

WEPs IN ACTION



PRINCIPLE 4

**Promote education,
training and professional
development for women**

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CASE STUDY: IMPERIAL DRIVING GENDER DIVERSITY AND EQUALITY IN THE WORKPLACE

LESSONS LEARNED AND KEY ENABLERS

Lessons learned:

- Start as soon as possible.
- If you want to change the narrative, think out of the box and be unconventional.

Key enablers for the successful implementation

- WEP has emphasised the need for gender diversity and placed it under a spotlight.
- Not only has WEP provided a platform and guidelines to assist companies to progress in this aspect, but it has publicly acknowledged and commended companies who are committed to women empowerment and gender diversity.
- This has provided examples and inspiration for other companies to progress in this area.
- Incorporating men into the transformation process from the outset is key to success - it is a dual approach led by both male and female counterparts.

CONTEXT

Imperial employs around 25 000 people worldwide and the aim is to have an impact on every employee. There are nearly 6 000 women in the company.

Imperial established a Global Women's Forum in October 2019, encompassing regional forums in Europe, Africa and South Africa, to drive gender diversity and equality in the workplace. To assist in communicating all aspects relating to the Global Women's Forum, the company introduced Women@Imperial which is an online communication tool.

Objectives

- Drive gender diversity and equality.
- Create an internal community of women at Imperial.
- Create a safe space for women to inspire and support each other.
- Ensure that Imperial becomes the employer of choice for women.
- Inform women employees that Imperial is a fertile ground for growth, a safe space for their womanhood and an incubator for their goals and careers.
- A forum for communicating with women employees at their different life stages.

ACTIONS

The Global Women's Forum is a tool to achieve:

- Gender diversity targets
- Annual improvement on previous year's gender related statistics
- Overall change in mindset across the business with regard to diversity.

This Forum is managed by a three-member executive committee which drives the annual agenda. Each of the three regions (Europe, Africa, South Africa) has its own committee which reports to the executive committee.

Meetings are held quarterly and feedback is provided in the following ways:

- Monthly feedback to the Imperial Exco
- Quarterly feedback to the Social, Ethics and Sustainability Committee of the Imperial Board
- Regional committees' feedback to their regional ExcOs.

The role of the committee members includes:

- Supporting the development and advancement of women across the Group, across the world
- Mentoring and training
- Introducing graduate programmes
- Networking externally and being involved in industry positioning
- Setting targets for women in senior leadership roles
- Creating an empowering and enabling culture for women to grow, motivate and network with each other across the Group

Specific targets set

- Greater than 25% of new employees hired to be women.
- Growth in number of women in senior leadership roles.
- Accelerating gender diversity and equality across the business.
- Preference for middle management roles in Logistics Africa business to be filled by women.

Timeframe set for achieving the goals and targets

- Annual improvements.

Key Performance Indicators identified for achieving the goal

- Greater than 20% of new employees to be women and
- Annual growth in number of women in senior leadership roles

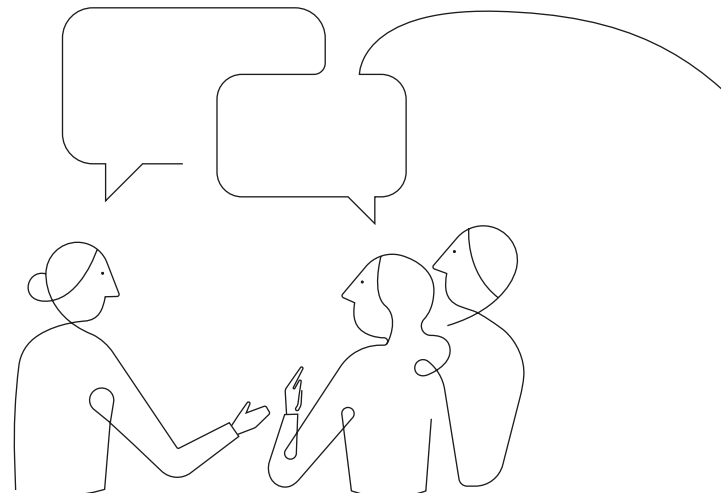
Budget:

- A separate budget was established within the Corporate Affairs department for the Global Forum. Each region has its own budget allocation within the different businesses.

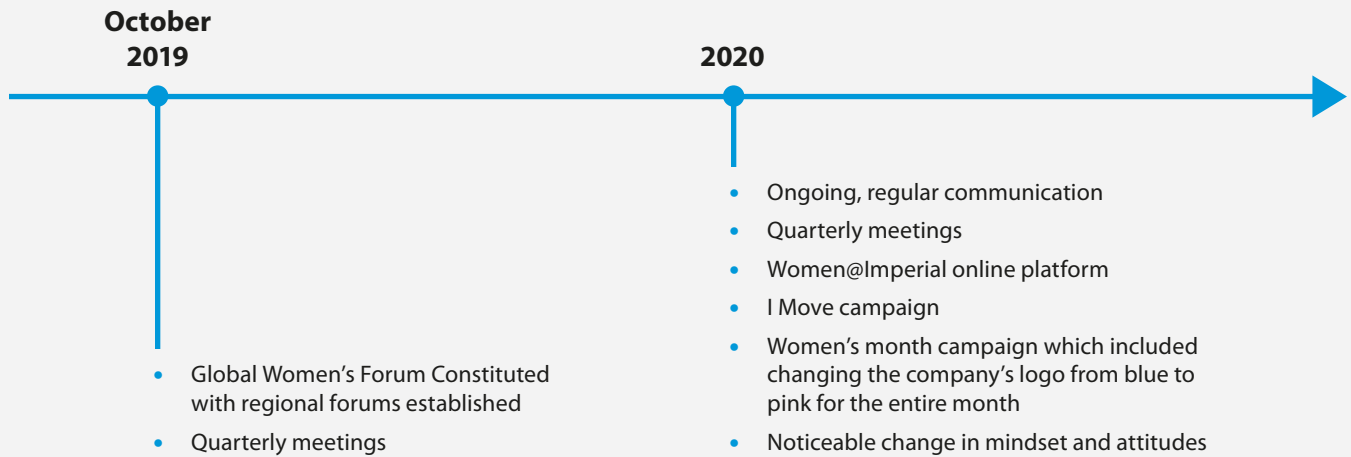
Monitoring and Reporting:

Progress is monitored and reported through the global and regional Women's forum committees using the following channels:

- Group-wide communication to all employees through the employee portal, newsletters, email groups, WhatsApp groups and hard copy posters
- Social media pages to drive campaigns and share progress
- Monthly/quarterly newsletter
- Idea boxes in offices
- Report backs to Board, Imperial Exco and business excOs.



TIMELINE

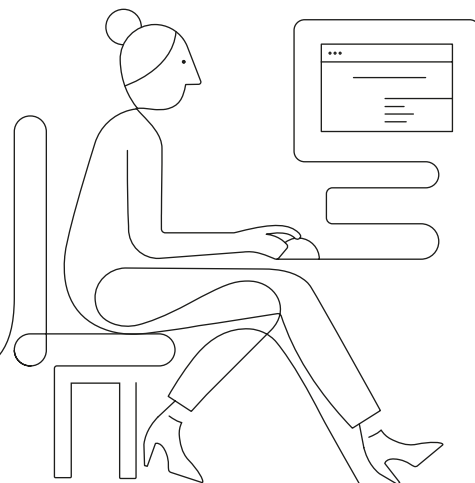


CHALLENGES

- Needed to establish a database of women employees across 26 countries and many different language groups.
- Since many of our women, living and working across Africa, had limited or no computer access, communication channels needed to be found which were practical and reached the audience.
- This was a novel concept and required buy-in, trust and commitment from a male-dominated company.
- The upfront collaboration and participation of men and women was required - a first in the history of a male dominated culture. This meant that it took a while for men to come forward since they were not used to doing it.
- At first, women were reticent to be profiled in campaigns.

Overcoming Challenges:

- With the support of the Chairman and CEO, every business was requested to assist and support.
- The regional forums were very involved in their regions in obtaining data and encouraging women to get involved.
- Establishing social media groups.
- Multiple forms of communication Invited them to be photographed for Street Pole campaigns: WhatsApp group – high participation.



RESULTS

- Endorsement at the highest level: Chairman and CEO.
- Collaboration and sharing of ideas across the Group in 18 months since inception.
- Swift implementation of ideas.
- Achievement of credibility, given airtime and taken seriously.
- An increase in women hires since 2018.
- Free online learning in one division in 2020: of the 107 employees who completed the coaching and mentoring course, 58 are women.
- Post the company's un-bundling, Imperial Logistics appointed their first female Chairman of the board - a first for the business
- 2019– First appointment of only female to Executive Vice President of Corporate Affairs and Investor relations
- Executive Vice President: Corporate Affairs and Investor Relations awarded South African recipient for 2021 Red Blazer of Excellence by CD Wilson
- Imperial's Executive Vice President: Corporate Affairs and Investor Relations was awarded 2nd place in the Gender Mainstreaming Awards under the category 'Women in the workplace.
- Female head of external relations and inbound logistics in Imperial's company in Ghana has been awarded the 'Most outstanding female in public relations and external awards' in the 6th Feminine Ghana achievement awards in Sept 2020.
- Introduction and adoption of the seven Women's Empowerment Principles in support of the 17 Sustainable Development Goals, the universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.
- Imperial International business has become a UN Women Friend, helping to abolish laws discriminating women by 2030.
- Imperial International business launched its "HeForShe" campaign, which is based on the idea that gender equality is a question of justice for all people in the world and that the commitment of all women and men, boys and girls, is necessary to achieve equality and to stop violence and discrimination against women and girls.

RECOMMENDATIONS

- Start this journey as soon as possible, no matter how small the initiatives/budget; never too small to make a difference.
- Obtain highest level management support, endorsement and encouragement, cascaded down through the business.
- Walk the talk.
- Needs to be an active top priority and not a tick-box approach.
- Collaboration and active participation required internally.
- It is a two-way street.
- Be visible by profiling the business and women initiatives, to inspire women internally and externally - tell your story and work in progress – inspires and attracts.
- Diversity is critical in transforming any company to be a business of the future: diversity in gender, skills, age, experience, language, as this encourages integrated thinking and innovation.

THE ROLE OF WEPs

- WEP has emphasised the need for gender diversity and placed it under a spotlight.
- Not only has WEP provided a platform and guidelines to assist companies to progress in this aspect, but it has publicly acknowledged and commended companies who are committed to women empowerment and gender diversity.
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Supplementary question:

GENDER EQUALITY AND THE PRIVATE SECTOR

The **Beijing Declaration and Platform for Action** were adopted by consensus by the 193 governments attending Fourth World Conference on Women in 1995. The outcome document has been seen as the global agenda for gender equality and women's empowerment ever since.

How has the private sector contributed to implementing this agenda?

Globally, there has been a sound shift in the gender equality landscape moving towards female empowerment however, it is still not at the level it should be and there is a definite reliance on more than merely governments to drive this.

The private sector, especially in South Africa, has played – and continues to play – a crucial role in helping to implement this agenda. Over the last decade, we have seen numerous corporates come to the fore in terms of women empowerment and embed it into the fabric of their businesses or, at the very least, trying to set the tone for this agenda.

Today, despite the fact that the gender pay gap is still one of the biggest barriers to female empowerment where men earn an average of 91 percent more than women, certain large players in corporate South Africa have taken a solid approach to this, focusing inward and identifying key areas for change.

For example, at Imperial, we have looked at female empowerment at various levels - not only to empower females within our own business but that we are striving for overall women empowerment in society through our CSI initiatives.

- **Internally**, focusing on female leadership, training, and access to a support network through our Global Women's Forum gives our women a platform which ensures that they are empowered to be heard, grow and succeed. Furthermore, gets we are striving towards a more inclusive and representative equality profile.
- **Externally**, focusing on assets that elevate our position and commitment to female leadership sets the tone for competitors and other corporates to do the same and encourages unity within the country. Assets such as:
 - The Imperial Wanderers Stadium which is used to elevate our positioning on empowerment
 - Our Unjani clinics which provide affordable healthcare to females (and males) empowering a culture of self-care in order to function effectively in society and
 - The Imperial and Motus Community Trust which teaches children, predominantly female, to read and provides the initial building blocks for future success.

Driving equality, diversity, inclusiveness and advancement is a strategic imperative. As we continue to be driven by demand for more equality South African businesses will be compelled to go beyond compliance and expand their empowerment programmes.

What trends can you identify in terms of the private sector's attention to gender equality in the past 25 years? For example, can you recall a particular shift in attention to these issues, particular obstacles or opportunities advancing the agenda?

One of the most significant shifts was the revision of the country's constitution – post 1994 and the implementation of the Employment Equity Act No. 55 of 1998 – which promotes female participation in the private and public sectors and creates a solid benchmark for best practice.

Since then, there have been numerous policy decisions that have provided a framework for female inclusion at varying levels; significantly those that supported financial inclusion and higher education. The Women's Financial Inclusion framework and The national policy








for women's empowerment and gender equality have been crucial in setting the tone for real and transformative inclusion.

Another key trend is the requirement by governing bodies in corporate South Africa, such as, the JSE Limited for example, for boards to publish their gender diversity strategies, voluntary targets and progress against such targets. Behavioral economics plays a pivotal role in the success of empowerment models at all levels and so this positive competitiveness and need for compliance and success is a key trend driving equality in SA.

What has been the most decisive moment in history for the private sector for accelerating its implementation of gender equality?


In South Africa, the major turning point occurred when a combination of external stakeholder pressure and regulatory requirements (such as B-BBEE) compelled companies to begin a public reporting process on gender targets and numbers. This, in turn, led to an internal focus

on gender issues. From a reputational perspective as well as the need to create good internal and external perceptions, companies accelerated progress in this area. It became more than fulfilling regulatory requirements and rather the right thing to do.


- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work- respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.


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**WOMEN'S
EMPOWERMENT
PRINCIPLES**

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