



TARGET  
GENDER  
EQUALITY



# TARGET GENDER EQUALITY GUIDE

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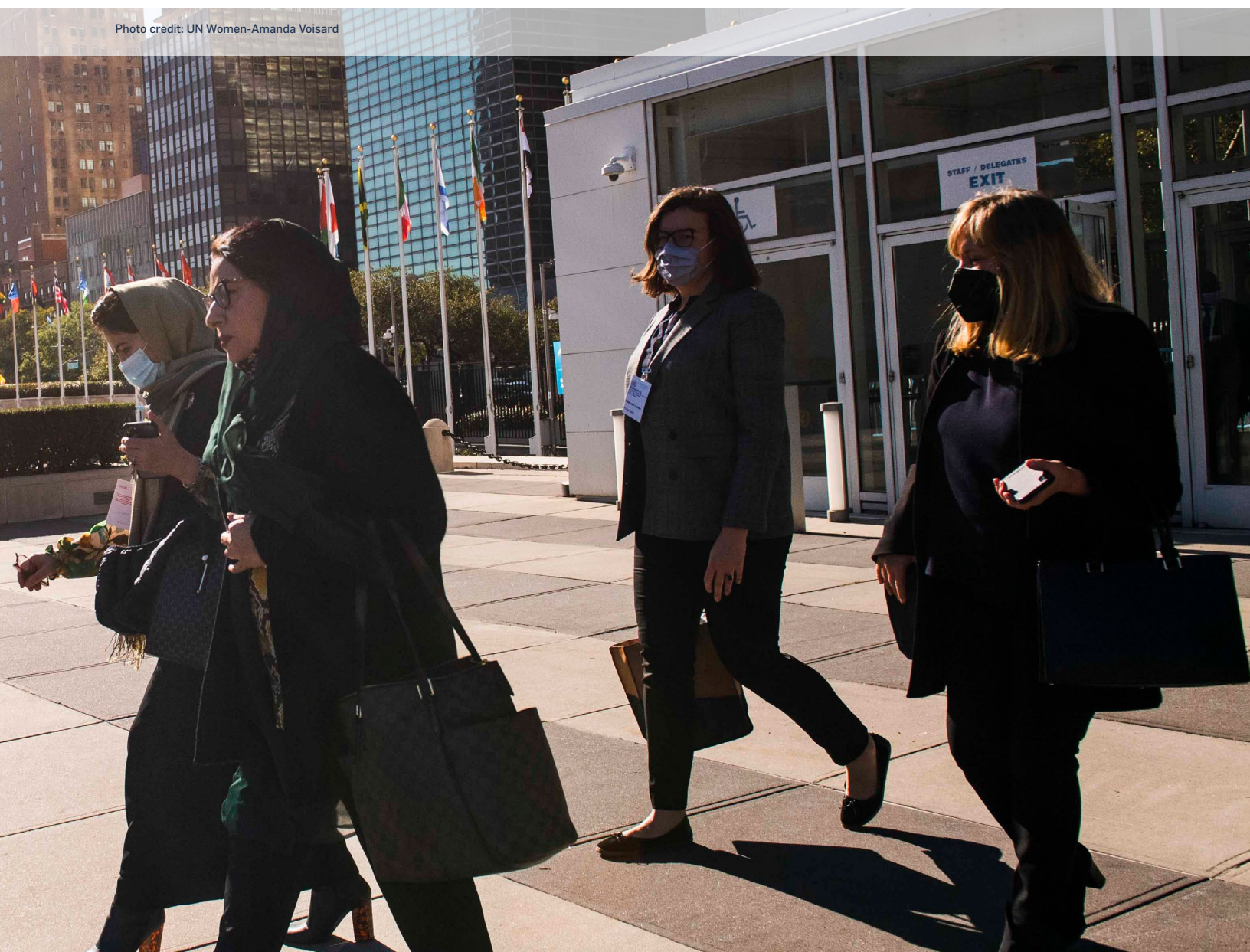


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# OVERVIEW

**“Women are scandalously underrepresented in the halls of power and the boardrooms of business.”**  
**Antonio Guterres, Secretary-General of the United Nations, 8 March 2022**

## LET’S CLOSE THE ECONOMIC GENDER GAP

Target Gender Equality is an accelerator programme for companies participating in the United Nations Global Compact. It aims to deepen their implementation of the Women’s Empowerment Principles and strengthen their contribution to Sustainable Development Goal (SDG) 5.5. This goal calls for women’s full participation and equal opportunities for leadership by 2030.

**A seat at the table is not enough. Women’s voices must be heard and have equal weight.**

Women’s participation is a fundamental human right but also essential to drive business performance. Target Gender Equality supports companies in seizing these benefits and owning up to their responsibility – by setting and meeting ambitious targets for women’s leadership.

By now, more than 1,000 companies have joined Target Gender Equality. They have unpacked how to build smart action plans, tackle bias and stereotypes, anticipate backlash and bring everyone on board to make a difference to the realities of women and girls around the world.

## WHAT PARTICIPANTS WILL LEARN

- The business case for gender equality – unpacking the benefits of diversity and inclusion
- The external and internal factors to consider when developing ambitious but realistic targets for women’s leadership
- How to prioritize strategies and build a holistic action plan for gender equality
- How to build an enabling organizational infrastructure to avoid siloed approaches and ensure ownership across departments
- How to include KPIs for each step and monitor and communicate progress in a transparent manner
- How to engage colleagues and leadership teams on priority topics equipping them to champion your gender equality strategy



# THE TARGET GENDER EQUALITY INITIATIVE

Business leaders across the globe agree that gender equality is a business priority. The business case to adopt a holistic approach to gender equality is clear — not only is advancing gender equality the right thing to do, but it is also good for business and a key component in achieving the SDGs. Research shows that companies with high female representation have annual returns 3 percentage points higher than their counterparts (Morgan Stanley, 2019). Also, women's business leadership is linked to better ESG performance, including reduced greenhouse gas emissions, stronger worker relations and reduced incidence of fraud, insider trading, and other unethical practices (IFC, 2019).

## TARGET GENDER EQUALITY IS A NINE-MONTH LEARNING PROGRAMME FOR COMPANIES PARTICIPATING IN THE UN GLOBAL COMPACT.

Over the course of nine months, companies engage in facilitated performance analysis, capacity-building workshops, peer-to-peer learning and multi-stakeholder dialogues. All these support companies to draft ambitious targets for women's representation and leadership. It also helps them revise existing targets and develop accountable action plans on how to meet them. While the overarching aim is to achieve gender balance in business – including at the highest levels, such as board and executive management – the programme takes a holistic approach. It recognizes that many barriers need to be addressed to level the playing field. It helps companies understand the various policies, practices and interventions needed to advance gender equality and achieve gender parity.

**The programme consists of a performance-analysis phase, followed by three modules developed in collaboration with Catalyst, a global nonprofit that helps companies build workplaces that work for women:**

### SETTING TARGETS & DEFINING AMBITION

Learn how to set ambitious but realistic targets based on your starting point. Build internal buy-in and engagement for gender equality.

### STRATEGIES FOR SUCCESS

Take a deep dive into various workplace barriers and develop an action plan enabling you to meet your targets.

### TRACKING & COMMUNICATING PROGRESS

Build the right structures from the very start and ensure each of your actions is backed up with KPIs and ownership across company functions.

## OUTCOME

There is no one-size-fits-all approach to target setting. While the programme will equip you with the knowledge and tools you need, it is up to each company to decide on the best targets and action plan depending on its context.

It is encouraging to see that more than 90 per cent of Target Gender Equality participants either have targets for gender equality in place, are adapting existing targets or drafting new targets. Also, 83 per cent of companies are building a new action plan or adapting an existing action plan based on learnings from Target Gender Equality. We know that progress takes time, so we will follow up with participants annually to help us track the initiative's impact.

We also encourage everyone to make their commitment to gender equality public by signing the **Women's Empowerment Principles!**

# KICK-OFF & PERFORMANCE ANALYSIS

## THREE MONTHS –

**PARTICIPANTS SHOULD EXPECT TO PARTICIPATE IN 1 TO 2 LIVE WORKSHOPS AND COMPLETE 1 E-LEARNING TOOL IN THIS PHASE.**

### KICK-OFF & PERFORMANCE ANALYSIS IN THIS PHASE:

Participants will get to know each other in an onboarding webinar. They will then assess their organization's performance using the WEPs Gender Gap Analysis Tool (WEPS Tool). This tool will give them a starting point through an assessment for gender-equality policies and practices in the workplace, marketplace and community. The bottom line is – we can't define where we're going, if we don't know where we're at!

#### 1. E-LEARNING COURSE

Participants will:

- Learn the fundamentals of how business can contribute to the advancement of SDG 5
- Get to know a free online learning tool that could be shared with their own teams

#### 2. WELCOME WEBINAR (facilitated session)

Participants will:

- Get to know their local peers and their reasons for participating in Target Gender Equality
- Be introduced to the WEPs Gender Gap Analysis Tool

#### 3. WEPs GENDER GAP ANALYSIS TOOL

Participants will:

- Be asked to complete the WEPs Gender Gap Analysis Tool in their own time within the given deadline
- Have the opportunity to access online material and good practice examples to make the most of their Tool experience

#### 4. RESULTS & REFLECTION (facilitated session)

Participants will:

- Learn about the aggregate local results of the WEPs Gender Gap Analysis Tool
- Understand where they stand compared to peers and the areas in which they overperform or underperform

### ADDITIONAL OPPORTUNITIES DURING THIS PHASE:

- **WEPs 101 Webinar for companies interested in signing the Women's Empowerment Principles to publicly signal their commitment to gender equality**
- **Access material equipping participants to expand their project teams, conduct internal interviews and organize workshops to dive into the WEPs Tool results with colleagues and leadership teams, so increasing internal buy-in from the beginning**



# MODULE 1

## SETTING TARGETS & DEFINING AMBITION



PARTICIPANTS SHOULD EXPECT TO PARTICIPATE IN 1 LIVE WORKSHOP AND ACCESS 2 ON-DEMAND SESSIONS IN THIS MODULE.

### IN THIS MODULE

Participants will understand the importance of diversity and inclusion in the workplace, including how to unlock the benefits of the business case behind it. The main aim of this part of the programme is to learn about the importance of target setting and what it means to set ambitious but realistic targets for each organization's context.

#### 1. THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

In this on-demand video, participants will:

- Learn about the current landscape of women's leadership, including the business case for gender equality
- Understand the benefits of inclusion and how to seize them

#### 2. SETTING TARGETS & DEFINING AMBITION (facilitated session)

In this session, participants will:

- Unpack common arguments of resistance when it comes to gender equality and learn how to respond
- Analyze the internal and external factors to consider when setting targets
- Discuss how to define an ambitious yet realistic target

#### 3. ACTION PLANNING GUIDE

Through this guide, participants will:

- Reflect on the session's content and be able to apply learnings to their own organization's context
- Learn how other organizations drafted their action plans

#### ADDITIONAL OPPORTUNITIES DURING THIS PHASE:

- Access an on-demand session on how to increase gender balance in boardrooms
- Browse through good practice examples from past Target Gender Equality participants

## 1-2 MONTHS



# MODULE 2

## STRATEGIES FOR SUCCESS



PARTICIPANTS SHOULD EXPECT TO PARTICIPATE IN 1 TO 2 LIVE WORKSHOPS AND ACCESS 1 ON-DEMAND SESSION IN THIS MODULE.

### IN THIS MODULE

This module will focus on how to take a holistic approach to organization-wide gender-equality strategies, taking prioritized action on gaps and opportunities. Also, we will examine how to future-proof strategies in an ever-changing world of work facing multiple crises.

## 1-2 MONTHS

### 1. STRATEGIES FOR SUCCESS (facilitated session)

In this session, participants will:

- Discover how to build an enabling organizational structure that breaks down silos and supports them in implementing their efforts
- Unpack different avenues of policies, practices and initiatives to be combined into a holistic strategy

### 2. THE FUTURE OF WORK

In this on-demand video, participants will:

- Understand how the changing world of work might impact their gender-equality plans
- Learn how to plan ahead, anticipate change and navigate the many crises in our world today

### 3. REGIONAL PEER-LEARNING (facilitated session)

In this session participants will:

- Dive into a priority topic identified as key area of interest for most of the Target Gender Equality participants in the region

### ADDITIONAL OPPORTUNITIES DURING THIS PHASE

- Prepare for International Men's Day through optional engagement opportunities, access to communications material and key messaging. This includes resources to internally engage male employees and leadership in workshops and beyond
- Browse through good practice examples from past Target Gender Equality participants.





# MODULE 3

## MEASURING & COMMUNICATING PROGRESS



PARTICIPANTS SHOULD EXPECT TO PARTICIPATE IN 1-2 LIVE WORKSHOPS AND ACCESS 1 ON-DEMAND SESSION IN THIS MODULE.

### IN THIS MODULE

In this module, participants will learn what and how to measure progress of diverse representation in the organization's workforce. Also, how to communicate progress in a transparent manner – internally and externally.

#### 1. MEASURING PROGRESS (facilitated session)

In this session, participants will:

- Learn about the KPIs to put in place and data to gather, to understand the impact of their gender-equality policies and practices
- Gain insight into how to course correct when progress stalls

#### 2. COMMUNICATING PROGRESS

In this on-demand video, participants will:

- Understand the role of accountability and transparency in tracking progress, as well as the importance of communicating progress to key stakeholders
- Learn from communication tips and good practices

#### 3. GLOBAL DEEP DIVE FOR MNCs AND SMEs (facilitated session)

In this session, participants will:

- Hear from past Target Gender Equality participants on their learnings and progress towards set targets
- Q&A with technical experts

### ADDITIONAL OPPORTUNITIES DURING THIS PHASE

- Learn about gender-inclusive language and access tools and material to internally engage colleagues on this topic in workshops and beyond
- Prepare for International Women's Day by accessing key messaging and suggestions for meaningful internal and external actions

## 1-2 MONTHS





Photo credit: UN Global Compact-Chae Khin for Joel Sheakoski



# PROGRAMME

## PARTICIPANTS WILL:

- Be asked to complete a survey to help us assess the outcomes of Target Gender Equality
- Gain a certificate of completion
- Have the chance to showcase their efforts and learn from other peers at the global TARGET GENDER EQUALITY LIVE event in March 2023

## FORMAT

### IN-COUNTRY PROGRAMME

Most of the programme will take place in-country. It will be facilitated in the local language and time zone.

### GLOBAL & REGIONAL OPPORTUNITIES

A series of optional engagement opportunities will allow participants to connect with peers regionally and globally. Together, they will dive deeper into priority topics that will benefit from additional discussions. Most of these opportunities will be facilitated in English with simultaneous translations available into other languages.

Is there a topic you're really interested in that you don't see on the agenda? Let us know!

## NETWORKS OFFERING TARGET GENDER EQUALITY IN 2022/2023

- |                            |                               |
|----------------------------|-------------------------------|
| • Argentina                | • Netherlands                 |
| • Austria                  | • Nigeria                     |
| • Bolivia                  | • Norway                      |
| • Brazil                   | • Pakistan                    |
| • Canada                   | • Paraguay                    |
| • China                    | • Peru                        |
| • Colombia                 | • Poland                      |
| • Croatia                  | • Portugal                    |
| • Denmark                  | • Republic of Korea           |
| • Ecuador                  | • Saudi Arabia                |
| • Egypt                    | • Serbia                      |
| • El Salvador              | • South Africa                |
| • Georgia                  | • Spain                       |
| • Germany                  | • Sri Lanka                   |
| • Greece                   | • Sweden                      |
| • Guatemala                | • Switzerland & Liechtenstein |
| • Indonesia                | • Tanzania                    |
| • Italy                    | • Tunisia                     |
| • Japan                    | • Turkey                      |
| • Jordan                   | • United Arab Emirates        |
| • Lebanon                  | • United Kingdom              |
| • Malaysia & Brunei        | • United States of America    |
| • Mauritius & Indian Ocean | • Uruguay                     |
| • Mexico                   |                               |
| • Morocco                  |                               |

## THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT



### HUMAN RIGHTS

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.



### LABOUR

- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- 6 the elimination of discrimination in respect of employment and occupation.



### ENVIRONMENT

- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.



### ANTI-CORRUPTION

- 10 Business should work against corruptions on in all its forms, including extortion and bribery.

## ABOUT THE UNITED NATIONS GLOBAL COMPACT

As a special initiative of the UN Secretary-General, the United Nations Global Compact is a call to companies everywhere to align their operations and strategies with ten universal principles in the areas of human rights, labour, environment and anti-corruption. Launched in 2000, the mandate of the UN Global Compact is to guide and support the global business community in advancing UN goals and values through responsible corporate practices. With more than 15,000 companies and 3,000 non-business signatories based in over 160 countries, and more than 70 Local Networks, it is the largest corporate sustainability initiative in the world.

For more information, follow @globalcompact on social media and visit our website at [unglobalcompact.org](https://unglobalcompact.org).



**United Nations**  
Global Compact

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The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.