

GENDER EQUALITY IS EVERYONE'S BUSINESS

Engaging men as allies to advance gender
equality across the value chain



In collaboration with

ABInBev



Stanford

VMware Women's Leadership
Innovation Lab

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PREFACE

The global community has only ten years to achieve the UN Sustainable Development Goal 5 on gender equality. Yet reports suggest that the target is unlikely to be met and estimates suggest it will take 257 years to achieve economic gender parity.¹

This is a challenge, not only for governments, multilaterals, not-for-profits, and civil society, but also for the business community. Business has a key role to play in working in partnership with others to advance gender equality, both within its own operations and through action across its value chain. Achieving gender equality and women’s rights is both an end in itself and a target that has a clear business case to back it up.

Large companies offer unique opportunities to shape and influence gender norms, given their often expansive value chains. Whether it is taking action in their workplace to reinforce gender equality and women’s leadership, supporting women farmers who produce raw materials, or reframing outdated gender stereotypes in advertising, all can drive significant change.

Despite progress made towards gender equality, women continue to be under-represented at every level of leadership.² In 2018, men held 77.5% of Fortune 500 board seats, while women held 22.5%.³ While this is clearly problematic, it also offers an

opportunity to engage men as allies to help advance gender equality. There is growing recognition of the importance of this topic with initiatives such as the UN’s #HeforShe campaign, which has mobilized a global network of male champions for gender equality. However, there is little guidance for companies that wish to integrate this into their gender equality efforts.

For this reason, and true to the spirit of Sustainable Development Goal 17 ‘Partnership for the Goals’, Business Fights Poverty, AB InBev, CARE, and Stanford University’s VMware Women’s Leadership Innovation Lab came together to take a pulse check on the emerging area of engaging men as allies to advance gender equality in business. The objective was to provide a simple playbook to inform senior business leaders with insights and guidance to take action.

For AB InBev, as a leading global brewer in a category that is historically largely male, this work offers an opportunity for action and positive impact in its own operations, through its brands and across its value chain. For CARE, a global humanitarian and development organization committed to defeating poverty and achieving gender justice, it offers an opportunity to increase the pace and scale of change on gender equality by working with business. And for Stanford University’s VMware Women’s Leadership Innovation Lab, it offers the potential to put extensive research expertise on gender, masculinity, and organizational change into action.



Large companies offer unique opportunities to shape and influence gender norms given their often expansive value chains.

The development of the report was led by Business Fights Poverty and involved collecting information and insights, 30 interviews with subject matter experts (see acknowledgments), stakeholder workshops in New York, United States and Oxford, United Kingdom, an online discussion, and an online survey.

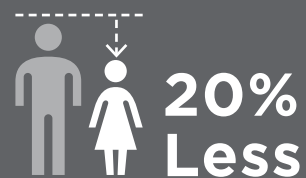
It is hoped that the insights and suggested actions included in this report will inspire men and women in business to work together for gender equality, bringing benefits to individuals, organizations and society as a whole.



iStock photo / filadendron

iStock photo / pixelfusion3d

COSTS OF INEQUALITY...



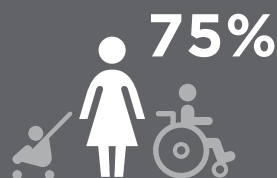
20%
Less

On average, women are paid about 20 percent less than men across the globe (ILO 2018²⁵).



1 in 5

Despite some progress, in the US about 1 in 5 C-suite members is a woman, and 1 in 25 is a woman of color (LeanIn McKinsey 2019²⁶).



75%

Globally, women undertake 75% of unpaid care and domestic work (OECD 2019²⁷).

1 in 3



1 in 3 women globally faces violence from an intimate partner (WHO). In Australia violence against women is estimated to cost \$13.6 billion per year, of which \$456 million is borne by employers²⁸.



\$20.9
Billion

The public health costs resulting from harmful male stereotypes, are estimated to be \$20.9 billion for the US, UK, and Mexico (Unilever/Promundo 2019²⁹).

...OPPORTUNITIES OF EQUALITY

\$12-\$28
Trillion
added

An additional \$12 - \$28 trillion in annual GDP growth could be added to the global economy if women were able to participate equally in economic activity (McKinsey 2015³⁰).

21%



Research shows **companies in the top-quartile for gender diversity on their executive teams are 21% more likely to outperform on profitability** (McKinsey 2018³¹).

+7%
Earnings

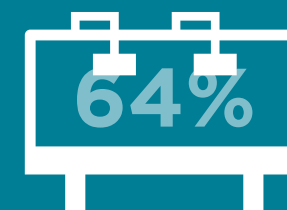


In Sweden, for every month the father is on parental leave, **the mother's future earnings increases by about 7%** four years later. (Johansson 2010³²).

-25%



Tackling violence can help reduce absenteeism and increase productivity and performance. e.g., a Respectful Workplace program in the fishing industry in the Solomon Islands reduced absenteeism by **25%** (BFP/IFC 2019³³).



In one recent survey across 28 countries, **64% felt advertisers need to do more to eliminate traditional or old-fashioned gender roles** in their advertisements (Ipsos/UN 2018³⁴).

INTRODUCTION

‘I cannot accept a world that tells my granddaughters that gender equality must wait for their granddaughters’³⁵

United Nations Secretary General
Antonio Guterres

Achieving gender equality is often seen as a ‘women’s issue’. It is, of course, fundamentally important to ensure women’s rights.

However, as UN Women have noted, for too long men have been seen as part of the problem. If we are to deliver systemic change to achieve gender equality, they need to be part of the solution as well.⁴

While not a panacea, engaging men could help accelerate progress on gender equality. Men hold power and privilege across society. It is, therefore, necessary to break down entrenched power relations between men and women in ways that bring mutual benefits.

In order to achieve maximum impact for gender equality, the research process revealed five critical considerations when engaging men as allies.

CRITICAL CONSIDERATIONS ON ENGAGING MEN AS ALLIES:

- ⊕ Engaging men is a strategy to achieve gender equality rather than a goal in itself
- ⊕ Engaging men as allies must build on and work with women’s efforts and organizations – not replace them
- ⊕ Men should champion allyship, not be made champions. And they should hold other men accountable.
- ⊕ Men should not be allies to ‘help women’, but should recognize their own personal motivations in gender equality
- ⊕ Engaging men as allies should be part of a broader approach to creating inclusive workplaces that considers how people’s identities (e.g., gender, race, class, sexuality, disability, etc) might combine to create unique forms of discrimination.

For these reasons, this report refers to men as allies rather than ‘champions’ or ‘partners’.

WHY ENGAGE MEN AS ALLIES?

Leverage Power

Men occupy most of the positions of power and privilege in business, and at every point in the value chain.

They are in a unique position to affect change. Once men are aware of the privileges they hold, they can challenge

the structures and systems that produce inequality and exclusion. This might include increasing women’s representation across an organization or closing any gender pay gaps. It can also mean speaking up when witnessing discriminatory behavior and building inclusive cultures.

Prevent Harm

Masculinity contest cultures not only harm women, but also harm men and workplaces.

Stereotypically masculine traits, including winner-takes-all competition, emotional toughness, physical stamina, and ruthlessness, are common in workplaces.⁵ This has negative impacts on business performance and employee well-being and can lead to aggressive behavior, excessive risk-taking, and sexual harassment. Violence and harassment at work and in society is a major barrier to gender equality and women’s equal participation in the workforce. For men, conforming to traditional male stereotypes can lead

to unhealthy behaviors including suicide, depression and violence.⁶ These not only have detrimental impacts on individuals and wider society, but can also create significant costs for national economies.⁷

“To achieve gender equality, we need to transform the unequal power dynamics between men and women. Men need to be allies in these efforts, both at home and at work, in order to create significant and lasting change.”

Marianne Cooper, Sociologist, VMware Women’s Leadership Innovation Lab

Accelerate Progress

Re-balancing men's work and home lives could significantly shift the huge amount of unpaid care and domestic work carried out by women, which is a major barrier to gender equality.

Globally, women spend significantly more time than men on unpaid care and domestic work. This disparity prevents women's full participation in the workforce and reduces women's earning power. If men spent at least an average of 50 minutes more on domestic chores a day, it would significantly reduce women's caring responsibilities.⁸ The same study found that 85% of fathers said they would do anything to be more involved after their child was born/adopted. Creating more opportunities for flexible working and shared parental leave is therefore important. AB InBev's gender-neutral Global Parental Leave Standard, which offers fully paid leave in 50+ countries inclusive of all

types of families, and Dove Men+Care's campaign for a global paternity leave standard and partnerships with Promundo and PL+US for research and advocacy, are examples of action.

It is also important to note that if men **are not** engaged in efforts to advance gender equality, it can undermine efforts and **slow down progress**. For example, a Root Capital study in Guatemala found that some women withdrew from an income generation project because their husbands did not like the amount of time they were spending outside the house with men who were not relatives.⁹ And a national survey of microfinance clients in Bangladesh found that some women were actually more susceptible to domestic violence after receiving loans, as the men in their lives sought to control the money women received or to punish women who could not repay.¹⁰ Aware of these challenges, CARE has undertaken work to integrate men into violence prevention programs with impressive results. For example, one economic development project in Rwanda that adopted a 'couples' approach of working with men and women at the same time rather than separately led to a 55% reduction of violence against women.¹¹

"Men experience many negative impacts from gender inequality especially unhealthy and negative expectations of manhood that often limit their health and their relationships."

Fabio Verani, CARE International

WHERE OPPORTUNITIES EXIST ACROSS THE VALUE CHAIN

Businesses have direct control in their own operations and can influence others in their value chains and the communities in which they operate.

From the research conducted, most company-led initiatives to engage men as allies have, unsurprisingly, been triggered by a desire to achieve greater parity in the **workplace**, often in traditionally 'male-dominated' sectors such as automobiles, consulting and mining.¹⁶ Two other emerging areas of action are in marketing and production supply chains. Purpose driven brands are challenging traditional gender

Leading companies could embed men as allies in their gender equality policies and programs end to end across the value chain.

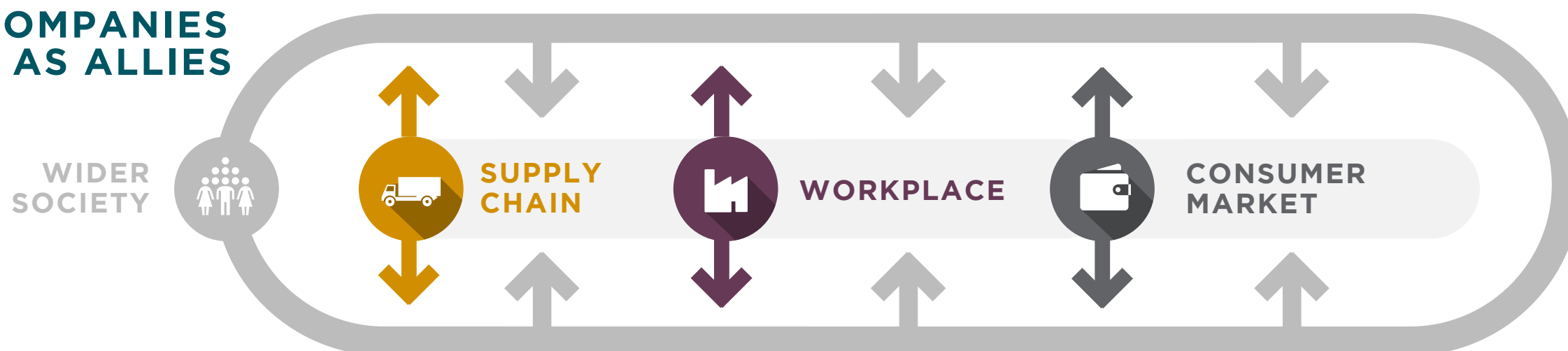
stereotypes through **advertising to future proof their market share**. Some companies that **source or produce** in developing countries have taken steps to economically empower women (e.g., Mondelez Cocoa Life Program¹⁷). This is because women in many global value chains from horticulture to garments are at greater risk of poorer pay and conditions than men and because of the benefits women bring to quality and production. A few of these women's empowerment initiatives have recognized the need to engage men in the process.

There are other potential opportunities to engage men as allies, including supplier diversity initiatives and product design. Indeed, companies can embed men as allies in their gender equality policies and programs end to end across the value chain.



CARE/Howard Ralley, Cocoa farmers Papua New Guinea

EXAMPLES WHERE COMPANIES ARE ENGAGING MEN AS ALLIES



SUPPLY CHAIN



Agriculture:

In Papua New Guinea, **CARE** helped to increase women's participation in coffee-related extension services from less than 5% to 44% over five years. Engaging male leaders in coffee companies and husbands on family run coffee farms was crucial to this outcome as women's roles were not previously recognized or valued by them.³⁶

Gap Inc.

Production:

Clothing company **Gap Inc** have developed an approach to engage male supervisors to increase the numbers of women in management

positions across their garment factories. An evaluation showed that in Cambodia, women who participated in the program were three times more likely to advance in their careers than non-participants.³⁷



Communities:

A partnership between laundry brand **Surf** and **Oxfam** aimed to reduce women's time spent on unpaid care and increase access to water and sanitation in Africa and Asia. Following gender training, male participants in Zimbabwe are beginning to take on more unpaid care and in the Philippines the partnership is asking local governments to consider addressing unpaid care in their plans and budgets.³⁸



WORKPLACE



Leadership parity:

#HeForShe's ten Corporate Impact Champions have steadily increased women's leadership e.g. Koç Holding moving from 7% women on the board in 2014 to 28% in 2018.³⁹ PWC rapidly increased the number of women in their global leadership team from 18 to 47% in 15 months.⁴⁰



Training:

120 companies have participated in not-for-profit Catalyst's 'Men Advancing Real Change' workshops. 1,100 managers at **P&G** have completed the workshop. As a result the majority of men reported feeling more equipped to address gender inequality at work as their awareness of male privileges

or unconscious biases is much higher. And 100% of the men who participated said they have a personal stake in diversity and inclusion and will work on recognizing their own biases³².



Family friendly policies:

At **Aviva**, 49% of those taking Equal Parental Leave are men, 23% of whom are in senior roles. Before the introduction of the policy, men took an average of 2 weeks paternity leave and they are now taking on average 22 weeks. Success has been dependent on a strong leadership commitment to creating an inclusive family friendly workforce regardless of gender or sexual orientation.⁴¹



CONSUMER MARKET



Campaign:

Beer brand **Carling Black Label's** 'No Excuse' campaign aims to tackle violence against women and grow a national network of 'male champions for change'. To date, the campaign has reached 45 million people via social media and increased brand sentiment by 86%.⁴²



Campaign:

Male grooming brand **Dove Men+Care** launched a campaign for global paternity leave standards. This has led Unilever to adopt a

comprehensive internal policy across all markets and establish a Paternity Leave Corporate Taskforce to encourage action and uptake by other companies.⁴³ In the U.S, Dove Men+Care has established after a Paternity Leave Pledge and a \$1 million fund to enable fathers currently without paid leave to take meaningful time off.



Campaign:

Laundry brand **Ariel India** launched their #ShareTheLoad campaign to highlight inequalities in the household. A series of adverts have been made. Prior to the campaign, a survey found that 79% of men thought that household chores were a woman's job and outside work was a man's job. By 2018 this had dropped to 52%.⁴⁴

POTENTIAL BARRIERS WHY MEN MIGHT NOT BE ENGAGING



Catalyst, a non-profit that specializes in ‘making workplaces work for women’, have outlined key reasons why men may not engage in advancing gender equality or even oppose it.

1. Apathy

‘it’s not business-critical’

An Australian study interviewed 25 senior male business leaders over nine months and found that many men did not believe gender diversity was a business-critical issue. Furthermore, they did not think advancing women’s leadership was their responsibility.¹²

2. Ignorance

‘gender bias doesn’t exist here’

A US survey found that most men interviewed did not perceive gender bias to be a major issue in the workplace. Only 33% believed there was gender bias at work, and only 10% believed their own workplaces harbored any kind of gender bias.¹³

3. Fear

‘if I ask for parental leave it will reduce my chances of promotion’

In a Promundo US survey, 47% percent of men and 48% of women said men who support women’s leadership often face a lot of criticism.¹⁴

Another barrier to men’s engagement, which is being further explored by Catalyst and other research is:

4. Inertia

‘i want to do something, but I don’t know what’

A 2019 survey by US online community FairyGodBoss/Artemis found that 56% of respondents said the biggest obstacle to becoming an ally was ‘not being sure how to help’.¹⁵

Each of these barriers needs to be addressed in a different way and, therefore, a combination of interventions and actions are required to tackle them. For example, unconscious bias training could raise awareness about gender bias to counteract apathy, while reciprocal mentoring programs where senior leaders are matched with women from a different discipline or geography within the business can overcome ignorance. Bystander training and building cultures where inclusive behavior is rewarded can help overcome fear.

HOW TO EFFECTIVELY ENGAGE MEN?

Business can engage men as allies at three mutually reinforcing levels



Companies can directly influence their employees individual attitudes and behaviour towards gender equality and implement organization wide policies and practices. Individual or ‘bottom up’ approaches, including unconscious bias or allyship training, are important to begin to raise understanding and awareness but will not, on their own, advance gender equality.

They must be combined with a ‘top-down’ organizational commitment to change across the value chain to help advance gender equality and avoid perpetuating structural forms of inequality.

Similarly, having the necessary policies on paper does not mean they will be adopted in practice (as has been the case with paternity leave in some organizations). For effective

implementation of organization-wide approaches, it is important to combine culture change and policy implementation.

Business also has significant potential to influence gender norms in society. In one recent poll across 28 countries, 64% of people felt advertisers need to do more to eliminate traditional or old-fashioned gender roles in their advertisements.⁴⁵ There is now momentum behind this idea with the UN’s UNstereotype Alliance, which has brought together companies and advertising bodies to end harmful gender stereotypes. Procurement and sourcing choices also offer opportunities and business can undertake corporate social responsibility initiatives and advocacy to shape norms and policies.



ACTIONS AT THE INDIVIDUAL LEVEL



Create spaces for safe and open conversations

Work with your organization to create safe spaces for conversations that can challenge mindsets, assumptions and behaviors. Gender networks understandably tend to be

'women-only'. While separate group discussions are important (e.g. at De Beers Group they are creating a 'Male Ally Network'), working towards diverse networks should also be a goal. Use

these spaces to increase people's sensitivity to issues including sexist language, male privilege and gender stereotyping.¹⁸



Build men's confidence to act and make it personal

Gender training can increase men's understanding and awareness of gender bias and help change attitudes.¹⁹ Training must enable people to self-reflect on their own motivations for addressing

gender inequality as opposed to 'helping women'. Encouraging follow-up action is important e.g. speaking up when witnessing sexist behavior and attitudes. And

men can champion allyship, for example, by living company commitments to flexible working, calling for transparency over pay gaps or sponsoring women.



Highlight the benefits of gender equality for men (in life and at work)

Approaches that highlight how much everyone has to gain from fostering equality can help facilitate difficult conversations and further shift individual attitudes and behaviors. Some key benefits include: Men being themselves rather than conforming to 'masculinity

contests' at work; Enjoying workplaces with greater productivity, creativity, and diversity because of the wider pools of talent and fairer processes; Producing higher quality work through greater teamwork and collaboration and a reduced emphasis

on competitiveness;²⁰ Reduced pressure on men to be the sole or primary breadwinners. Increased care-giving resulting in deeper connections with children and partners and improved mental and physical health.²¹

THE PROMUNDO ROADMAP TO BECOMING AN ALLY²²

Promundo is a global leader in engaging men and boys in promoting gender equality and preventing violence. This Roadmap is included in their 2019 report on allyship and is based on a national survey in the U.S.



Speak up when you hear sexist language and call other men out when they use it. Call it out as sexist (or racist, homophobic, etc.), ask the person to explain the "joke" and tell them why it is inappropriate, or use another strategy to let other men know when what they are saying is inappropriate (for example, "Hey, [name], I don't think that's cool to call her that...").

Learn to live with discomfort. Being an ally is about making a change, not being comfortable. Remind yourself that it is not about you, and your discomfort in stepping in or speaking up is not greater than the experience of being harassed or discriminated against.

Step up at home. Advocate for work-life balance and paid leave for all caregivers. Men need to be full partners in childcare and chores. Ask for on-site childcare where appropriate, teleworking, and other flexible arrangements that allow better work-life balance.

Volunteer for non-profit organizations that do good work and support gender equality. Ask friends and colleagues about non-profits they love, and search online for local groups that do work you support.

Support diverse female leaders you believe in. Learn more about political candidates in local and national elections, and show your support, volunteer, and vote for female candidates who align with your values.

Listen better. Seek opportunities to hear women's stories, acknowledge their experiences, and inform other men.

Reflect on your own power and privilege as a man. It is important to recognize this and take thoughtful action, as well as to use the privilege and power you have to create space for others.

Credit ideas to those who came up with them, especially to female coworkers who are often overlooked.

Advocate for women's leadership and equality in the workplace and for pay equality, even if it is unpopular. 60% of men think there should be more women in positions of leadership at work, and nearly half of men and women agree that men who support women's leadership often face criticism.



ACTIONS ORGANIZATIONS CAN TAKE



Strategy

Who: CEO, Human Resources, Board

IDENTIFY BUSINESS GAPS

To ensure gender equality and broader D&I initiatives are effective, they need to be at the core of a company's business strategy, as opposed to being one-off efforts that are underfunded.

COLLECT DATA

Data on representation and promotion rates are vital to understanding disparities by gender, race, and other characteristics and identifying where the biggest challenges and opportunities for change are across an organization. CEOs, senior leaders, and Boards should be regularly updated.

COMMIT

Make clear, timebound public commitments to engaging men as allies as part of pursuing equal and diverse workplaces. e.g., seek membership of UN Women's [#HeforShe Corporate Impact Champions](#), or commit to the UN's [Women's Empowerment principles](#), explore the leading business certification standard for gender equality [EDGE](#).



Culture

Who: All including entry level

MODEL INCLUSIVE BEHAVIOR

Ensure senior leaders adopt inclusive leadership skills by taking steps to show they are committed to understanding different perspectives, e.g., adopt reverse mentoring whereby a woman from middle management mentors a senior male leader.

CREATE INCLUSIVE NETWORKING

Research by Murray Edwards College, University of Cambridge highlights that 'boy's networks' still dominate workplaces, often preventing women and minorities from being identified for promotion or invited to join a project team. Adopting formal sponsorship programs, whereby senior staff use their social capital on behalf of another staff member can help.²³

MAKE EVERYDAY CHANGES

The same research suggests that agreeing on [small everyday changes](#) that everyone upholds can help shift the culture of an organization. e.g. timing meetings so that they are not around school pick up times, and ensuring big projects have gender-balanced teams.²⁴



Policies

Who: CEO, Human Resources, Board, Managers, All

BE TRANSPARENT

Ensure employment policies tackle structural barriers to gender equality, e.g., introducing transparency to promotion, pay, and reward processes can reduce pay inequalities. See UK Equalities Office [Evidence-Based Actions for Employers](#) for more examples.

SUPPORT CARE-GIVING

Develop specific policies that enable employees to become care-givers, including paid and non-transferable gender-neutral parental leave and flexible working. Encourage uptake of policies, e.g., urge men to visibly use flexible working arrangements to undertake caregiving duties.

TACKLE SEXUAL HARASSMENT

Foster a safe and respectful workplace for all genders. Communicate that sexual harassment and mistreatment won't be tolerated and ensure that policies and reporting systems are in place. Hold people accountable for their behavior.

In Australia, the Male Champion for Change Initiative has urged 220 corporate leaders to take the 'panel pledge' to ensure gender parity in external events.



De Beers Group

ACTIONS TO INFLUENCE WIDER SOCIETY

Who: CEO. Leadership of various departments inc. marketing, sourcing, supply chain



END HARMFUL STEREOTYPES IN ADVERTISING

Develop guidelines to end the use of stereotypes in the company's communications and advertising. Support industry-wide or global efforts to shift stereotypes. Access or join networks such as the [UNstereotype Alliance](#) and [#SEEHER](#)

ENGAGE SUPPLY CHAIN BUSINESS PARTNERS

Include supply chain business partners in the company's gender equality efforts, and encourage the involvement of men as allies in these efforts. Often this can be done through existing sustainability and CSR goals e.g., agriculture programs. Consider using procurement relationships to influence changes in behavior if necessary. Explore opportunities to source from more women and other minority groups working with organizations like [WeConnect International](#).

ADVOCATE TO GOVERNMENTS AND OTHER COMPANIES

Engage in advocacy efforts to influence national or global public policies to enable more men to become allies for gender equality, e.g., participating in The Paternity Leave Corporate [Taskforce](#) or the MenCare [Commitment](#) to increase the amount of time men spend on domestic work.

Given that multinationals are some of the largest advertisers in the world, there is potential to represent more gender equitable roles and behaviors.



Dove Men+Care/Unilever

CONCLUDING REMARKS FROM UN WOMEN

‘The pace toward gender equality is too slow, and its urgency for current and future generations pressing. 2020, with its multiple anniversaries of key global gender equality milestones, is bringing all of us who recognize our obligation to be part of the solution together in an unprecedented way.

This report reminds us again that the biggest transformations demand bold and unique collaborations and partnerships. The role of men in advancing gender equality, and in business specifically, is one example of this, and I applaud both the sharing of experience of this report and the energy and commitment reflected.

Now is our opportunity to make the final push in achieving SDG 5 on Gender Equality. In 2020, UN Women’s Generation Equality campaign will convene a re-energised, broadened and fit-for-purpose movement that brings together government, the private sector, civil society and more, to harness their collective commitment and capabilities to ensure that the generation being born right now will enjoy the benefits of an equal world for all’.

Daniel Seymour, Director Strategic Partnerships, UN Women

Jason Leung / Unsplash

ADDITIONAL RESOURCES

TRAINING

CARE. **Gender Equity and Diversity: Module 501 Engaging Men and Boys for Gender Equality.** <http://www.care.org/sites/default/files/documents/Engaging%20Men%20and%20Boys%20GED%20501%20Manual.pdf>

Catalyst. Training package. **Men Advocating for Real Change** <https://www.catalyst.org/marc/>

Promundo. **Workplace Advisors Training** <https://promundoglobal.org/promundo-workplace-advisors/>

UN Women HeForShe. **The Barbershop Toolkit: Mobilizing Men and Boys for Gender Equality** <https://www.heforshe.org/en/barbershop>

Forte Foundation website. **Men As Allies Initiative Corporate Toolkit and Curriculum** http://www.fortefoundation.org/site/PageServer?pagename=allies_toolkit_corporate

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UN Women HeForShe Impact Lab (undated). **Proven Solution: Achieving Parity at Global Leadership** <https://www.heforshe.org/sites/default/files/2018-11/HeForShe%20Proven%20Solutions%20Report.pdf>

NETWORKS

HeForShe Movement A UN Women campaign to mobilize men for gender equality with 2 million members

LeanInTogether Tips on how men can support women at work, at home, and with childcare

Male Champions for Change An Australian network of over 220 male corporate champions supporting women in leadership

MenCare Parental Leave Platform Global campaign for a minimum of 16 weeks parental leave

MenEngage A global alliance of country networks spread across many regions of the world, including hundreds of non-governmental organizations, as well as UN partners

White Ribbon Campaign A campaign to encourage men to never stay silent or condone violence against women

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ENDNOTES

1

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It is hoped that the insights and suggested actions included in this report will inspire men and women in business to work together for gender equality, bringing benefits to individuals, organizations and society as a whole.

AB InBev, CARE, VMware Women's Leadership Innovation Lab