



On October 16th, we held our first-ever Chiefs for Change event. The response, feedback, and engagement from attendees have been overwhelmingly positive.

50 executive leaders collaborated to delve into the significance of gender equity from perspectives of awareness, envisioning success, sharing effective practices, and pledging individual change. A heartfelt thank you to all who participated.



**Chiefs for Change is a thought-provoking, collaborative and uniquely engaging initiative that inspired me to reflect on the challenges all genders face in today's society and the ways leaders can intentionally and proactively tackle these challenges to drive true gender equity in the workplace.**

**Tausha Cowan, VP, American Express**



## 49

### Executive attendees

The event saw participation from 49 senior leaders, including CEOs, CPOs, VPs, and CFOs from diverse sectors including global corporations, non-profit and the educational realm.

## 20

### Senior men allies

We were proud to have 40% senior men in attendance, all of whom were dedicated to fostering and championing positive change.

## 47

### Commitments

Each participant made a distinct pledge towards gender equity, defining the legacy they aim to leave and specifying the action they intend to take.

## 112

### Gender Equitable Visions

112 attendees shared their visions for a gender-equitable future via mentimeter. Key themes highlighted were trans rights, fairness, equal opportunity, parental leave, policies for all genders, recognition of all genders, equal pay, and parity.

## KEY DISCUSSIONS

### PART 1: AWARENESS

The evening began with highlighting the importance of understanding gender equity from all angles. Attendees were presented with narratives of a modern woman and man. Participants were then prompted with questions regarding gender inequity, personal challenges, and leadership roles in gender equity.

A woman today - Explored the dual standards and challenges faced daily  
A man today - Drew attention to societal pressures of embodying traditional masculinity, masking emotions, and meeting career aspirations

The CEO of T- then took the stage to share his perspective, emphasising the need for leaders to prioritise equity. He discussed the clear business case for gender equity, the need for visionary leadership, and making brave choices to ensure progress.

### PART 2: AMBITION

During part two, attendees discussed their vision for a gender-equitable future, touching on themes like trans rights, fairness, equal parental leave, and equal pay (full results on page 6).

We shared that current statistics suggest it will take 140 years for women to gain equal representation in positions of power, as stated by UN Women Executive Director, Sima Bahous. The discussion highlighted six reasons gender initiatives often fail: lack of leadership buy-in, not setting gender equality as a strategic business objective, failure to involve men, outdated strategies that either 'fix women' or 'blame men', superficial programs, and lack of inter-company collaboration.

Attendees later discussed common challenges faced in their companies regarding gender equity, comparing and contrasting with their groups, and sharing their visions for a gender-equitable future.

### PART 3: COLLECTIVE BRILLIANCE

During part three, participants engaged in a quick-fire quiz uncovering gender equity facts including:

- Only 41% of women believe men are doing all they can for gender fairness, despite 77% of men thinking so
- Organisations engaging men in gender inclusion see 96% progress
- 80% of women aspire for promotion, up from 70% in 2019, with women of color at 88%
- A 'broken rung' at the manager level obstructs women's progress, with only 87 women promoted for every 100 men, and fewer women of color.
- Sponsorship greatly aids women and gender minorities.

Attendees then deliberated on four key topics including engaging men, business case buy-in, women in leadership, sponsorship and mentorship. Key takeaways emphasised role models, shadow boards, using internal data, and valuing reverse mentorship and all gender programmes.

### PART 4: EXECUTION & EXPERIMENTATION

The final part of the evening participants visualised their lives at 104, celebrated for championing gender equity. They reflected on a life well-lived, marked by pivotal decisions promoting gender equity. Daily actions, from rebalancing housework to recognising correct pronouns, coupled with significant initiatives like altering policies and advancing women in leadership roles. They visualised the ripple effect of their actions, inspiring future generations and leaving a lasting legacy.

Participants were then encouraged to pledge their dedication to gender equity, reflecting on the prompts: "I want my legacy to be..." and "I commit to...". Attendees voiced their pledges within their groups and affirmed them on a dedicated commitment wall. Concluding the session, they symbolically released any barriers to their pledges into a virtual "fire of inequity."



# COMMITMENT WALL

## I WANT MY LEGACY TO BE...

Leave my company with Gender Parity & a culture that enables everyone to thrive

## I COMMIT TO...

Always push for progression in gender equity in work and society

## I WANT MY LEGACY TO BE...

All talents are supported to excel

## I COMMIT TO...

To always challenge inequality and the attitudes that support them

## I WANT MY LEGACY TO BE...

Helping men take significant parental leave

## I COMMIT TO...

Being a huge advocate

## I WANT MY LEGACY TO BE...

A more gender equal world for women including my daughters

## I COMMIT TO...

Partnering men who want to do the same for drive and their allyship

## I WANT MY LEGACY TO BE...

Women taking up more time, space, roles for themselves

## I COMMIT TO...

Encouraging more women in my network to celebrate achievements

## I WANT MY LEGACY TO BE...

The empathy, compassion and safety I gave to everyone to catalyse change

## I COMMIT TO...

Understanding deeper

## I WANT MY LEGACY TO BE...

Everyone to have equal opportunity for their dream job, regardless of demographics

## I COMMIT TO...

Stand up for equality and push to educate and influence companies to do what is right

## I WANT MY LEGACY TO BE...

Raising others up as I raise myself up. Live fully.

## I COMMIT TO...

Actions create reactions. Act. Be the change.

## I WANT MY LEGACY TO BE...

Of belief that change is possible

## I COMMIT TO...

Listening more and holding judgement

## I WANT MY LEGACY TO BE...

Closing the income gap - young women earn 1/3 less than men

## I COMMIT TO...

Continuing to champion young women in the workplace

## I WANT MY LEGACY TO BE...

Someone who is credible, a changemaker, wants the world to be better

## I COMMIT TO...

Listening, getting coaching, joining networks

## I WANT MY LEGACY TO BE...

That I helped make a difference

## I COMMIT TO...

Sponsoring and mentoring women every year

## I WANT MY LEGACY TO BE...

Showing that leading through influence is stronger than authority

## I COMMIT TO...

Empowering everyone to be their best

## I WANT MY LEGACY TO BE...

An industry where people like me 'fit'

## I COMMIT TO...

Pushing in every organisation

## I WANT MY LEGACY TO BE...

Change, wholesale change

## I COMMIT TO...

Continuing to be brave...representing the voices not in the team

## I WANT MY LEGACY TO BE...

An equitable, fair, empathetic and global leader who has consistently demonstrated the power of this type of leadership

## I COMMIT TO...

Challenging stereotypes and unconscious biases in my everyday life. Never being afraid to call out biases at play

## I WANT MY LEGACY TO BE...

That I never stopped caring

## I COMMIT TO...

Always speaking up and always learning, and always being an ally for action

## I WANT MY LEGACY TO BE...

Championing DE&I across genders, ethnicity and diversity more generally

## I COMMIT TO...

Do what I can to empower, inspire and enable people to be the best they can be...



# COMMITMENT WALL

<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Dignity for agri-workers - the 13m people reliant on tea industry</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>A next generation of women ready and with plenty of opportunity to be leaders</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Someone who's a champion of finding the best in someone no matter who they are</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Progress → acceleration Becoming the sum of our parts in how we lead / drive our business</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>My daughter uses her voice to advocate for a better future without bias</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Inclusive to all! Create the step up - give back</p>
<p><b>I COMMIT TO...</b></p> <p>Raising standards alongside pay and rights in tea estates worldwide</p>	<p><b>I COMMIT TO...</b></p> <p>Speaking up for injustice, inequality and helping men and women to lead as who they are</p>	<p><b>I COMMIT TO...</b></p> <p>Actively consider the diversity of roles currently recruiting for</p>	<p><b>I COMMIT TO...</b></p> <p>Curiosity, learning and listening</p>	<p><b>I COMMIT TO...</b></p> <p>Continuing to push for budgets, changes in policy, advocate and courage to engage in difficult conversations</p>	<p><b>I COMMIT TO...</b></p> <p>Calling it Giving back</p>
<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Empowering a future of girls with confidence and opportunity (as mum!)</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>The sponsor that impacted someone's life</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Created a platform for change with GEC</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>A community where we share and understand for the greater good</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Creating a world where all have equal access to the career and life they want with having broken down fundamental barriers to success</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Creating opportunities, progression for equality for race and gender</p>
<p><b>I COMMIT TO...</b></p> <p>Approaching from a perspective of gender equity over 'women's'</p>	<p><b>I COMMIT TO...</b></p> <p>Leveraging my position to open the doors and clear the way</p>	<p><b>I COMMIT TO...</b></p> <p>Walking the walk Personalised and within T-</p>	<p><b>I COMMIT TO...</b></p> <p>Bring people together and open communication!</p>	<p><b>I COMMIT TO...</b></p> <p>Continually learning what needs to be addressed and using my voice and experience to represent for those in the world</p>	<p><b>I COMMIT TO...</b></p> <p>Being more active on gender and race inclusion</p>
<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Cultural change that includes issues of gender across ED&amp;I</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Balanced exec team on gender equity</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Creating a movement that builds organisation equity</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Doing what mum's dad said and 'always supporting the underdog'</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>Leave things more inclusive than when I found it!</p>	<p><b>I WANT MY LEGACY TO BE...</b></p> <p>My girls feeling nothing is out of reach</p>
<p><b>I COMMIT TO...</b></p> <p>Use my position to platform our most helpful voices</p>	<p><b>I COMMIT TO...</b></p> <p>Ensure a positive approach to inclusive shortlists</p>	<p><b>I COMMIT TO...</b></p> <p>Educating and holding leadership to account</p>	<p><b>I COMMIT TO...</b></p> <p>Recruiting for diversity / sponsoring for legacy</p>	<p><b>I COMMIT TO...</b></p> <p>Continuously striving to be the voice of the voiceless!</p>	<p><b>I COMMIT TO...</b></p> <p>Ensuring they have every opportunity</p>



# CHIEFS FOR CHANGE

Note this is just a sample of the attendees who had contented to being included in our marketing



dentsu

Angela Tangas,  
Group Chief Executive  
Officer, Dentsu



dentsu

Azlan Raj  
Chief Marketing Officer,  
Dentsu



Baringa

Carrie Hegan,  
Partner,  
Baringa Partner



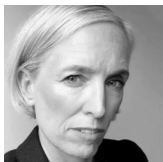
Exclaimer

Carol Howley,  
Chief Marketing Officer,  
Exclaimer



dojo

Catarina  
Abrantes-Steinberg,  
Chief People Officer, Dojo



YOUNG WOMEN'S TRUST

Claire Reindorp,  
CEO,  
Young Women's Trust



NHS

Deborah McKenzie,  
Chief People Officer,  
NHS BT



Progress Together

Dipi McKernan,  
Executive Director of  
Progress Together



IOR

Graeme Fox,  
President,  
Institute of Refrigeration



reckitt

Elaine Rodrigo,  
Chief Insights & Analytics  
Officer, Reckitt



Lipton

Gareth Mead,  
Chief Communications and  
Sustainability Officer, Lipton



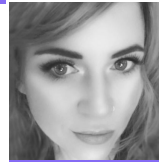
Exclaimer

Jim Turner,  
SVP Customer Experience &  
Success, Exclaimer



H&M

Lucas Seifert,  
Chief Human Resource  
Officer, H&M Group



IOR

Lisa-Jayne Cook,  
Chairperson,  
Women in RACHP



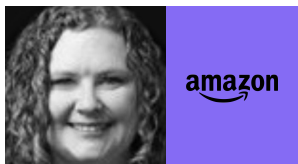
TIMOTHY OULTON

James Krumins,  
CEO,  
Timothy Oulton Hospitality



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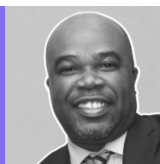
**Liz Gerbard, Head of Inclusive Experiences and Technology, Amazon Global Stores**



**Rozzy Amos, Head of Strategy, The Princes Trust**



**Mark Watson, Managing Director, tms**



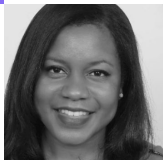
**Nero Ugwaujabo, Senior Strategy Advisor DE&I, The Princes Trust**



**Sophia Aluko, Transformation Director, Barclays**



**Thorbjörn Bengtson, Chief Executive Officer, The Institute of Recruitment**



**Tausha Cowan, Vice President, American Express**



**Wayne Palmer, HR Director, Britvic**



**Mhairi McEwan, T Minus**



**Mona Vadher, Progress Together**



**Nick Apetroaie, Habinteg**



**Rachel Mackie, Standard Chartered**



**Rudi, Independent Schools Association**



**Tim Hulbert, Standard Chartered**



**Tom Roberts, Baringa**



# EVENT PICTURES



# WHY GENDER INITIATIVES FAIL

## No senior leadership buy in

Senior management must take the lead on gender diversity and recognise it cannot be delegated.

## Not set as a strategic objective

Gender equality has to be viewed as a strategic objective of the business, to ensure accountability and focus at every level.

## Failure to engage men

Companies that engage men see 96% progress versus only 30% in companies who don't.

## Programmes are performative

Many companies spend time and energy on initiatives that create the appearance of promoting gender equity without making meaningful changes.

## Outdated approaches

Many programmes still try to 'fix women' and/or 'blame men'. These programmes are divisive and fail to create unity towards a common goal.

## No collaboration across industries & companies

A lack of data sharing and collaboration results in companies putting time and effort into initiatives that do not work.

# MOVING FROM RESISTANT TO AGENTS OF CHANGE

## Resistant

Unwilling to engage, actively work against women or equity in the workplace.



## Unaware

Indifferent to Allyship. Not aware of bias or harmful behaviour



## Aware

Express some interest to engage on the subject of gender equity in the workplace.



## Active/ally

Well-informed they are observing, sharing, and learning to influence others



## Transformational agents of change

Visible in supporting gender equity at work and encouraging others to do the same, they make intentional choices to advance women and equity for all.

## Example

- Unwilling to engage
- Actively speaking out against change
- Disparaging, dismissive comments

## Example

- Lack understanding
- Not aware of own biases
- Not actively trying to educate themselves

## Example

- Familiar with basic topics
- Not sure what to do or say
- Passive not changing or doing anything active

## Example

- Understand bias and privilege
- Eager to learn
- They advocate for, support and promote gender inclusion

## Example

- Teach others
- Action oriented
- Leading change







# NEXT STEPS

**1** Follow our dedicated page on [LinkedIn](#), where we will be sharing upcoming events, weekly posts and tools.

**2** Host a [What about Men](#) Masterclass to celebrate International Men's Day at your company, this is an incredible way to enhance awareness to the unique challenges men face while empowering them to be gender equity change agents.

**3** For more information on our complete Brand Book with the full suite of offerings and partnership options [click here](#)

**4** We still have a few spaces left on our event on 8th November in celebration of International Men's Day, hosted at the Chief Clubhouse. [To register please click here](#)

**5** We are hosting a complimentary taster session called Allyship for action on 6th December, this will be virtual and is open to all genders at all levels register [here](#)

# USEFUL RESOURCES

## Articles

HBR Male Allyship in paying attention

Nine Tips for Being a Male Ally at Work

5 Ways Men Can Be Women's Allies At Work

## Recommended book

Good Guys: How Men Can Be Better Allies for Women in the Workplace

Athena Rising: How and Why Men Should Mentor Women

What about men?

Of boys and men

## Recommended TED Talks

Why gender equality is good for everyone - men included

Become an Ally: How to achieve gender equity

3 ways to be a better ally in the workplace

## Reports

Men as Allies: Engaging Men to Advance Women in the Workplace

Global Gender Gap Report 2022

Women in the Workplace 2023

# WANT TO KNOW MORE?

Book a call with us [here](#).



Thank you

We'd love to continue  
the conversation

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