over 18 operating companies.

Creating Direct Networking Opportunities for Women:

To ensure that women get access to the necessary channels to stay informed about important business-related updates, challenges, or opportunities, the Vice President of OSHCO HR engages in daily early morning discussions with all the men and women of the HR team. These casual morning meetings provide a great opportunity to exchange external or internal information relevant to HR work. Under normal circumstances, these meetings would be available only to men based on their networking opportunities. Another venue is the team's weekly "HR Lunch" every Thursday, which often includes internal or external guests joining in lively and informal conversations at the OSHCO office.

Adding Gender Diversity as part of the Employee Value Proposition:

A significant part of the development of OSHCO's employee value proposition (EVP) was deciding on the main pillars of what working with OSHCO means to employees. Diversity and inclusion were agreed upon as the first pillar of the OSHCO EVP. Working with OSHCO means belonging to a diverse and inclusive environment. This became an integral component of OSHCO's employment brand and cements our pride in being the pioneers of diversity in Saudi.





Saudi Arabia

PepsiCo - Tamakani - Female empowerment flagship initiative

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Food and Beverage Company	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Market Linkages & Procurement Opportunities 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Soft Skills & Leadership Training 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Sensitisation & Awareness Programs 	
<ul style="list-style-type: none"> • Mentoring, Knowledge Sharing & Handholding 	
<ul style="list-style-type: none"> • Frameworks/Tools for Business Acceleration 	
<ul style="list-style-type: none"> • Access to Capital 	
Quantitative Outcomes:	
The company is working towards its goal of reaching 1 million women by 2030.	
Extended/Detailed Description:	
<p>Tamakani is a female empowerment initiative that aims to empower 1 million women in Saudi by 2030.</p> <p>For more information, please visit: https://www.pepsico.sa/en/sustainability/diversity-and-inclusion</p>	



Saudi Arabia

Rawabi Holding Group - Powered by People

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Oil and Gas Production and Oil Refining Sector	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	All Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
Initiatives Launched:	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Sponsoring Leaders 	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> Succession Planning 	<p>Quantitative Outcomes:</p> <p>As a result of our efforts in women empowerment over the years, today we enjoy 61% increase in women employment since 2016 with 40% Board of Directors representation.</p> <p>The current Shadow Board of Directors consists of 9 members, with a female chairperson and 55% female representation. Over the past 10 years, 72% of our Internship Program trainees have been women.</p>
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	

Initiative Description

- Flexible Working
- Flexible Benefit/Welfare (e.g., Insurance)
- Enabling Safe Infrastructure

Learnings:

Flexible hours and remote working programs have significantly impacted women's commitment and wellbeing positively. Which in return reflected on their productivity and retention rate across the Group. By creating equal opportunities, we opened the door to capable and skilled women who we empowered and developed their skills to contribute to the workforce, engaging a boarder segment of the community. This also allowed for a wider perspective and understanding enhancing the creativity and innovation of the business. The work environment and employee morale also increased following the diversity and inclusion KPIs while enforcing the Code of Business Conduct policies.

Extended/Detailed Description:

Rawabi Holding Group has been working to increase the participation rate of women in the company over the years. The company is recognized as a pioneer for employing women and creating opportunities for development and leadership throughout the group. While Saudi Arabia's labour law has been updated to allow women to work in all fields, Rawabi Holding labour policies have traditionally gone above and beyond minimum requirements to actively create opportunities for women and provide a safe and inclusive environment for them. This includes equal pay and benefits including health care for spouse and children, education allowance for children from nursery age, private resting lounges and private lounges and nursing and maternity leave support, flexible working hours and remote working programs for working mothers. This is in line with top management objectives which cascades to all business units within the Group and across all departments.

Rawabi Holding applies the equal opportunity concept and takes affirmative procedures against discrimination in recruitment, employment, termination, and other conditions of employment towards any employee or job applicant based on race, nationality, tribe, religion, colour, gender, marital status, age, physical appearance, and disability.

This resulted in having employees of more than 70 nationalities across the Group. Unlike the common practice in the GCC with salary scales being segmented based on nationality or gender, we have one pay scale for all based on competencies. Promotions and merit are based solely on performance and meeting KPIs and objectives.

Rawabi Holding offers lifelong learning and has developed an Education Sponsorship policy to support our employees who wish to further their education. Rawabi Holding will bear up to the full cost of the education for employees that have been with the company for three years.

Assisting employees in obtaining professional certificates to support their career paths through providing guidance and identifying the required training/certification, covering the cost of training and giving additional reward upon successfully obtaining the degree.

Over the past 10 years, 72% of our Internship Program trainees have been women. In 2021 Rawabi's internship program celebrated its 10th anniversary. From 2011 the company has offered training internships to a total of 558 trainees, out of which 406 were women.

Initiative Description

Pre-employment Training Programs aim is to qualify young men and women for the labour market by acquiring and developing different skills and work ethics, thus increasing their employment opportunities after graduation. The trainees are sponsored by Rawabi Holding in different vocational training institutes specializing in technical fields relevant to our lines of business. Upon graduating from the two-years diploma programs, their jobs await them in different sectors across the Group. We have students enrolled in institutes such as the National Maritime Academy (NMA), the Saudi Drilling Academy (SADA) and the Leading National Academy (LNA) for women, to name a few.

Rawabi Holding has established the Shadow Board of Directors (SBD), comprised of a group of employees who are willing to positively contribute to the decision-making process by way of offering recommendations and giving their creative input. SBD is comprised of a group of young employees that are willing to positively contribute to the decision-making process by offering recommendations and giving their creative input. The current board consists of 9 members, with a female chairperson and 55% female representation.

As a result of our efforts in women empowerment over the years, today we enjoy 61% increase in women employment since 2016 with 40% board representation.





Saudi Arabia

Saudi Telecommunication Company (STC) - Women Council

General Information	Impacted KPI's	
Country Saudi Arabia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry ICT Services and Digital Provider	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Others: Measuring to Improve, Building and Nourishing an Efficient and Sustainable Women Talent Pipeline, Enabling Women to Lead the Future, and Supporting Women Entrepreneurs & Leaders at the Local Level.	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Assess Baseline of Gender Equality Conduct Surveys, Interviews, and Dialogue with Women to Identify Gaps 	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> Define KPIs Based on Gaps & Cross reference with Other Materials. 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
Quantitative Outcomes:	Learnings:
<p>As an equal-opportunity employer, we aim to provide an equal and inclusive work environment that attracts, develops, and retains the best individual talents. In addition to securing the safety and well-being of our workforce, we seek to create a work environment that enables people to thrive at STC Below are the statistics showing improvement in women hiring, promotions, and development:</p> <ul style="list-style-type: none"> Women Hiring: <p>STC strives to attract the best talents with inclusivity in mind, bringing valuable talents with various backgrounds and expertise to meet its expanding the scope and future ambitions. In 2022, the total number of STC Group employees reached more than 22,000. In 2022, no major layoffs took place. Please see below the percentage of increase the women across the past three years:</p> <p>2020: 5% increase 2021: 7% increase 2022: 9% increase</p>	<p>The women's council has had different outputs and achievements since it began. After the activation of the council, many things have changed and improved. It is demonstrated in the fresh women graduates participation in the Talent Incubation program, which increases by 55% in 2022. The TIP program aims to hire the best fresh graduates in the market and put them in an accelerated development program to maximise their capabilities and business impact. Women also have representation in the high-potential program, where their participation has increased by 18% since they joined the program in 2017. HiPo targets an exclusive group of employees to accelerate their development and growth to executive and high managerial levels. Thereby ensuring a robust leadership pipeline. Furthermore, the number of women participating in the Specialist Development Program has increased by 36% since they joined the program in 2017. The SDP program uses mentoring, guidance, and facilitation to help talented staff in the organisation. The program focuses on developing participants in three areas: consultancy, innovation, and workforce performance.</p>

Initiative Description

- Promotions:

Women at STC form an integral part of our business, and we not only value what they bring to the company, but we also seek to foster an environment that creates meaningful careers for women. Please see below the percentage of increase the women's promotions across the past three years: (the percentage of 2023 based on Q1 prediction)

From 2021 to 2022: 27% increase

From 2022 to 2023: 48% increase

- Development Programs:

STC Academy provides world-class digital leadership and a digital technology environment to enable the transformation of STC toward being a digital company. The trajectory of STC Academy is to become uniquely placed as a Centre of Excellence in the digital learning space and to provide thought leadership to our group companies and external organizations within the Saudi Kingdom and GCC. Thus, on average we are providing 85 hours of training per women employee.

Moreover, 20 women from STC were nominated to attend Emerging Leaders in 2022 "first cohort", where they visited the IMD Business School in Switzerland to take courses related to management development as well as attending virtual courses at the Michigan Ross School of Business. In addition, the women's council worked closely with STC Academy to conduct a hackathon for women at work by using innovative methodologies and tools to provide ideas about women's enablement in the workplace (women's leadership, entrepreneurship, work-life balance, women in technology, and women in the economy). The participants were employees from inside and outside the company to have a greater impact and diversified ideas.

The women's council practice is achieving world-class results as it enhances and develops lots of aspects based on the voice of our employees from different segments, such as working mothers, fresh graduates, women in leadership positions, and women professionals. Employee feedback is one of the most important methods to evaluate the effectiveness of our women's council's initiatives.

Extended/Detailed Description:

STC group - the region's digital transformation engine - aims to provide an equal and inclusive work environment that attracts, develops, and retains the best individual talents. In addition to securing the safety and well-being of our workforce, we seek to create a work environment that enables people to thrive.

Therefore, one of the main initiatives dedicated to STC women employees is the Women's Council initiative, which comes in line with Saudi Arabia's Vision 2030 and the group's commitment to the national transformation program that aims to enable individuals to get into the market, making it more of a trend. This increases Saudi women's economic participation, which results in one of the group's strategy pillars to be a leading group-wide culture change and be the employer of choice. It also represents the dynamic value of the group by continuously looking to improve and adopt new and better ways of doing things fresh and ingeniously. The council promotes women to work closely in an inclusive environment, improves women's representation within the workplace, and provides experienced leadership and best practices across all sectors. The council is committed to empowering women to reach their potential, assisting businesses to boost talented women, and eliminating any gender bias. It reports directly to the group CEO and the women's council board.

Initiative Description

The women's council in STC focuses on multiple initiatives to drive gender diversity and enhance the experience through the following streams (1) increasing the number of women representation (2) Develop STC women's capabilities; (3) Ensure a supportive physical environment and culture.

- **Increase women's representation:** which facilitates the process of identifying and recruiting top women's talents and establishes STC as the employer of choice. We expand our women's talent pool by increasing the women fresh graduate's percentage, developing a data-driven mechanism to support the decision of experienced seats gender selection, and partnering with universities to increase the women's pipeline in STC high-demand majors.

As a result of these efforts, the total women headcount in 2022 increased by 10% compared to 2021, and general manager roles filled by women increased by 25% compared to 2021. Moving forward, we are aiming to effectively involve working women in STC by building sustainable practices to attract external talents.

- **Develop women's capabilities through different programs:** Women at STC form an integral part of our business, and we not only value what they bring to the group, but we also seek to foster an environment that creates meaningful careers for women. One of the main challenges that STC faces are a shortage of available women to fill technical positions. With this in mind, STC developed several talent development programs with competitive compensation. One such program is the "Emerging leaders program" by STC Academy which aims to accelerate and transform the role of women in leadership positions at STC through a 10-week intensive training and hands-on experience in leadership that takes future leaders through several stages provided by renowned local and international providers. Another program is designed for women's professional development "Upward Programs" which targeted women professionals by facilitating knowledge-sharing sessions, coaching, and shadowing of executives.
- **Ensure a supportive physical environment and culture:** Build a woman's identity within the workplace through the day-to-day interactions with colleagues, managers, employees, and official channels in STC. In addition to sustaining a supportive culture that leads to better engagement, boosts mutual trust, and energises employees to go the extra mile. Facilitating and promoting the work-life balance, which enables employees to fulfil their responsibilities to their families while focusing on their professional lives through providing a hybrid work environment.





Singapore

Wah & Hua Pte Ltd – Women in Waste

General Information	Impacted KPI's	
Country Singapore	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions /Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services - Waste management and recycling sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees Less than 200	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	Workforce Focus:
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	All Workforce

Step 1- Defining KPIs/Dashboard & Assessments

Initiatives Launched:

- Define KPIs Based on Gaps & Cross-reference with Other Material

Dimensions Considered:

- Gender Equality and Unconscious Bias Training

Step 2- How to Monitor and Share KPIs to Define Improvement

Initiatives Launched:

- Align KPIs with Managers/Recruiters to Ensure Gender Parity in Training, Hiring, and Education

Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes

Initiatives Launched:

- Recognise Results with Annual Award

Dimensions Considered:

- Leadership and People Development Capability (for Managers)

Learnings:

Peer to Peer support and learning.
Upskilling each skillset

Key Insights:

- Equity in Hiring and Promotion
- Alignment to Business Priorities

Extended/Detailed Description:

Wah & Hua Pte Ltd is a one of the leading integrated environmental solution providers, established in 1978. Wah & Hua is a multi-material recycling and waste management company that provides highest standard of service for the collection of recyclables materials to industrials and commercials industry.

Since then, WH has transformed from a one-truck team into a multi-national company in the sustainable recycling business and has the capability to provide a full range of waste management services to complement our services and recycling.

At WH Female employees are given opportunities to attend courses to upskill their knowledge. Scholarships and mentorships are given to female employees too.





Spain

CEOE- Confederación Española de Organizaciones Empresariales- PROACTIVA Project (Proyecto PROACTIVA)

General Information	Impacted KPI's	
Country Spain	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Confederation of Spanish employers and industries	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 10 - 50 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees Less than 200	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Female Only
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline Increase Leadership Role-models and their Visibility Develop Network for Mutual Support and Learning Self confidence Address Unconscious Bias and Eliminate Gender Stereotypes 	
Initiative Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> Self-knowledge, understanding today's organisational reality and society, negotiation, team management influence, communication. 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
	<ul style="list-style-type: none"> Pay Equity
	<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources
	<ul style="list-style-type: none"> Measures against Gender-based Harassment
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Alignment to Business Priorities 	
Quantitative Outcomes:	Learnings:
The first edition will be completed by October 2023.	<ul style="list-style-type: none"> PROACTIVA Project was born as a result of the request of companies that had taken part previously in Promociona and Progresia Projects (CEOE's initiatives included in Playbooks under Italian and Indonesian presidencies).

Initiative Description

- Companies required CEOE a specific training development program for young professional women, in order to complete the training path configured by Promociona and Progresa. Therefore, this may allow us to conclude that there was a clear need of this type of initiatives.
- Due to the experience gained with Promociona and Progresa, we are convinced that PROACTIVA Project will also help to boost the professional careers of young professional women.

Extended/Detailed Description:

PROACTIVA Project is a professional development program addressed to young women identified by their organizations as high potentials. This program provides an introspective and analytical vision where women discover their abilities, connect with their talents and align them with their own needs and those of their company.

PROACTIVA Project, together with PROGRESA Project (focused on women who occupy intermediate positions in companies) and PROMOCIONA Project (women in managerial and board positions), configure the training programs defined by CEOE to promote women's professional careers. Participants in these programs acquire the necessary skills, competences, and theoretical and practical knowledge to assume roles of greater responsibilities in companies.

PROACTIVA Project is specifically addressed to women with a university degree, identified as high potentials within their companies, with 3-5 years professional work experience and currently holding positions with future professional projection. Companies commit to actively support the professional career of their participants in PROACTIVA, observing the internal promotion criteria.

CEOE considers that understanding today's organisational reality and society, is key for professional development, together with self-knowledge. Therefore, PROACTIVA Project includes among its pillars:

- The development of personal skills such as negotiation, communication, and influence management.
- Personal understanding and self-knowledge, to develop authentic and effective leadership, as well as the importance of improving team management skills.
- Understanding the different items that configure organizations, team management and culture.
- The ability to understand, recognize and identify the different elements needed to interact with a social system.

On the other hand, gaining self-confidence and overcoming situations that may hinder women professional careers (such as the impostor syndrome) are also of key importance in PROACTIVA.

Initiative Description

As in PROMOCIONA and PROGRESA, ESADE Business School (Madrid) is CEOE's academic partner in PROACTIVA Project.

For further information, please visit:

PROACTIVA Project: <https://ceocampus.es/programa/proyecto-proactiva/>

PROGRESA Project: <https://www.proyectoprogres.es/>

PROMOCIONA Project: <https://proyectopromociona.com/>





Spain

Siemens - STEM Girls Power

General Information	Impacted KPI's	
Country: Spain	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity: Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation: Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry: Technological	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€): 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Female % in STEM Education	

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> • Attract and Hire Female Candidates 	Workforce Focus:
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	Female Only
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Network/Community/Role Modelling 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> • Promote STEM Education in girls
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> • Promote STEM Education in girls 	
Quantitative Outcomes:	Learnings:
Promoted STEM Education among girls: participation of 100 girls from 3 different countries (Germany, Spain, and UK)	Great impact and promotion of STEM Education in girls between 14 and 18 years old from different countries.
Extended/Detailed Description:	
<p>"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.</p> <p>The Program was started in 2020 with the participation of 24 girls from Germany and Spain (12 per country) and opened to more countries in 2021 with the participation of girls from Germany, Spain, and UK.</p> <p>The 3rd Edition in 2022 saw the participation of 40 girls from Germany, Spain, and UK. 100 girls have already gone through the Program.</p> <p>The 4th Edition of the Program in 2023 will witness the participation of girls from Germany, Spain, the UK, and Switzerland.</p> <p>This Program was created to address the low representation of girls in STEM. Participants have several activities:</p> <ul style="list-style-type: none"> • 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. 	

Initiative Description

STEM Female Ambassadors are females who have obtained a STEM Education and nowadays, they are working in Siemens. Therefore, participants get exposure to role models, and female employees also gain visibility.

How is the Program implemented?

The Program begins with a virtual meeting where participants from different countries are divided into teams. This is followed by an icebreaking session, so participants can know each other with the support and mentoring of Siemens' STEM Female Ambassadors because participants will work on a common project during the Program. One of the STEM Female Ambassador shows 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.

There is a second virtual meeting one week later where participants have some activities to know each other better and, spend some time with one of the STEM Female Ambassador to solve questions about their Apps. Because in the middle time, between meetings, every team must work in the creation of the App.

The Program finishes the following week where participants have an inspirational speech of one of Siemens' STEM Female Ambassador where she shares her personal and professional life. Afterwards, every team shares and presents its App to the jury. The jury is made up of the STEM Female Ambassadors and the jury decides which App is the best and declares the winner of the Program.

Siemens supports and promote STEM Education in girls with this Program in several countries and has received very good feedback from participants and Schools. Participants consider it a great experience because the 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 young women the opportunity to reconsider their future career choice.





Spain

TOYOTA ESPAÑA SLU - Toyota Spain Mentoring Program

General Information	Impacted KPI's	
Country Spain	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Automotive	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees Less than 200	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	All Workforce
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Development Programs/Mentoring 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
	<ul style="list-style-type: none"> Alignment to Business Priorities
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> Participants: 31% of total employees (154). Female Mentees 68% Total employees: 2020 (35% female) -> 2023 (36% female) Female Management 2020-2023 Evolution Manager: 32% To 41% (+9%) Senior Manager 21% To 26% (+5%) General Manager 14% 17% (+3%) 	<ul style="list-style-type: none"> Importance of networking at the top management level. High visibility for the career. Mentoring Program helps to overcome the impostor syndrome. A good matching between Mentor/Mentee is the base for a successful program
Extended/Detailed Description:	
<p>Main Objective:</p> <p>Develop members to achieve their full potential through teach & be taught culture and breaking silos (additional tool on top of the standard line management developmental support).</p>	

Initiative Description

What is the Program:

- A 6-month partnership between a female/male member and someone with advanced knowledge, skills and experience.
- A safe & neutral environment for the mentee to discuss work-related issues and explore solutions to challenges.
- Partnership is outside of the mentee's function and out of their reporting line (guideline: min. +2 grades)
- Mentors are not there to resolve daily operational issues but rather provide new perspectives.

Benefit:

- Mentee development: enhances capabilities, increases network, develops leadership capabilities and increases engagement.
- Mentor development: coaching experience, professional stimulation, learning new ideas/perspectives, and increasing engagement.
- Toyota Spain: increased skill set, breaks down silos, finding common ground, best practice sharing, increases engagement.



United Arab Emirates

Standard Chartered – Women in Tech

General Information	Impacted KPI's	
Country United Arab Emirates	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's <ul style="list-style-type: none"> • Female Entrepreneur % in the Tech Industry 	

Employees More than 10000	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	Entire Organisation at Global Level
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	Workforce Focus:
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	Female Only
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
<ul style="list-style-type: none"> • Improve Financial Inclusion 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> • Access to Capital 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Soft Skills & Leadership Training 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Mentoring, Knowledge Sharing & Handholding 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> • Frameworks/Tools for Business Acceleration 	
<ul style="list-style-type: none"> • Market Linkages & Procurement Opportunities 	Learnings:
	<p>The objective for #SCWomenInTech will be to provide guidance and mentorship to female-led businesses enabled by technology and innovation. For more information, please visit: https://www.sc.com/ae/sustainability/women-in-tech/</p>



Initiative Description

Quantitative Outcomes:

In the UAE, Standard Chartered has accelerated four (4) cohorts.

- More than 20 Start-ups have been fully accelerated through the program.
- Start-ups raised over USD 5 million, in addition to their award money, from various venture capitalists to expand their businesses.

Extended/Detailed Description:

Standard Chartered's Women in Tech program is geared towards empowering female entrepreneurs to confront the challenges of uncertain times as they grow their impact-driven businesses. To date, Standard Chartered UAE has accelerated four cohorts, comprising of more than 20 start-ups, who have collectively raised over USD 5 million from various venture capitalists to expand their businesses within and outside of the UAE.

Aligned with the Bank's Purpose to drive prosperity through its unique diversity, Standard Chartered launched, back in 2014, Women in Tech – a program designed to support female-led entrepreneurial teams with business management training, mentoring and seed funding. The program aims to improve the lives of people and their communities by lifting participation and unleashing the full potential of women and micro businesses.

For more information, please visit: <https://www.sc.com/ae/sustainability/women-in-tech/>





United Kingdom

Standard Chartered - Best Place to Work

General Information		Impacted KPI's
Country United Kingdom	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: <ul style="list-style-type: none"> • Inclusion Index. • Early Careers hiring targets. • Experienced hires hiring targets. • Supplier diversity. 	

		
Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Expand Capability and Experience of Female Employees 	Entire Organisation at Global Level

Initiative Description	
<ul style="list-style-type: none"> • Attract and Hire Female Candidates 	<p>Workforce Focus:</p> <p>All Workforce</p>
<ul style="list-style-type: none"> • Motivate Female Employees to Advance to Leadership Roles 	
<ul style="list-style-type: none"> • Motivate Male Managers to Develop Female Leaders 	
<ul style="list-style-type: none"> • Develop/Strengthen Women Leadership Pipeline 	
<ul style="list-style-type: none"> • Support Work and Life Balance/Integration of all Employees 	
<ul style="list-style-type: none"> • Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> • Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> • Develop Monitoring, Reporting and Evaluation Mechanisms 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
<p>Initiatives Launched:</p>	<p>Key Insights:</p>
<ul style="list-style-type: none"> • Equal Opportunity in Promotion/Hiring 	<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> • Development Programs/Mentoring 	<ul style="list-style-type: none"> • Equity in Hiring and Promotion
<ul style="list-style-type: none"> • Sponsoring Leaders 	<ul style="list-style-type: none"> • Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> • Succession Planning 	<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> • Network/Community/Role Modelling 	<ul style="list-style-type: none"> • Pay Equity
<ul style="list-style-type: none"> • Unconscious Bias and Diversity Awareness 	<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources
<ul style="list-style-type: none"> • Parental Policies 	<ul style="list-style-type: none"> • Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> • Equal Pay 	<ul style="list-style-type: none"> • Measures against Gender-based Harassment
<ul style="list-style-type: none"> • Graduate Program/Link to Education Institution 	<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women

Initiative Description	
<ul style="list-style-type: none"> • Flexible Working 	<ul style="list-style-type: none"> • Number of support policies in place for women
<ul style="list-style-type: none"> • Flexible Benefit/Welfare (e.g. Insurance) 	<ul style="list-style-type: none"> • Alignment to Business Priorities
<ul style="list-style-type: none"> • Skilling, Re-Skilling & Up-Skilling Initiatives 	<ul style="list-style-type: none"> • Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
<ul style="list-style-type: none"> • Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> • Enabling Safe Infrastructure 	
Quantitative Outcomes:	Learnings:
<ul style="list-style-type: none"> • Best Place to Bank - Partnered with Mentor Walks to launch an external mentoring program for senior women in Singapore. • Prosperous Communities - Promote greater economic inclusion for disadvantaged young people through Futuremakers. Between 2019 and 2022, Standard Chartered reached over 170,000 females through employability and entrepreneurship projects to provide skills training, mentoring, coaching and access to financing to micro businesses and aspiring entrepreneurs. The company also reached more than 570,000 girls and young women through education to bring greater prosperity and diversity to the markets in which Standard Chartered operates. • Standard Chartered has externally committed to increase representation of women in senior leadership roles to 35% by 2025 (32.1% as of Dec 2022). Increased women representation at the Board level is at 43% as of the end of 2022, (up from 31% in 2021) and 32% of senior leadership roles (up from 25% when the company first signed the UK HM Treasury Women in Finance Charter in 2016) • Of its senior leadership roles, 46% of the company's Management Team comprises women (up from 38% in 2021), and there are women CEOs at the helm of fourteen of its biggest markets, including China, Hong Kong, India and UAE. 	<ul style="list-style-type: none"> • The company acknowledges that the maturity of D&I varies across geographies and poses many challenges for many firms that operate in multiple jurisdictions. As an example, collection of data on various D&I metrics will deepen the understanding of progress on D&I across the industry but these efforts come with challenges. There may be countries in which Standard Chartered is unable to request and/or gather data on age, ethnicity, gender, race, etc. and as such, is limited in its capability to report across its entire footprint in a uniform manner. A 'one size fits all' approach will not work and the company needs to consider the nuances and legislation of the local environment. • As Standard Chartered evolved in its D&I journey and started tracking its inclusion index to understand the broader sentiment of its workforce, the company has learnt that a key part of creating an inclusive culture is enabling colleagues in sharing their views with others as well as in understanding the communities that the company operates in and serves and in considering differing views and experiences. Encouraging different views and opinions and fostering constructive challenge underpins the company's Purpose.

Initiative Description

- Representation of Black/ African American by 8% (3.1% as of Dec 2022) and Hispanic/Latino to 14% (9.4% as of Dec 2022) in senior leadership roles by 2025 in the US since the company's commitment in 2020.
- Representation of Black by 5% (2.5% as of Dec 2022) and Black, Asian and Minority Ethnic to 20% (18.1% as of Dec 2022) in senior leadership roles by 2025 in the UK since the company's commitment in 2020.
- Culture of Inclusion score to 84.5% by 2024 (83.07% as of Dec 2022 up from 76.94% since 2018)
- Standard Chartered takes a data-driven approach to deliver a targeted plan by adopting a people centric approach and listening to colleagues.
- Listening to employees is the best way to identify problems that need fixing, as those closest to the problems have the best solutions to them. The company's annual employee survey measures the Inclusion Index which comprises eight pre-existing questions. The Inclusion Index takes into consideration concepts of being respected and valued for contributions, being heard and involved in decisions, career development and opportunities and work life balance. Questions include: Everyone is treated with respect at work, regardless of who they are; My manager values people and their point of view; I feel welcome and included in my team; I feel encouraged to apply my own judgement when making decisions in ambiguous situations; I feel free to express my views openly at the Bank, even if they are challenging; I have access to the tools I need to do my job; I am satisfied with the growth opportunities within the Bank; I am able to choose a reasonable balance between my personal and work life.
- Expanded the employee listening program beyond the annual 'My Voice' employee survey by introducing a continuous listening culture including moments that matters (onboarding, exit and parental leave)
- Standard Chartered takes great pride in diagnosing the survey results and feedback, and taking targeted actions in areas where it presents the biggest opportunity. As a result, the company has seen its inclusion score improve year on year.

Extended/Detailed Description:

Standard Chartered's purpose is to drive commerce and prosperity through its unique diversity. The company believes that building an inclusive culture will enable it to harness its unique diversity to unlock innovation, make better decisions, deliver its business strategy, live its valued behaviours, and embody its commitment to be "Here for Good".

Initiative Description

The company's three key objectives for its D&I agenda are:

- Best place to work-attract, engage, develop, and retain diverse talent to maximise performance
- Best place to bank-deliver banking products and services that meet the needs of the company's diverse client base
- Prosperous communities-support a diverse and responsible supply chain and investment in its communities

Standard Chartered's global areas of focus are gender, nationality & ethnicity, generations, disability and sexual orientation. The company's approach to diversity and inclusion focuses on sponsorship from the top and leadership commitment. The Board is responsible for overseeing, monitoring and setting targets for D&I at a strategic level within the Bank rather than mandating responsibility for D&I. The SC Diversity & Inclusion Council is chaired by a senior business leader responsible for ensuring visibility of the D&I agenda. It sponsors a range of targeted initiatives that present the biggest opportunities for the company's colleagues and clients.

Standard Chartered's senior leaders are accountable for setting their D&I priorities to ensure they are business-led, considering local nuances and legislations. The company's diverse Board comprises individuals with a range of backgrounds, knowledge, skills and expertise, providing a rich mix of perspectives which contribute and enhance the Board's overall effectiveness according to the company's Board Diversity Policy. The company's women representation at the Board level is at 43 per cent as of the end of 2022.

Standard Chartered focusses on delivering a diverse range of product and services for its clients, ensuring they are fit for purpose. For example, in 2019, the company introduced questions into its annual Corporate and Institutional Banking client survey to better understand how its customers perceive and value unique diversity. The company introduced gender brand metric targets for four key markets to improve the ratings of female retail banking clients. Such initiatives enable the company to continue to review, set, and prioritise goals that meet the needs of the clients. One of the outputs of the survey showed that the customers and communities deeply care about gender equality. As a result, Standard Chartered has developed a framework which helps clients think through the impact they want to make on the UN Sustainable Development Goals aligned to their interests. This is further supported by the roll out of environmental, social, and governance ratings in equity and fixed income trade notes and the launch of the Impact Matters client publication. It has also partnered with Impact Investment Exchange to issue Asia Pacific's first multi-country listed gender bond, which is creating sustainable livelihoods for 180,000 underserved women across Asia. Standard Chartered's People Leaders practise inclusive leadership and understand how to build an inclusive work environment and mitigate bias in their decision making. In succession planning and talent management, the company has taken an intersectional approach to ensure there is strategic alignment and integration on core people practice - hiring, talent, and succession planning.

The success of the company's approach is measured by moving D&I up the maturity curve year-on-year. Standard Chartered is continually evolving its approach, particularly around the transparency and measurement of D&I metrics to ensure that it is looking at culture of

Initiative Description

inclusion broadly. The company now report on and tracks against an inclusion index. This approach ensures tangible objectives exist to develop psychological safety and achieve the desired outcomes now and, in the future. Additionally, Standard Chartered has rolled out the global collection of ethnicity data to better understand the experience of its ethnic minority colleagues and take targeted action.





United States

Secretary's Office of Global Women's Issues – Dealing with Uncertainty

General Information	Impacted KPI's	
Country United States	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Government Agency	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Government - Cross Cutting	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus: All Workforce

Initiative Description

- Develop/Strengthen Women Leadership Pipeline

- Develop Network for Mutual Support and Learning

Initiatives Launched:

- Development Programs/Mentoring

- Succession Planning

- Network/Community/Role Modelling

Key Insights:

- Raising the Composition of Women in the Workforce at each Seniority Level

- Increased Women's Access and Integration to Markets and Resources

- Leadership, Mentorship and Skill Development Programs for Women

Learnings:

Embrace the Discomfort of Not Knowing: Throughout our careers, we are conditioned to come up with the answer – as in a single, definitive, correct answer. Given that our brains are hardwired to see uncertainty as a risk or threat, it's physiologically normal to feel stress when faced with unfamiliar situations. This is especially true for high achievers who have built their career on knowing or finding the “right” answer. Although avoiding these unpleasant feelings is a natural human tendency, it can become a significant barrier to learning, future growth, and ultimately performance.

Extended/Detailed Description:

To effectively lead others in increasing complexity, leaders must first learn to lead themselves. Although each leader faces their own unique circumstances, we have observed six strategies that accelerate your ability to continually learn, evolve, and navigate progressively more complex challenges.

For more information, please visit <https://hbr.org/2021/04/6-strategies-for-leading-through-uncertainty>



Additional Best Practices 2023

Argentina		
1	IBM Argentina - Women in Leadership Study	576
Brazil		
2	Ministry of Women – BRAZIL - Productive Organization of Rural Women Program (POPMPR)	580
France		
3	BNP Paribas- He for She	584
Germany		
4	FPI Fair Pay Innovation Lab gGmbH- UNIVERSAL FAIR PAY CHECK® certifies companies worldwide for paying fairly	587
5	HHLA Hamburger Hafen und Logistik AG- Implementing a holistic and sustainably anchored Diversity, Equity and Inclusion (DE&I) Strategy	591
India		
6	Dalmia Bharat Group- FireBirds	593
7	LinkedIn Technology Information Private Ltd	596
8	SRF Foundation- Equal Opportunity For All	599
9	The Lalit Suri Hospitality Group- Sanjeevak Program; Project Prahari, Apna Heera; Wellness Program; Leadership Development Program	601
Indonesia		
10	PT Riau Andalan Pulp and Paper- Advance Equal Opportunities and Participation for Women	605



Argentina

IBM Argentina- Women in Leadership Study

General Information	Impacted KPI's	
Country Argentina	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Technology	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: The survey provides global insights on the importance of KPIs, work/life balance and gender parity in leadership to make the change happen.	

Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Entire Organisation at Global Level
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
Initiatives Launched:	Key Insights:
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	<ul style="list-style-type: none"> Alignment to Business Priorities
<ul style="list-style-type: none"> Hard Skills for Managers/Entrepreneurs 	
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
<ul style="list-style-type: none"> STEM and Digital Skills 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Awareness 	<ul style="list-style-type: none"> Equity in Hiring and Promotion

Initiative Description

Quantitative Outcomes:	Learnings:
<p>One of the global insights as an example: This year's respondents are much more optimistic about the time it will take before their industries see gender parity in leadership.</p> <p>Confidence that change is imminent has fuelled one of our most curious findings for 2023. Four years ago, respondents said that it would take more than 50 years before their industry would see equal representation of women in leadership roles. To our surprise, respondents in 2023 are decidedly more upbeat, estimating that parity is possible in just a decade. This stunning decline of 44 years tells us that today's respondents believe that gender parity is not for future generations to solve, but is, in fact, attainable in the present.</p>	<p>Parity “feels” close but is getting farther away.</p> <p>In 2019, people across industries said it would take 54 years to achieve gender parity in leadership. Now, they say that gender parity is possible in 10 years, owing possibly to the greater emphasis on women-focused diversity, equity, and inclusion (DEI) initiatives. But the optimism is belied by the facts, which show a significant hollowing out of women in the middle-management tiers, putting future leadership attainment in peril. At the current rate of change, gender parity remains decades away.</p> <p>The most destructive structural barriers are invisible. Unconscious biases continue to permeate the workplace, with only 41% of male managers agreeing that their organizations' leadership believes that women with children are just as dedicated to their jobs as everyone else. The attributes perceived as critical for leadership also remain gendered- men are expected to be results oriented, and women, people oriented.</p> <p>The cost of doing nothing is getting more expensive. More organizations recognize that enabling gender equity and inclusion is good for business. In fact, organizations identified as gender equity leaders report 19% higher revenue growth than others in our sample. But overall, not enough companies act as if their continued growth might depend on it. And, with nearly a third of women saying they may leave their jobs this year, attracting and retaining top female talent is only going to get harder.</p>

Initiative Description

Extended/Detailed Description:

The IBM Institute for Business Value conducts a global survey every other year to assess the opportunities and barriers for women's advancement at work. For 2023-our third survey in the series-2,500 organizations participated, making this longitudinal study one of the largest of its kind, encompassing 12 countries and 10 industries.

More people than ever believe that women have an equal opportunity to attain leadership positions. But the optimism is belied by the facts, which show a significant hollowing out of women in the middle-management tiers, putting future leadership attainment in peril. At the current rate of change, gender parity remains decades away.

Biases are still a barrier. To break them down, organizations need to mature their approach to gender parity and create structures and systems that work for women and men.

The report gives insights into reimagining leadership tracks, improving pay transparency, setting representation targets and why gender parity is good for business-with gender equity leaders reporting 19% higher revenue growth than others in our sample.

For more information, please visit: <https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/women-leadership-2023>





Brazil

Ministry of Women - BRAZIL - Productive Organization of Rural Women Program (POPMPR)

General Information	Impacted KPI's	
Country Brazil	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Government Agency	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Public sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 5 - 10 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Supporting Women Entrepreneurs & Leaders at the Local Level	Level of Implementation Stage 4: Completed

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles Develop/Strengthen Women Leadership Pipeline 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> • Develop Network for Mutual Support and Learning 	Female Only
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> • Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> • Develop Programs for Mentorship of Female Employees 	
Key Insights:	
<ul style="list-style-type: none"> • Raising the Composition of Women in the Workforce at each Seniority Level 	
<ul style="list-style-type: none"> • Gender Equality and Unconscious Bias Training 	
<ul style="list-style-type: none"> • Increased Women's Access and Integration to Markets and Resources 	
<ul style="list-style-type: none"> • Leadership, Mentorship and Skill Development Programs for Women Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress 	
Initiatives Launched:	
<ul style="list-style-type: none"> • Access to Capital 	
<ul style="list-style-type: none"> • Market Linkages & Procurement Opportunities 	
<ul style="list-style-type: none"> • Soft Skills & Leadership Training 	
<ul style="list-style-type: none"> • Enabling Infrastructure (Physical, Policy, Safety etc.) 	
<ul style="list-style-type: none"> • Mentoring, Knowledge Sharing & Handholding 	
<ul style="list-style-type: none"> • Frameworks/Tools for Business Acceleration 	
<ul style="list-style-type: none"> • Financial & Digital Skilling 	
Quantitative Outcomes:	
<ul style="list-style-type: none"> • Until 2014, the Program supported 120 projects, with an investment of R\$23 million, benefiting 65,000 female family farmers. 	
<ul style="list-style-type: none"> • Until 2014, 9,400 productive women's groups were identified and successfully linked to women's networks and social movements. 	
<ul style="list-style-type: none"> • Capacity building in public policies for 3,595 women from 86 Territories of Citizenship. 	
<ul style="list-style-type: none"> • Organization of fairs involving the participation of approximately 300 women's groups. 	
Learnings:	
<p>Developing public policies to strengthen women's initiatives and organizations in family agrarian production and agroecology is of paramount importance for achieving gender equality, sustainable agriculture, and rural development.</p>	

One of the key learnings from such policies is the recognition of the significant contributions women make to agricultural production and food security, playing a vital role for the supply of healthy food to millions of families in Brazil. The consumption of healthy food, free of agrochemicals and heavy fertilizers, is critical to maintain not only a sustainable land-use, but also to maintain a healthy population. Less people falling ill means less people who demand care, and thus, this cycle lightens the burden off women's backs, since they are socially kept accountable for care.

Despite their fundamental contributions in food production and life sustainability, these efforts are systematically undervalued and overlooked. By developing public policies that specifically target and support women's initiatives in agrarian production and agroecology, their work can be acknowledged, valued, and further enhanced.

These policies also recognise the importance of gender equality in the agricultural sector. They aim to break down gender-based barriers and provide equal opportunities for women in terms of access to resources, training, credit, and markets. By addressing gender disparities, these policies empower women to actively participate in decision-making processes, take leadership roles, and exercise their rights.

Developing public policies that focus on women's initiatives and organizations in family agrarian production and agroecology contributes to social cohesion and community development. By fostering collaboration, knowledge-sharing, and collective action among women, these policies build social capital, strengthen networks, and promote solidarity. They also create opportunities for rural women to engage in income-generating activities, improve their economic conditions, and reduce poverty.

This is done through a policy that has a holistic comprehension of gender inequality dynamics as its core. It aims not only to benefit women individually, but collectively: through the formation of productive groups, the empowerment of women overflows to all communities and, when these groups are put in contact with one another through the weaving of networks between women in solidarity economics, the organizational knowledge that was built is shared and incentives new women to join the process.

This experience reinforces the importance of state action to promote gender equality and small-scale rural production, especially in a country shaped by systemic inequalities. Public policies implemented by the state can help level the playing field by providing support, resources, and opportunities for marginalized groups, such as small-scale farmers, rural women, and landless peasants. By intervening through land reform initiatives, access to credit, technical assistance, and market support, the state can empower those who have historically been excluded or disadvantaged, in order contribute to a more equitable and inclusive society, through women-led-development.

Extended/Detailed Description:

The Productive Organization of Rural Women Program (POPWR) was a policy created in 2008, through a partnership between the Secretariat of Policies for Women (currently Ministry of Women), the Ministry of Agrarian Development and other public organs in Brazil. The Program lasted until 2016 and it aimed to strengthen the productive organizations of rural female workers through public policies, encouraging the exchange of technical, cultural, organisational, management and marketing knowledge, valuing the principles of solidary and feminist economics, as well as its entanglements with agroecology. This was done through actions with grassroots women, to enable their access to public policies which support the production and market, and in order to promote women's economic autonomy and guarantee leadership roles in the rural economy. Currently, the program is being prepared to be relaunched.

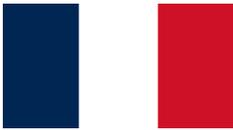
The Program came as a response to the revindications of a coalition of different rural women and feminist movements, Marcha das Margaridas (Margaridas' March), made in 2006. A pilot Program was launched under the name of National Program of Valuing and Quality Enrichment of Women's Production, and then enlarged to include already existing programs, such as: Program of Sustainable Development for Rural Territories, Program of Strengthening of Familiar Agriculture (PRONAF), National Program of Land Reform, Program of Food Acquisition (PAA), Program of Solidarity Economy in Development, Program of Income Transfer and Program of Basic Social Protection.

The creation of the Program was made alongside the reformulation of public management stances to ensure the participation of women. Rural councils of women and territorial committees of women were formed and incentivized, the networks between them were strengthened, as their active participation in forums with the public sector was reinforced, as means of creating political protagonism and participation of women in the formulation of public policies, their assessment and evaluation.

The initial step to the implementation of the Program was the conduction of a national study on rural women entrepreneurship that found that most of the productive groups led by women were small, recently founded, unformalised and with very little income-creation capacities. It also found that difficulties to credit access and the lack of proper documentation, organizational and management qualification and technical assistance were the main cause of informality and lack of development.

Parting from that, the Program intersected with different policies to achieve: access to public policies and stimuli to production and commerce; capacitation and exchange of knowledge in management and accountability; support in bureaucratic procedures to obtain legal documents and formalisation; insertion in markets and productive chains of institutional, national and international markets, through the creation of infrastructure, support to creation of visual identity, achievement of sanitary standards, access to transportation; incentives to agroecology, through the creation and recognition of socioenvironmental quality seals; and support to research on local productive arrangements and the unwaged work of rural women, market and women-led entrepreneurship in agriculture.





France

BNP Paribas- He For She

General Information	Impacted KPI's	
Country France	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Headquarter of a Global Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Private Company	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Financial Services; Professional Services (Including Software)	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Better Gender mix	

Employees More than 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	Pilot on 1 Function/Level of Organisation
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	All Workforce
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	
Key Insights:	
<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level 	
<ul style="list-style-type: none"> Equity in Hiring and Promotion 	
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines 	
<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training 	
<ul style="list-style-type: none"> Increased Women's Access and Integration to Markets and Resources 	
<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace 	
<ul style="list-style-type: none"> Pay Equity 	
<ul style="list-style-type: none"> Measures against Gender-based Harassment 	
<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women 	
<ul style="list-style-type: none"> Number of support policies in place for women 	
<ul style="list-style-type: none"> Alignment to Business Priorities 	
<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress 	
Initiatives Launched:	Learnings:
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	<p>Enabling all to express their talents without restrictions, by being in the right role, is a key element of the company's success.</p> <p>Building on this momentum, the Group's IT is launching the IT gender balance program, an ambitious initiative: to reach 37% of women in this field, which will strengthen the Group's lead compared to other companies in the sector.</p>
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Graduate Program/Link to Education Institution 	
<ul style="list-style-type: none"> The gender mix in our professions 	
Extended/Detailed Description:	
<p>Gender equality within BNP Paribas has been a pivotal issue that our company has consistently and ambitiously focused on for nearly 20 years. Presently, as women represent half of humanity, they comprise 52% of the BNP Paribas Group's global workforce. The target of <i>achieving "40% women on the Executive Committee as well as in the G100 by 2025"</i> was announced in early February 2022 by Jean-Laurent Bonnafé, CEO of BNP Paribas. <i>"It is important to set targets with visible horizons that enable us to make progress and do so in a very qualitative way,"</i> stated Jean-Laurent Bonnafé.</p>	

Please be aware that at BNP Paribas, HeForShe focuses on gender diversity, encompassing not only the female workforce but also the gender mix in all our professions. This entails promoting increased representation of women in our Global Markets Business line (including Graduate programs, Talent programs, and SMP), rather than across the entire Group, and fostering greater male representation in HR Business Partner positions within the HR business line. This initiative has facilitated achieving a more balanced gender mix in areas where either females or males are overrepresented.

These outcomes were primarily achieved through the implementation of "*nudge*" techniques. 'Nudging' refers to the use of gentle incentives to encourage virtuous behaviour towards oneself, the community, the planet, and the company. This approach, rooted in behavioural economics, involves establishing a choice architecture that promotes the adoption of desired behaviours without imposing constraints. While applied in various domains, nudging played a role in accomplishing the Group's HeForShe targets. Examples include ensuring the presence of at least one woman in each job interview for candidates in the Global Markets business line and involving men in the drafting of the 'HR Business Partner' job description, traditionally undertaken by women managers. This way, the required skills, responsibilities, and challenges of the position are expressed in terms that resonate with both women and men.

For more information, please visit:

https://www.heforshe.org/sites/default/files/2021-07/hfs_proven_solutions.pdf





Germany

FPI Fair Pay Innovation Lab gGmbH- Universal Fair Pay Check® certifies companies worldwide for paying fairly

General Information	Impacted KPI's	
Country Germany	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Association	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) Less than 2 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Measuring to Improve	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Fair pay for all 	Perimeter of Implementation: Entire Organisation at Global Level Workforce Focus: All Workforce

Initiative Description	
Step 1- Defining KPIs/Dashboard & Assessments	
Initiatives Launched:	
<ul style="list-style-type: none"> • Define KPIs Based on Gaps & Cross-reference with Other Material • Build Dashboards & Monitoring Systems 	
Dimensions Considered:	
<ul style="list-style-type: none"> • Composition of Workforce at each Seniority Level • Pay Equity 	
Step 2- How to Monitor and Share KPIs to Define Improvement	
Initiatives Launched:	
<ul style="list-style-type: none"> • 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 • Publish Best Practices within Industry/Company through Disclosure of Gender Inclusive Data/Policies to Highlight Positive Examples 	
Step 3- Integrate KPIs and Scorecards and Variable Pay Schemes	
Initiatives Launched:	Dimensions Considered:
<ul style="list-style-type: none"> • Recognise Results with Annual Award 	<ul style="list-style-type: none"> • Gender Pay Gap
	<ul style="list-style-type: none"> • Proportion of Women and Men in Senior Management
Key Insights:	
<ul style="list-style-type: none"> • Pay Equity • Alignment from pay strategy (what is the value of work?) and the company culture • Equity in Hiring and Promotion • Raising the Composition of Women in the Workforce at each Seniority Level • Gender Equality and Unconscious Bias Training 	
Quantitative Outcomes:	Learnings:
<p>Certified companies by end of 2021: 6 Fair Pay Analyst 0 Fair Pay Developers 2 Fair Pay Leaders</p> <p>Certified companies by end of 2022: 13 Fair Pay Analyst 1 Fair Pay Developers 3 Fair Pay Leaders</p> <p>As of June 2023: 14 Fair Pay Analyst 2 Fair Pay Developers 3 Fair Pay Leaders</p> <p>https://www.fpi-lab.org/en/certified-companies/</p>	<p>We constantly collect the best practices from organisations and share insights. The most important learning, as simple as it might sound, is that whatever your equality goals are, start with a thorough pay equity analysis and develop your strategy from there.</p>

Initiative Description

Extended/Detailed Description:

Our goal is fair pay for all and to ensure non-discriminatory pay structures in every organisation around the world - 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. Those who consistently ensure fair pay create equal opportunities for all.

The solution: Fair pay closes all gaps

Whether it is a mentoring program, diversity training, or leadership initiative - anyone who measures 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 organisation.

Gender pay gap to 'zero' in three phases:

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 Labour, Hubertus Heil, companies enter an active exchange on fair pay, analyse 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 analysing 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® has been recognized by the European Union Intellectual Property Office as a certification trademark. Meeting the highest standards of neutrality, verification, monitoring and transparency, guaranteeing the quality of the globally unique certification for participating companies. The UNIVERSAL FAIR PAY CHECK® was developed to certify companies worldwide regardless of their size, location or respective legislation, by identifying and sustainably closing existing wage gaps. Organizations need to recertify to improve or keep highest status. The validity of the warranty mark is one year.

As Universal Fair Pay Analyst, the organisation 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 organisation implements the measures that have been set out and achieves 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.

Regulations and all details are available at: www.universal-fair-pay-check.org





Germany

HHLA Hamburger Hafen und Logistik AG - Implementing a holistic and sustainably anchored Diversity, Equity and Inclusion (DE&I) Strategy

General Information	Impacted KPI's	
Country Germany	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Headquarter of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Transport (Including Civil Aviation, Railways and Road Transport) Sector	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI
	Other Impacted KPI's: Awareness Level/Inclusion Score	

		
Employees 5000 - 10000	Focus on Focussing on Inclusive Behaviour/Inclusive Leadership to Drive Diversity, Equity and Inclusion Holistically and Sustainably	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture 	Entire Organisation at Local Level
<ul style="list-style-type: none"> • Address Unconscious Bias and Eliminate Gender Stereotypes 	Workforce Focus:
<ul style="list-style-type: none"> • Raise Awareness about Diversity Topics in General 	All Workforce
Key Insights:	
<ul style="list-style-type: none"> • Raising the Awareness Level 	
<ul style="list-style-type: none"> • Create Aha-Moments and Make DE&I Topics More Visible 	
Initiatives Launched:	
<ul style="list-style-type: none"> • HHLA focussed on a holistic and sustainably shaped DE&I Strategy. Therefore, a new DE&I leading position - a dedicated DE&I Manager - was established to analyse the status quo, set up a DE&I strategy and start first initiatives like communications campaigns and awareness workshops for leaders. 	
Learnings:	
<p>As the holistic DE&I approach at HHLA is still developing, HHLA can say that the Inclusive Leadership workshop kick-off was a huge success. Also, the feed-back for the start (end of May 2023) of the travelling exhibition was very positive and so the company will make use of the momentum that was created to drive a sustainable DE&I forward within the next years.</p>	
Extended/Detailed Description:	
<p>As a first awareness measure, a travelling exhibition (in the form of a travelling container) was initiated to bring DE&I topics to our main staff: the harbour workers. Therefore, a container was equipped with interactive information material regarding DE&I topics (from general gender equality topics to discrimination and harassment awareness). The travelling exhibition will travel from terminal to terminal - even internationally - to reach out to all HHLA employees.</p>	





India

Dalmia Bharat Group- FireBirds

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Public Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Construction	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 5000 - 10000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Pilot on 1 Function/Level of Organisation
	Workforce Focus:

Initiative Description	
• Attract and Hire Female Candidates	All Workforce
• Motivate Male Managers to Develop Female Leaders	Key Insights:
• Develop/Strengthen Women Leadership Pipeline	• Equity in Hiring and Promotion; Leadership, Mentorship and Skill Development Programs for Women
• Support Work and Life Balance/Integration of all Employees	• Psychological Safety of Women in the Workplace;
• Create Open and Inclusive Organisational Culture	• Measures against Gender-based Harassment
Initiatives Launched:	
• Development Programs/Mentoring	
• Unconscious Bias and Diversity Awareness	
• Enabling Safe Infrastructure	
• Skilling, Re-Skilling & Up-Skilling Initiatives	
• Equal Opportunity in Promotion/Hiring	
Learnings:	
<p>Companies can create opportunities for women to communicate, set goals and discuss challenges. Giving visibility to role models will help to shape and reinforce a culture of gender inclusivity. Transparency is also important for organisational learning. Enabling women to communicate not only their successes but also setbacks impacting their goals and progress is crucial. Successes, setbacks and challenges should be shared to strengthen good practices and eliminate less useful or counterproductive ones.</p>	
Extended/Detailed Description:	
<ol style="list-style-type: none"> 1. Treat all people fairly at work, respecting and supporting non-discrimination and human rights. 2. Ensuring the health, well-being and safety of all workers, whether male or female 3. Promoting education, training and professional development for women 4. Implement supply chain, marketing practices and enterprise development that empowers women 5. Champion equality through community initiatives and advocacy 6. Prevention and elimination of violence and harassment 7. Creating a harmonious work-life balance for all 8. Equal representation of women in business and management roles 9. Company leadership should frequently re-visit current policies and practices to identify possible areas of improvement 10. Identifying and addressing areas for further progress and addressing any structural barrier. 	





India

LinkedIn Technology Information Private Ltd

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Business-oriented social networking website	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 50 - 200 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 500 - 1000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 3: Near Completion

Initiative Description	
Main Goals: <ul style="list-style-type: none"> • Create Open and Inclusive Organisational Culture • Support Work and Life Balance/Integration of all Employees 	Perimeter of Implementation: Entire Organisation at Global Level
	Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Female Only
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	
Key Insights:	
<ul style="list-style-type: none"> Pay Equity 	
<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines 	
<ul style="list-style-type: none"> Equity in Hiring and Promotion 	
<ul style="list-style-type: none"> Number of support policies in place for women 	
Initiatives Launched:	
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
Extended/Detailed Description:	
<p>Talent Acquisition (TA) Strategies.</p> <p>TOP OF FUNNEL (PRE-INTERVIEW STAGE)</p> <p>What:</p> <p>Determine clarity of job descriptions (defining skills and inclusive language, proactively). Additionally, assess where roles are posted to assess sources we are targeting (where/how we are advertising JDs).</p> <p>Expand sourcing channels outside of LinkedIn Recruiter, through organizing / sponsoring WIT events, Keynote Speaker representations, hosting Leadership Dinner Cohorts, etc.,</p> <p>More client and hiring manager engagement at top of funnel, as opposed to later in the process.</p> <p>Focus on pipeline building through nurturing passive women candidates for proactive / opportunistic hiring.</p> <p>Dedicated DIBs recruiter to drive focus and intent.</p> <p>Adhering to Diversity Slate will help us reach the Gender Diversity % confidently.</p> <p>Why: Broaden sourcing scope and build talent pool ahead of recruitment.</p> <p>MIDDLE OF FUNNEL (INTERVIEW STAGE)</p> <p>What:</p> <p>Diverse Interview panel team, assess structure of interviews (i.e. specific questions that you're looking for to fill a specific skills gap - customized modules).</p> <p>Additionally, look at pre-briefs for interviewers to better align and determine adaptability and ability to learn vs. "nice to have" skills.</p>	

Initiative Description

Why:

Creating a process that is equitable to assess talent fairly + representation on the team so candidates can see people like them on the team, selling.

BOTTOM OF FUNNEL (DECISION MAKING)

What:

Debrief every candidate vs. centralized hiring model. Perhaps, measure DIBS hiring data for accountability alignment with metrics.

DIBS Champion from Engineering / Business to ensure diversity is being looked at.

Why:

DIBS Champion ensures we are looking at transferable skills and considering all backgrounds whereas a centralized hiring approach looks at specific skills.

Mentor buddy helps set up for success from Day 1.

Additionally, debriefing candidate individually, you're evaluating them against the role vs. group debrief where candidates are more stack ranked. Helps with specific skills assessments and deeper dive.

Pay Equity

As a part of our Fair Pay principles, while making offers to new hires, we do not ask for current pay of the candidates. We base our offers on the Pay Ranges for the role being hired for and the pay expectations of the candidates. We do not ask for the current compensation of the candidates to eliminate bias from our offer decisions pertaining to Compensation.

LinkedIn is committed to close the gender pay gap. As part of this process, we regularly conduct pay equity analyses specifically to ensure pay is equitable across gender and race, and when we find issues, we act and make adjustments. Over a period, we have seen the pay gap reduce as a result of our affirmative actions.

Parental Coaching

Oftentimes, women find it challenging to return to work after their maternity / parental leave. This is the period when there is a high risk of women falling off the workforce due to the challenges of balancing career demands with that of being a new parent. Through the Working Parent Coaching program, LinkedIn provides new parents support as they navigate career goals and changing work/family responsibilities. This is open to all forms of parenthood whether biological or adoptive or through surrogacy.

All eligible employees at LinkedIn have access to two coaching engagements (as a new or prospective parent) with Torch through the Working Parent Coaching program. Each 3-month engagement can be extended up to a total of 6 months and is honoured based on availability of program capacity.

Prior to the birth or placement of the child, access to 3 months of unlimited 1:1 coaching.

Upon your return to work after the employee welcoming a child, access to an additional 3 months of unlimited 1:1 coaching. Employees may sign-up within 1 year from when they have returned to work.



India

SRF Foundation- Equal Opportunity For All

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Non-profit Organisation	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Education	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) 2 - 5 Million	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees Less than 200	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates Motivate Female Employees to Advance to Leadership Roles 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus: Broader Diverse Workforce

Initiative Description

Key Insights:

- Equity in Hiring and Promotion
- Equity in Talent Management and Succession Plans/Pipelines
- Pay Equity
- Increased Women's Access and Integration to Markets and Resources
- Psychological Safety of Women in the Workplace
- Measures against Gender-based Harassment
- Leadership, Mentorship and Skill Development Programs for Women
- Number of support policies in place for women
- Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress

Initiatives Launched

- Equal Opportunity in Promotion/Hiring
- Succession Planning
- Parental Policies
- Equal Pay
- Flexible Working
- Flexible Benefit/Welfare (e.g., Insurance)
- Skilling, Re-Skilling & Up-Skilling Initiatives

Learnings:

Women leadership is more loyal and honest compared to the men.

Extended/Detailed Description:

As a charitable organisation, SRF Foundation has been working for promotion of equal learning and earning opportunities in communities on ground as well as at an organization level to plan and execute the program by providing equal opportunities and pay to its women employees.

For more information, please visit: www.srf-foundation.org





India

The Lalit Suri Hospitality Group- Sanjeevak Program; Project Prahari, Apna Heera; Wellness Program; Leadership Development Program

General Information	Impacted KPI's	
Country India	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local organisation with no International Presence	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Services- Hotels; Tourism; Catering	Female % in New Hires	Female % Turnover (Female who Left/ Average Number Female Employees)
Annual Turnover (€) More than 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

Employees 1000 - 5000	Focus on Building and Nourishing an Efficient and Sustainable Women Talent Pipeline	Level of Implementation Stage 5: Part of Company Ethos

Initiative Description	
Main Goals: <ul style="list-style-type: none"> Expand Capability and Experience of Female Employees Attract and Hire Female Candidates 	Perimeter of Implementation: Entire Organisation at Local Level Workforce Focus:

Initiative Description	
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Broader Diverse Workforce
<ul style="list-style-type: none"> Motivate Male Managers to Develop Female Leaders 	Key Insights:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	<ul style="list-style-type: none"> Raising the Composition of Women in the Workforce at each Seniority Level
<ul style="list-style-type: none"> Support Work and Life Balance/Integration of all Employees 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Increase Leadership Role-models and their Visibility 	<ul style="list-style-type: none"> Gender Equality and Unconscious Bias Training
<ul style="list-style-type: none"> Develop Network for Mutual Support and Learning 	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	<ul style="list-style-type: none"> Psychological Safety of Women in the Workplace
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Develop Gender-sensitive Organisational Policies 	<ul style="list-style-type: none"> Leadership, Mentorship and Skill Development Programs for Women
<ul style="list-style-type: none"> Develop Monitoring, Reporting and Evaluation Mechanisms 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Develop Programs for Mentorship of Female Employees 	<ul style="list-style-type: none"> Alignment to Business Priorities
	<ul style="list-style-type: none"> Processes/tools to Listen and Keep Listening to the Target Population and Tracking Progress
Initiatives Launched:	
<ul style="list-style-type: none"> Equal Opportunity in Promotion/Hiring 	
<ul style="list-style-type: none"> Development Programs/Mentoring 	
<ul style="list-style-type: none"> Sponsoring Leaders 	
<ul style="list-style-type: none"> Succession Planning 	
<ul style="list-style-type: none"> Network/Community/Role Modelling 	
<ul style="list-style-type: none"> Unconscious Bias and Diversity Awareness 	
<ul style="list-style-type: none"> Parental Policies 	
<ul style="list-style-type: none"> Equal Pay 	
<ul style="list-style-type: none"> Flexible Working 	
<ul style="list-style-type: none"> Flexible Benefit/Welfare (e.g. Insurance) 	
<ul style="list-style-type: none"> Skilling, Re-Skilling & Up-Skilling Initiatives 	
<ul style="list-style-type: none"> Track Women Attrition at Different Levels 	
<ul style="list-style-type: none"> Enabling Safe Infrastructure 	

Initiative Description

Quantitative Outcomes:

The average salary of female employees is better than the average salary of male employees by 13.32%.

Female % in the workforce increased by 12%.

Learnings:

Recruiting people from non-mainstream communities like women (cisgender as well as transwomen), neurodivergent people, and acid attack survivors etc., cannot be done through the conventional process and requires out-of-the-box thinking. The recruiter/employer must display empathy, compassion, and needs to be ready to make policy changes and reasonable accommodations. The recruiter/employer needs to have the value of equity rather than equality for creating a diverse workforce.

It is also important to provide upskilling opportunities to members for them to grow professionally as well as personally. While looking to hire from non-mainstream communities, like trans persons or acid attack survivors, both of whom largely have limited access to education, it is of great importance that we provide training to fill the gaps in their skill set and to make them stand on par with other employees.

Mental health is as important as physical health, as both can pose serious challenges in an individual's life, and it is important for an employer to cater to both for their employees. Therefore, apart from having health insurance for the employees, we also have a mental health counsellor for consultations and sessions for all our employees.

Extended/Detailed Description:

Project Prahari

It is an initiative that was launched in partnership with the Keshav Suri Foundation which attempts to give acid attack survivors a platform to find employment with the larger goal of helping survivors gain financial independence. Prahari also aims to spread awareness to the larger population about the several challenges and obstacles that acid attack survivors go through and is developing best strategies to take it forward. Under this project, we have successfully onboarded almost 10 acid attack survivors and are in the process of hiring more.

Apna Heera

It is an initiative that was launched to support neurodivergent people and aims to create safe and inclusive work environments for them. Neurodivergent people often find it difficult to navigate the neurotypical world and therefore their day-to-day lives as well. Working environments typically require a set of skills and expect the employees to show a certain type of behaviour that is neurotypical-centric. Therefore, neurodivergent people, especially doubly marginalised people like neurodivergent women face barriers and need support.

Initiative Description

Sanjeevak Program

Under this program, we identify high performing and high potential team members across all levels. They then undergo a structured training program for a specified duration to fast track their growth in the organization. As a policy, 50% of the Sanjeevaks must be women.

Training Programs for Employees

High-performing team members from all levels are selected to undergo a training program to fast-track their growth in the organisations.

Training Programs

We have launched training programs for people who do not come from a hospitality background. These include transwomen, widowed women, women with disabilities, etc.

Affirmative Hiring

At The Lalit, there is a strong focus on diversity hiring, and practising non-discrimination while recruiting. We encourage women with disabilities to join the workforce and provide skilling opportunities and skill development training to enable them to perform to their full potential in their roles.

Care Services

We have onboarded a mental health counsellor for free one-on-one consultations, ensuring workplace psychological safety, group therapy sessions, etc. We ensure that our women team members reach their homes safely when they leave the workplace, especially in the later hours of the night.

Gender Affirmation Surgeries

We also cover the gender affirmation surgeries for transwomen as part of their insurance.



Behind a Successful Woman is an Army of Women



Indonesia

PT Riau Andalan Pulp and Paper - Advance Equal Opportunities and Participation for Women

General Information	Impacted KPI's	
Country Indonesia	Female % in Workforce	Female % in Promotions/Pay Rise (on Total Promotions/Pay Rise)
Type of Entity Private Company	Female Average Pay Gap vs. Male (% Median Yearly Salary)	Female % in Board of Directors Positions
Type of Local Organisation Local Subsidiary of a Global Organisation	Female % in Technical Roles	Female % in Managerial Position (Junior, Middle, Senior)
Industry Manufacturing - Pulp & Paper	Female % in New Hires	Female % Turnover (Female who Left/Average Number Female Employees)
Annual Turnover (€) 200 Million - 1 Billion	Female % in Succession Plans for Managerial Positions	Other % KPI

		
Employees More than 10000	Focus on Enabling Women to Lead the Future	Level of Implementation Stage 2: Just Started

Initiative Description	
Main Goals:	Perimeter of Implementation:
<ul style="list-style-type: none"> Expand Capability and Experience of Female Employees 	Entire Organisation at Local Level
<ul style="list-style-type: none"> Motivate Female Employees to Advance to Leadership Roles 	Workforce Focus:
<ul style="list-style-type: none"> Develop/Strengthen Women Leadership Pipeline 	All Workforce

Initiative Description	
<ul style="list-style-type: none"> Address Unconscious Bias and Eliminate Gender Stereotypes 	Key Insights:
<ul style="list-style-type: none"> Create Open and Inclusive Organisational Culture 	<ul style="list-style-type: none"> Equity in Hiring and Promotion
<ul style="list-style-type: none"> Attract and Hire Female Candidates 	<ul style="list-style-type: none"> Equity in Talent Management and Succession Plans/Pipelines
Initiatives Launched:	<ul style="list-style-type: none"> Pay Equity
<ul style="list-style-type: none"> Soft Skills and Leadership 	<ul style="list-style-type: none"> Measures against Gender-based Harassment
<ul style="list-style-type: none"> Care Services 	<ul style="list-style-type: none"> Number of support policies in place for women
<ul style="list-style-type: none"> Open and Inclusive Organisational Culture 	Quantitative Outcomes:
<ul style="list-style-type: none"> Individual Coaching and Mentoring/Networking 	Ratio of Women Leaders from 1:11 (in 2019) to 1:5 (in 2030)
Learnings:	
<p>UN WEP guided during the development of our action plans, for including improved access to training programs for women and a review of the nature and structure of our current programs.</p> <p>We are looking at measures which can have immediate impact, such as expansion and improvement of the day care centre in our operational area and adjustment to recruitment policy to make it more attractive to potential female employees.</p>	
Extended/Detailed Description:	
<p>APRIL Group promotes equal opportunity and diversity in the workplace, including equal opportunity and participation for women and men as part of its APRIL2030 Inclusive Progress target by publishing Human Rights policy to eliminate all forms of discrimination and harassment.</p> <p>APRIL recognises that we must also address this at leadership level among APRIL employees and the current goal is to increase the ratio of women leaders from the existing 1:11 to 1:5 by 2030.</p> <p>In 2021 APRIL signed up to the United Nation's (UN) Empowerment Principles (WEP). Established by the UN Global Compact and UN Women, the UN WEP offers guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and the community.</p>	



CLIMATE POSITIVE

Implement science-based solutions to drastically reduce carbon emissions

Net Zero emissions from land use

25% reduction in product carbon emissions

Energy from renewable and cleaner sources

90% mill

50% fiber operations



THRIVING LANDSCAPES

Champion conservation as part of production-pesticide landscapes

Zero net loss of conservation areas

Positive biodiversity gains

Supporting wildlife protection in Indonesia

50% gain in fiber plantation productivity

Advance tropical peatland science



INCLUSIVE PROGRESS

Empower our people and communities through transformative initiatives

Zero extreme poverty

Promote quality education and healthcare access

50% reduction in stunting

Advance equal opportunities and participation for women



SUSTAINABLE GROWTH

Grow the business through diversification, circularity and responsible production

98% chemical recovery

25% reduction in water use

20% recycled textile used in viscose fiber

80% less solid waste to landfill

EMPOWER Advocates 2023

(Cumulative from 2021 onwards)

S. No.	Advocate Name	Country
1	(Opinion Leader)	Italy
2	28Fevrier	Singapore
3	50&50 Gender Leadership	Spain
4	a2a	Italy
5	ABB	Italy
6	ABRH Associação Brasileira Recursos Humanos-Brasil	Brazil
7	Accenture India	India
8	Accenture Italy	Italy
9	Accenture	Argentina
10	Achmea	The Netherlands
11	ACWA Power	Saudi Arabia
12	Aditya Birla Centre for Community Initiatives and Rural Development	India
13	Advance - Gender Equality in Business	Switzerland
14	Advanced Petrochemical	Saudi Arabia
15	Aegon	The Netherlands
16	AGGCON	India
17	AIG Japan Holdings K.K.	Japan
18	Air Canada	Canada
19	Ajinomoto Co., Inc.	Japan
20	Aldukheil Financial Group	Saudi Arabia
21	All-Russia Public Organization Business Russia	Russia
22	Almarai	Saudi Arabia
23	Almarai	Saudi Arabia
24	Alstom Italia	Italy
25	AlTurki Holding	Saudi Arabia

26	Ambuja Neotia Holdings Pvt Ltd	India
27	Ampatel	Argentina
28	Anastasia Tech	Singapore
29	Anna Zanardi (Individual)	Italy
30	Anthology International Pvt. Ltd.	India
31	Aon	The Netherlands
32	APG	The Netherlands
33	Arcadis	The Netherlands
34	Arcvac Forgecast Pvt Ltd.	India
35	Arup	Australia
36	Asia Pulp & Paper (APP) Sinar Mas	Indonesia
37	ASLA Associazione Studi Legali Associati	Italy
38	Autogrill	Italy
39	Avaada	India
40	Avanade	Italy
41	Avanee Foundation	India
42	Avery	Italy
43	Avian WE	India
44	Aware	Australia
45	AWE Funds	India
46	AXA	France
47	Bain & Company SE Asia Inc	Singapore
48	Bain Capital Advisor (India) Private Limited	India
49	Bain Capital Advisors (India) Private Limited	India
50	Bajaj Allianz General Insurance Co. Ltd.	India
51	Baker McKenzie	Australia
52	Banca d'Italia	Italy
53	Banca di Credito Popolare	Italy
54	Banco Comafi	Argentina
55	Bangladesh Awami League and Medical Practitioner	Bangladesh
56	Bank OCBC NISP	Indonesia
57	Banque Saudi Fransi	Saudi Arabia
58	Bansidhar& Ila Panda Foundation	India
59	Barilla	Italy
60	Bayer	France
61	BBVA	Argentina
62	BCT Digital	India
63	Beccar Varela	Argentina
64	Behavioral Management Consulting Co	Saudi Arabia
65	Bhoruka Power Corp. Ltd.	India

66	Biosidus	Argentina
67	Birra Peroni	Italy
68	BIVA	Mexico
69	Bloomberg Singapore Pte Ltd	Singapore
70	Bluenergy Group	Italy
71	BMI Group	Italy
72	BNP Paribas	France
73	Boehringer Ingelheim India Private Ltd.	India
74	Boehringer Ingelheim India Pvt. Ltd.	India
75	Bolton Food	Italy
76	Bombardier Inc.	Canada
77	Bosch	Italy
78	Boston Consulting Group	India
79	Bouygues	France
80	BP Berau, Ltd.	Indonesia
81	Brilliance Capital Pte Ltd	Singapore
82	British American Tobacco	Italy
83	Brown Packaging Systems Pvt Ltd	India
84	Bupa Arabia	Saudi Arabia
85	Campofrio Food Group	Spain
86	Canadian Government	Canada
87	Car Sales	Australia
88	Carbon Bank	The Netherlands
89	Cassa di Risparmio di Bolzano - SparKasse	Italy
90	Ceetrus	Italy
91	Central Security Patrols Co., Ltd.	Japan
92	CEOE Campus	Spain
93	Cesare Fiorucci	Italy
94	Cetex Petrochemicals Ltd.	India
95	Chiomenti Studio Legale	Italy
96	Chiomenti	Italy
97	Cirion Technologies	Argentina
98	Cisco Saudi	Saudi Arabia
99	Citi	Italy
100	Clayton Utz	Australia
101	Cleary Gottlieb Steen & Hamilton LLP	Italy
102	CNGSN & Associates	India
103	Coca Cola Amatil	Indonesia
104	Coca Cola	India
105	Coface	Italy

106	Cognizant India	India
107	Commercial Transport Academy CTA (PTY) Ltd	South Africa
108	Comune di Milano	Italy
109	Corteva Agriscience	Argentina
110	Cyient	USA
111	Dai-ichi Life Holdings, Inc.	Japan
112	Daigz	Singapore
113	Daiwa Securities Group Inc.	Japan
114	Dalmia Brothers Private Limited	India
115	Danone - Specialized Nutrition	Italy
116	Danone Indonesia	Indonesia
117	Danone Latin America	Mexico
118	Dassault Systemes Italia	Italy
119	DBS Bank	Singapore
120	DCH-Organización Internacional de Directivos de Capital	Spain
121	Dean & Dean	India
122	Decent Work for Women Program, ILO	Jordan
123	Deloitte Tohmatsu Group	Japan
124	Deloitte	Australia
125	Deloitte	Italy
126	DENSO	Italy
127	Department of State	USA
128	Deutsche Bank	Italy
129	DHL	Italy
130	DLA Piper	Italy
131	Dow Europe	The Netherlands
132	Dr. Reddy's Laboratories	India
133	Dr. Sulaiman AlHabib Medical Group	Saudi Arabia
134	Droguería Del Sud	Argentina
135	DWHQ Pte Ltd	Singapore
136	E Waste Social Pvt Ltd	India
137	Eclipx Group	Australia
138	eClouds Energy	India
139	ECube Investment Advisors	India
140	Edge	Italy
141	Edison	Italy
142	EM Environsystems P. Ltd.	India
143	Emaar - KSA	Saudi Arabia
144	Eneco	The Netherlands
145	Engineers Australia	Australia

146	ENI	Italy
147	ESL Logistics	Indonesia
148	Euginio Sidoli (Individual)	Italy
149	Evides	The Netherlands
150	Expert	UAE
151	Expovan	India
152	EXS Italia	Italy
153	EY - Global Shared Services	Italy
154	EY Japan	Japan
155	Ezentia Group	Mexico
156	Fastweb	Italy
157	FB & Associati	Italy
158	Financial Women's Associations	Singapore
159	Fondazione Bellisario	Italy
160	Fraunhofer	India
161	Fugro	The Netherlands
162	Fujitsu Limited	Japan
163	Fundación FLOR	Argentina
164	Fuori Quota	Italy
165	FWD Insurance Indonesia	Indonesia
166	Gajah Tunggal Group	Indonesia
167	GE Avio	Italy
168	Geodis	France
169	Gilbert+Tobin	Australia
170	Gilead Sciences (Spain)	Spain
171	Gire	Argentina
172	Globant	Argentina
173	Gnext Foundation	India
174	Golden Agri-Resources	Indonesia
175	Google Italy	Italy
176	Government Official	Bangladesh
177	Grab Indonesia	Indonesia
178	Grameen Initiative for Women (GIW)	India
179	Grupo Devlyn Mexico	Mexico
180	Gruppo CAP	Italy
181	Hadiputranto, Hadinoto & Partners	Indonesia
182	HarperCollins Italia	Italy
183	Hearst Magazines Italia	Italy
184	Henkel Italia	Italy
185	Hero Future Energies	India

186	HFaith	Singapore
187	Hindu Unilever Limited	India
188	Hindustan Unilever Foundation	India
189	Hindustan Unilever Limited	India
190	Hitech Magnetic & Electronics Pvt Ltd	India
191	Hitech Magnetics & Electronics Pvt Ltd	India
192	HMS Assurance	Singapore
193	House of Pte Ltd	Singapore
194	HPE	Italy
195	HSBC Bank	Italy
196	HUL	India
197	HWL Ebsworth	Australia
198	Ibero-American Association of Artificial Intelligence & Blockchain	Mexico
199	IBM	Argentina
200	IBM	Italy
201	ICICI Lombard General Insurance Company Limited	India
202	Ideal Islamic Micro Finance Company	Jordan
203	Ikebana International	India
204	Illimity	Italy
205	India Sanitation Coalition FICCI Water Mission	India
206	India Sanitation Coalition	India
207	Indian Tea Association	India
208	Indonesia Business Coalition for Women Empowerment (IBCWE)	Indonesia
209	Indonesia Global Compact Network (IGCN)	Indonesia
210	Indonesia Stock Exchange (IDX)	Indonesia
211	Indonesian Business Women's Association	Indonesia
212	Industrias Guidi	Argentina
213	ING	The Netherlands
214	Intel India	India
215	Investa	Australia
216	Inwit	Italy
217	J K International	India
218	JP Morgan Chase Bank N.A., Sucursal Argentina	Argentina
219	Jabal Omar	Saudi Arabia
220	Japan Association for Female Executives	Japan
221	Japan Association of Corporate Executives	Japan
222	Japan Institute for Women's Empowerment & Diversity Management	Japan
223	Japan Toboco Inc.	Japan
224	Java Medinvest	Indonesia
225	JERA Inc.	Japan

226	JHAH	Saudi Arabia
227	Jindal Steel & Power Ltd	India
228	JLL Italia	Italy
229	Johnson and Johnson Group	Japan
230	Johnson and Johnson	Japan
231	Johnson & Johnson	France
232	JR Group	Singapore
233	JSW Steel Ltd.	India
234	JTB Corp.	Japan
235	Jumain Sataysfaction	Singapore
236	Just Eat Takeway	The Netherlands
237	KADIN	Indonesia
238	Kao Corporation	Japan
239	KAUST	Saudi Arabia
240	Kauvery Healthcare	India
241	Keidanren Japan Business Federation	Japan
242	Kelp Blue	The Netherlands
243	Keystone Cable (S) Pte Ltd	Singapore
244	Kinetic Engineering Ltd	India
245	King & Wood Mallesons	Australia
246	Kirin Holdings Co., Ltd.	Japan
247	KLM	The Netherlands
248	Kone	Italy
249	KOP Limited	Singapore
250	Korea Network of Women in Finance	South Korea
251	Korn Ferry	Saudi Arabia
252	KPMG Saudi	Saudi Arabia
253	KPMG	Australia
254	KPMG	The Netherlands
255	Kyndryl Japan KK	Japan
256	Kyobo Life	South Korea
257	Kyodo Printing Co., Ltd.	Japan
258	L'Oréal Indonesia	Indonesia
259	Ladiesfirst	Singapore
260	Laing O'Rourke	Australia
261	Larsen & Toubro Limited	India
262	Laura Biagiotti Group	Italy
263	Lead Projects Manager	UAE
264	Leading National Academy	Saudi Arabia

265	Learning Edge	Italy
266	Lemonilo	Indonesia
267	Lenovo	France
268	Light Engineering Works	India
269	Lily & Co	Singapore
270	Linamar	Canada
271	LinkedIn	India
272	Lixil Group Corporation	Japan
273	Grupo Los Grobo	Argentina
274	Lottomatica	Italy
275	M Auto Electric Mobility	India
276	M Auto Group	India
277	Ma'aden	Saudi Arabia
278	Magna	Canada
279	Mahindra Group	India
280	Mangalam Ventures Limited/NeceSera	India
281	Manipal Hospitals	India
282	Mann Deshi Foundation, Mann Deshi Bank	India
283	ManpowerGroup	Mexico
284	Manulife	Canada
285	Mapmygenome	India
286	Marks and Spencer	United Kingdom
287	Mars	Italy
288	Marsh & McLennan Companies	Italy
289	Marsh	Italy
290	Martial Motors Pvt Ltd.	India
291	Maurice Blackburn Lawyers	Australia
292	Maurice Blackburn	Australia
293	MAX Solutions	Australia
294	McCullough Robertson	Australia
295	McDonald's Italy	Italy
296	Medical QOL Co., Ltd.	Japan
297	Mediterranean Shipping Company Saudi	Saudi Arabia
298	Meidensha Corporation	Japan
299	Mercy Health Australia	Australia
300	Merri Health	Australia
301	MetLife Spain and Portugal	Spain
302	METRO	Italy
303	Mewah International Inch	Singapore
304	Microsoft	India

305	Microsoft	Italy
306	Microsoft	The Netherlands
307	Microsoft	USA
308	Mitsubishi Chemical Corporation	Japan
309	Mitsubishi Materials Corporation	Japan
310	Monte dei Paschi di Siena	Italy
311	Mpower	India
312	MS&AD Insurance Group Holdings, Inc.	Japan
313	MW Ltd.	India
314	Mylktree Family Office	India
315	Nanwin Energy LLP	India
316	National Public Relations	Canada
317	National Skill Development Corporation (NSDC)	India
318	Nayara Energy Ltd.	India
319	NCAER	India
320	Nesma Company	Saudi Arabia
321	Newsan	Argentina
322	NICCO Engineering Services Ltd.	India
323	NielsenIQ Latin America	Mexico
324	Nikkei Woman Empowerment Project	Japan
325	NLB Services	India
326	NN Group	The Netherlands
327	Novotech	Australia
328	NTT Data Corporation	Japan
329	NTT Data Italia	Italy
330	Nykaa Fashion	India
331	OAME	Argentina
332	Olayan Financing Company	Saudi Arabia
333	Olayan Saudi Holding Company	Saudi Arabia
334	on a personal basis*	Spain
335	Oracle	Saudi Arabia
336	Oriental Remedies	Singapore
337	Oroton Group	Australia
338	Panasonic Corporation Connected Solutions Company	Japan
339	Panasonic Corporation	Japan
340	Panasonic India Pvt. Ltd.	India
341	Panasonic	India
342	Parentalk.id	Indonesia
343	Patil Electric Works Pvt. Ltd.	India
344	PepsiCo	Australia

345	PepsiCo	Italy
346	PepsiCo	Saudi Arabia
347	Perum DAMRI	Indonesia
348	Perum LKBN Antara	Indonesia
349	Perum LPPNPI (AirNav Indonesia)	Indonesia
350	Perum Percetakan Negara RI (PNRI)	Indonesia
351	Perum Peruri	Indonesia
352	Pfizer	Italy
353	Philadelphia Chocolate Manufacturing Company	Jordan
354	Philips	Italy
355	Pidilite	India
356	Piramal Group	India
357	Post NL	The Netherlands
358	Prestige International Inc.	Japan
359	Procter & Gamble Holding	Italy
360	Procter & Gamble	Saudi Arabia
361	PT Amarnya Mikro Fintek	Indonesia
362	PT Angkasa Pura I	Indonesia
363	PT Anugerah Pharmindo Lestari	Indonesia
364	PT Bank BTPN, Tbk.	Indonesia
365	PT Blue Bird Tbk	Indonesia
366	PT Frisian Flag Indonesia	Indonesia
367	PT Goto Gojek Tokopedia	Indonesia
368	PT Hotel Indonesia Natour (Persero)	Indonesia
369	PT Kalbe Farma, Tbk	Indonesia
370	PT Kereta Api Logistik	Indonesia
371	PT Komunikasi Kinerja	Indonesia
372	PT Martina Berto, Tbk (Martha Tilaar Group)	Indonesia
373	PT Mustika Ratu Tbk	Indonesia
374	PT Nestlé Indonesia	Indonesia
375	PT Pelindo Solusi Logistik (PSL)	Indonesia
376	PT Pelindo Terminal Petikemas	Indonesia
377	PT Pertamina (Persero)	Indonesia
378	PT PLN (Persero)	Indonesia
379	PT Rajawali Nusantara Indonesia (Persero) ID Food	Indonesia
380	PT Riau Andalan Pulp and Paper	Indonesia
381	PT Sarinah	Indonesia
382	PT Supra Boga Lestari, Tbk	Indonesia
383	PT Telkom Indonesia (Persero) Tbk	Indonesia
384	PT Tokopedia	Indonesia

385	PT Unilever Indonesia, Tbk	Indonesia
386	PT Van Aroma	Indonesia
387	PT. Hotel Sahid Jaya International Tbk	Indonesia
388	PT. Mobiliari Stephindo	Indonesia
389	PT. Procter & Gamble Home Products Indonesia	Indonesia
390	Rabo Carbon Bank (Rabobank)	The Netherlands
391	Randstad India Private Limited	India
392	Randstad	The Netherlands
393	Rawabi Holding	Saudi Arabia
394	Rebel GoFood Indonesia	Indonesia
395	Recruit Holdings Co., Ltd.	Japan
396	Reddy Investment Trust	India
397	Reinier de Graaf Ziekenhuis	The Netherlands
398	Reliance Industries Limited	India
399	Resiliencia SGR	Argentina
400	Resona Holdings, Inc.	Japan
401	RGI	Italy
402	RHDHV	The Netherlands
403	Rivulis Irrigation India Pvt. Ltd.	India
404	Riyad Bank	Saudi Arabia
405	Rolaco Holding	Saudi Arabia
406	Roland Berger	The Netherlands
407	Roman Dusenko Co.	Italy
408	Royal Bank of Canada	Canada
409	Royal Haskoning DHV	The Netherlands
410	RPG Group	India
411	Russell Reynolds Associates Japan Incorporated	Japan
412	Ryerson University's Diversity Institute	Canada
413	SAB	Saudi Arabia
414	SABB	Saudi Arabia
415	SABIC	Saudi Arabia
416	Salesforce	Italy
417	Salvatore Ferragamo	Italy
418	Santander Argentina	Argentina
419	SAP Japan Co., Ltd.	Japan
420	SAP	Argentina
421	SatyaGiri Ventures Pvt Ltd	India
422	Saudi Aramco	Saudi Arabia
423	Saudi Telecommunication Company	Canada
424	Saudi Telecommunication Company	Saudi Arabia

425	Scania	The Netherlands
426	Schiphol	Indonesia
427	Schiphol	The Netherlands
428	Schneider Electric	Argentina
429	SECNewgate	Italy
430	SECNewgate	Japan
431	Self employed	Russia
432	Sempra Infraestructura	Mexico
433	SG WEN	Singapore
434	Shahi Exports	India
435	Shardul Amarchand Mangaldas & Co	India
436	Shardul Amarchand Mangaldas	India
437	Sheela Group	India
438	Shimizu Corporation	Indonesia
439	Shimizu Corporation	Japan
440	SHINGDA Group	Singapore
441	Shinhan Bank	India
442	Shivas Auto Components	India
443	Shoppers Drug Mart	Canada
444	Shoppers Drug Mart	Japan
445	SHV	Japan
446	SHV	The Netherlands
447	Siemens	Argentina
448	Sinar Mas Agribusiness and Food	Indonesia
449	Singapore Council of Women's Organisation	Singapore
450	Singlife with Avivah	Singapore
451	Sintesa Group	Indonesia
452	Sintesa Group	Italy
453	SISTIC.com Pte Ltd	Singapore
454	Slack Japan	Japan
455	Slack Japan	The Netherlands
456	SNAM	Italy
457	SNAM	Saudi Arabia
458	Sociolla	Indonesia
459	Sompo Holdings Co., Ltd.	Japan
460	Sony Corporation	Japan
461	Sopra Steria	Italy
462	Sopra Steria	Saudi Arabia
463	Southern News / Moon TV	India
464	Spie	The Netherlands

465	Spotify	Italy
466	Standard Chartered Bank	Singapore
467	STC	Saudi Arabia
468	STIGOL&Asociados	Italy
469	Sudhakar PVC Products Pvt. Ltd.	India
470	Sumitomo Mitsui Financial Group, Inc.	Italy
471	Sumitomo Mitsui Financial Group, Inc.	Japan
472	Sumitomo Mitsui Trust Holdings, Inc.	Indonesia
473	Sumitomo Mitsui Trust Holdings, Inc.	Japan
474	Summabio (Desarrollos Biotecnológicos S.A.)	Argentina
475	Sunbulah	Saudi Arabia
476	Sunbulah	The Netherlands
477	Sunweb Group	The Netherlands
478	Supervielle	Italy
479	Synagie Pte Ltd	Singapore
480	Syngenta Agro	Argentina
481	Tafe Limited	India
482	Tafe Ltd	India
483	Takamol Holding	Saudi Arabia
484	Takamol Holding	The Netherlands
485	Tamil Nadu Chamber of Commerce and Industry	India
486	Tan Siok Chin	Singapore
487	TCS	India
488	TeamSystem Group	Italy
489	Teleperformance	Italy
490	Teleperformance	Japan
491	Telkomtelstra	Indonesia
492	TelstraSuper	Australia
493	TelstraSuper	Australia
494	Temasek International Pte Ltd	Singapore
495	TenneT	Italy
496	TenneT	The Netherlands
497	Tessaract Technologies	Singapore
498	The Gap Inc	USA
499	The Kalaa Store Kalaa Sustainable Design LLP	India
500	The KCP Ltd	India
501	The Language Grid	Italy
502	The Livekindly Collective	Canada
503	The Livekindly Collective	The Netherlands
504	The Star Gold Coast	Australia

505	Times of India	India
506	TMN International	India
507	Toffoletto De Luca Tamajo	Italy
508	Tokio Marine Holdings, Inc	Japan
509	Toyota España	Spain
510	Trident Ltd	India
511	Truecaller	India
512	UNES	Italy
513	Unilever	Saudi Arabia
514	Università Bocconi	Italy
515	University of Newfoundland	Canada
516	Vaish & Associates Chartered Accountants	India
517	Vallourec	Saudi Arabia
518	Vector	Italy
519	Venchi	Italy
520	VGZ	The Netherlands
521	Vidhai Recycling	India
522	Vitalis	Mexico
523	Vivo	India
524	VMware Japan	Japan
525	Vopak	The Netherlands
526	Waste Management and Recycling Association of Singapore	Singapore
527	WayCool Foods and Product Pvt Ltd	India
528	WestJet	Canada
529	Willmott Dixon	United Kingdom
530	Wiseelephant	Singapore
531	Wolters Kluwer Italia	Italy
532	Women in Innovation	South Korea
533	Women Lift Health	India
534	Women's Leadership Forum	Russia
535	World Health Organization (WHO)	India
536	WSP Australia	Australia
537	Wujud	Saudi Arabia
538	XL Axiata	Indonesia
539	YAM112003	Italy
540	YES Foundation	India
541	YWCA Canberra	Australia
542	Zain KSA	Saudi Arabia
543	Zimmer Biomet	Italy
544	Zurich Services	Singapore

Best Practices 2022

Argentina	
1	Accenture – Female Warriors
2	BBVA Argentina – Promoting female talent and #BTechWomen
3	Corteva Agriscience Argentina SRL – TalentA Program
4	Fundación FLOR – Board Experience (BE)
5	Globant – Women that Build
6	LETIS S.A – Policy of equal employment, salary and opportunities
7	Resiliencia SGR – Women's Access to Financial Collaterals Program
8	SAP Argentina – Work and life balance / integration
9	Summabio (Desarrollos Biotecnológicos S.A.) – Political and cultural organization of gender and other diversities
Canada	
10	Hootsuite – Hootsuite's DEI Strategy
11	Linamar – Female Talent Pipeline
12	Manulife – Female Talent Pipeline
13	RBC – Female Talent Pipeline
European Union	
14	Hamburger Hafen und Logistik AG (HHLA) – Diversity Management
Germany	
15	AllBright Stiftung – AllBright Reports
16	Archer Daniels Midland (ADM) – Women's Employee Resource Group
17	Business and Professional Women Germany – Campaign: Equal Pay Day
18	EAF Berlin in cooperation with VW AG – Promoting Flexibility & Diversity
19	FidAR – Frauen in die Aufsichtsräte e.V – Female on Board Index (WoB-Index)
20	FPI Fair Pay Innovation Lab gGmbH – Universal Fair Pay Check
21	QUBIC – Transfer Competence Hospital – TransKok
22	SAP SE – VaCANT – the internal jobfair
23	Siemens AG – Belonging Transform
24	Siemens AG – The Gender Equity Program
25	Volkswagen AG – We Live Diversity

India	
26	Apollo Hospitals Group – Gender diversity in managerial role going beyond gender binary lens
27	Boehringer Ingelheim India Pvt. Ltd. – Sabrang (Mélange of colors)
28	Economic Laws Practice (ELP) – Equal opportunities for all
29	GHCL – GHCL Digest
30	Jewel Consumer Care Pvt Ltd – ‘JEWEL Catalysts ‘
31	Kalaa Sustainable Designs LLP – Kalaa Sakhi
32	Randstad India – Women Mentoring Program
33	Tata Steel – MOSAIC
Indonesia	
34	Coca - Cola Europacific Partners Indonesia – Female Warriors
35	PT Infinitie Berkah Energi – HEforSHEconomy
Italy	
36	Procter & Gamble Italy – Aula 162: job aid and social inclusion initiative
37	Procter & Gamble Italy – Inspiring Girls & Future Female Leaders Initiatives
38	Procter & Gamble Italy – Protect the health of women with Susan G. Komen Italy
39	Procter & Gamble Italy – Women Entrepreneurship4good and Pantene Initiative
Japan	
40	Central Security Patrols Co., Ltd – Career support and train up the manager for women
41	Dai-ichi Life Holdings – Promoting Active Participation of Female Employees
42	Fujitsu Ltd. – Career Workshop for Female Employees
43	Johnson & Johnson Family of Companies in Japan – Formation of the Diversity, Equity, and Inclusion (DE&I) Council
44	Nikkei Inc. – Nikkei Women Empowerment Project
45	Recruit Holdings Co., Ltd. – 50% Women at All Levels
46	VMware K. K. – VMinclusion

Jordan	
47	Amman Chamber of Commerce – Business Women Committee
48	Amman Chamber of Industry – Launching Industrial Women Council Business and Professional Women Association – BPWA has built multiple initiatives focusing on increasing women
49	Inter-Ministerial Committee for Women's Empowerment – Gender Data Dashboard
50	Jordan Forum for Business and professional Women – Insaf Coalition
51	Karak Castle Center for Consultations and Training – National Network for women leaders
52	The Jordanian National Commission for Women – The Women's Employment Peer Learning Platform
53	The Ministry of Planning and International Cooperation – Closing Gender Gap Accelerator
54	Women on Boards Association – New Trends to Increase Women on Boards at Corporate Companies
Mexico	
55	Diarq Holdings – Impact as many women as possible through education
56	Ezentia Group – Include at least one female candidate in every slate presented to client in executive search business
57	ManpowerGroup – Change The World, ESG Strategy
Netherlands	
58	Aegon – Let's Talk Inclusion & Inclusive Leadership
59	Aon – Launch Inclusive People Leadership Strategy and Use of an Inclusion Index
60	Cooperatie VGZ – Positioning a CEO who truly believes in the power of D&I
61	KPMG NV – Psychological safety - Working together for a safe, pleasant and respectful workplace
62	Randstad NV – Hire Hope
Saudi Arabia	
63	Alturki Holding – Alturki Talents Development Program “ Hemmah”
64	Chalhoub Group – Starts With You
65	KPMG Professional Services – KPMG SLC Networks for females: The Female Leaders Network (FLN), I am Remarkable
66	Mona – Oracle Owl
67	Rawabi Holding – Diversity & Inclusion
68	Saudi Aramco – Women Talent Pipeline
69	Zain KSA – Leaders of Tomorrow
70	Zain KSA – Trailblazers in the ICT Sector

Singapore	
71	HFW – Gender Equality Strategy
South Korea	
72	Kyobo Life Insurance Company Ltd – Diversity, Equity and Inclusion Program
Spain	
73	Atrevia Comunicación – 12 years studying the presence of Women on Boards of Directors of Listed Companies
74	Siemens – “STEM Girls Power” Program
75	Spanish Association of Executives & Directors EJE & CON – Code of Best Practices for Corporate Talent Management and Competitiveness
Switzerland	
76	Competence Centre for Diversity & Inclusion at the University of St Gallen – Advance & HSG Gender Intelligence Report
United Kingdom	
77	AB5 Consulting Ltd – Leading the way, creating opportunities
78	Airbus Operations Ltd – Review of Family Leave for Improving Productivity
79	C W Fletcher & Sons – Recognise and Reward A Diverse Workforce
80	Civil Aviation Authority – Attracting and Recruiting More Women to the Organization
81	Future Asset – Future Asset
82	Royal Aeronautical Society – Alta Mentoring Scheme
83	Standard Life Aberdeen Plc – Parental Leave Policy
84	UK Charters – Charter for Women in Finance
85	Women in Aviation and Aerospace Charter – Women in Aviation and Aerospace Chapter
86	AB5 Consulting Ltd – Leading the way, creating opportunities
United States	
87	NielsenIQ – Female leadership program



Best Practices 2021

Argentina	
1	Susana Balbo Wines - Equal opportunities
Australia	
2	Male Champions of Change (MCC)
3	Suncorp - Eliminate Gender Pay Gap
4	Suncorp - Gender balance across all levels
Canada	
5	BBTV - Female Talent Pipeline
6	BBTV - Measuring to Improve
7	Loblaw Companies Limited - Go Further
8	Manulife Financial - VP+ Women 30% Club
France	
9	BNP Paribas - He for She
10	Geodis - Geodis Women's Network
11	Johnson & Johnson - Women Leadership & Inclusion
12	Schneider Electric - Championing equal pay for equal work
13	Schneider Electric - Equal Opportunities through Gender Diversity (50/40/30)
14	Women's Forum for the Economy & Society - WomenEntrepreneurs4Good
Germany	
15	HHLA - Female Management Targets
India	
16	Welspun - Female Leadership Pipeline
Indonesia	
17	Bank OCBC NISP - Kami Wanita OCBC NISP (KAWA) - OCBC NISP Women Council
18	Bluebird - Empowering women leaders and talents
19	Asia Pulp & Paper - Woman Empowerment in Workplace and Community
20	Grab - Safe and Respectful Workplace
21	HHP Law Firm - GATs - 40:40:20
22	Indonesia Business Coalition for Women Empowerment - GEARS

23	Indonesia Global Compact Network – Seven Virtual Learning Series on Women's Empowerment Principles
24	Indonesia Global Compact Network – Target Gender Equality
25	Indonesia Stock Exchange – Strengthening Gender Equality & Women Leadership
26	IWAPI – Road to Growth through Diversity
27	Kiroyan Partners (PT Komunikasi Kinerja) – A Bolder Approach to Women Empowerment & Gender Equality
28	Martha Tilaar Group – Beautifying Indonesia based on 4 Pillars
29	Parentalk ID – Productive Moms
30	PT Amarnya Mikro Fintech – Amarnya
31	PT Kalbe Farma Tbk – Leaders Create Leaders
32	PT Nestlé Indonesia – Female Talking Talent Session for Leadership Position
33	PT Procter & Gamble – #WeSeeEqual
34	PT Unilever – Women in Engineering
35	PT Van Aroma – Women Empowerment Committee
36	Sintesa Group – He for She
37	Telkomtelstra – Brilliant Connected Women
38	XL Axiata – Women & Gender Equality Program
Italy	
39	A2A – GEA2A Project
40	Avery Tico – Enabling Women to do any job
41	Chiomenti Studio Legale – Partner Individual Coaching
42	COFACE – Talent Program
43	COFACE – Women in Leadership
44	COFACE – Women to Win
45	Danone – Our journey to support childcare and caregivers
46	Hewlett Packard Enterprise (HPE) – European Women Leadership Council
47	NTT Data – NTT Donna/WIN
48	Procter & Gamble – Share the Care
49	Sopra Steria – Together for Greater Balance
50	Valore D – D&I as strategic objective
51	Valore D – Inclusion Impact Index
52	Valore D – InTheBoardroom

Japan	
53	AIG Group – WiLL (Women in Leadership Learning)
54	Deloitte Tohmatsu Group – All-Round Intensive Development Programs for Women
55	EY – LEAP (Leadership Enhancement & Acceleration Program)
56	JERA – Sponsorship for Female Managers
57	KEIDANREN – Challenge Initiative for 30% of Executives to be Women by 2030 #HereWeGo 203030
58	Kirin Holdings – Career support and fostering leaders
59	Lixil Corporation – D&I strategy
60	Mitsubishi Chemical Corporation – Women's Council
61	MS&AD Insurance Group Holdings – Female Heads of Department Network
62	SAP – Increasing women participation
63	Slack – RISE Program
64	Slack – Rising Tides Program
65	Slack – Women ERG
66	Sony Group Corporation – Female Talent Pipeline
Jordan	
67	ILO (International Labour Organization) Jordan – Work4Women Program
68	Jordan National Commission for Women (JNCW) – Fast Leadership Program
Mexico	
69	Danone – Female talent Pipeline
70	Diarq Holdings – Dalia Empower
71	Grupo Prodensa – Flex Time and Flex Workspace
72	ManpowerGroup – Inclusion & Diversity
73	SAP – Business Women's Network
Netherlands	
74	Aon – Apprentice Program
75	Aon – New Executive Team to lead the firm forward
76	Arcadis – Top Roles appointments
77	Fugro – Diverse leadership
78	RHDHV – Future Leaders
79	SHV – Taking the Stage
Russia	
80	Bank Otkritie Financial Corporation – FlexiMama
81	Women's leadership Forum

Rwanda	
82	Rwanda Chamber of Women Entrepreneurs
Saudi Arabia	
83	Banque Saudi Fransi – Winning is Fun
84	Bupa Arabia – Diversity & Inclusion
85	Cisco – Cisco Academy
86	Cisco – Cisco Sales Associates Program
87	Cisco – Women Of Cisco
88	Dr. Suliman Alhabib Medical Group – Gender Diversity & Women Empowerment
89	Dr. Suliman Alhabib Medical Group – Leadership Development - HIMMAH Program
90	Enayah - Gender Diversity
91	KPMG – Lean In Circle and Female Leaders Network (FLN)
92	KPMG – Mentoring Program
93	MSC – Empowering Women
94	Nesma – Diversity and Inclusion Forum
95	Pepsico – Aspire
96	Pepsico – Tamakani
97	Procter & Gamble – Virtual Career Fair
98	SABB – Gender Equality: Actions in the Community
99	SABB – Training and Talent Review
100	SABB – Women in management positions
101	SABIC – HR Practices
102	SABIC – Recognizing Women in Manufacturing and Technology
103	SABIC – SABIC Women's Network (SWN)
104	Sunbulah Group – Diversity & Inclusion
105	Takamol – Equality at work
106	The Olayan Group – Gender Diversity Tracker
107	The Olayan Group – Olayan Women Network (OWN)
Singapore	
108	DBS – Diversity as a source of strength
South Africa	
109	Commercial Transport Academy – Women inspiring women to lead in transport Activity
110	Procter & Gamble – The F-Word

South Korea	
111	Kyobo - Diversity and Inclusion Program
Spain	
112	Gender Leadership - Female Leadership "Chicas Imparables"
113	CEOE - Confederation of Employers and Industries - Promociona Project
114	CEOE - Confederation of Employers and Industries - Progresa Project
115	Toyota España SLU - Agile Diversity Team
Switzerland	
116	Accenture - Gender Equality by 2025
117	Advance - Gender Equality in Business
118	PwC - Diversity & Inclusion Dashboard
119	SkyGuide - Mentoring as an effective instrument for growth
120	UBS - Equal Pay for Equal Value
United Arab Emirates	
121	Saleh Al Gurg Group - Women Empowerment
122	Standard Chartered Bank - Progression of women into senior roles
United Kingdom	
123	Association of British Insurers - Making Flexible Work Campaign and Charter
124	Atkins - INSPIRE: Women's Development Program
125	Axis Network - Axis Pledge
126	Lloyds Banking Group - Gender target
127	Mars Incorporated - Female Talent Pipeline
128	Virgin Money - Career Sponsorship Program
129	Willmott Dixon - Women's Leadership Development Program
United States of America	
130	Mars Incorporated - I&D strategy
131	Procter and Gamble - #ShareTheCare
132	UPS - Women Exporters Program (WEP)
133	EY - Corporate Finance Woman of the Year

 www.g20.org/en/
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Disclaimer

The G20 EMPOWER Alliance does not operate like a traditional G20 working group. The decisions and recommendations in this document are not binding and do not represent official government policy.

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