The Reykjavík Manual

Women leaders offer practical solutions for a better future
Designed for all leaders

The world’s most pressing problems are too great to confront alone. At the 2020 Reykjavik Global Forum, more than 900 women met to ask: How do we build forward as a global society? And how can we approach ambitious goals with practical, achievable steps?

The Reykjavík Manual presents those answers with a set of concrete actions you can use as leaders to build a more equitable society, using the framework of the UN Sustainable Development Goals.

You have the influence—and importantly, the power—to make positive change.

This is our invitation to build forward.
Why Reykjavík?

Thanks to a strong women’s movement and social infrastructures including universal, affordable childcare and well-funded parental leave, Iceland has topped the World Economic Forum’s Global Gender Gap Index for 11 years running. That’s why it’s an excellent location for the annual Global Forum, and the title inspiration for Reykjavík Manual.

There is no greater force for change, for peace, for justice and democracy, for inclusive economic growth than a world of empowered women.

- Phumzile Mlambo-Ngcuka, Under-Secretary-General and Executive Director, UN Women
The Reykjavík Manual is a living document, continually updated with new content and perspectives from women leaders worldwide.

This version was released on June 21 on the occasion of the Women Political Leaders Summit. Visit the Reykjavík Global Forum online for the latest edition.
What’s inside

Gather your tools
• Essential components 06
• Steps for best use 07

Patrons
• Our Co-Chairs 08

Take action
• Healthy lives for all 10
• Inclusive, equitable, quality education 16
• Equality between women and men 22
• Decent work and economic growth 28
• Industry, innovation and infrastructure 34
• Reduced inequalities 40
• Climate action 46
• Peace, justice and strong institutions 52
• Partnerships for the goals 58
• The Reykjavík Pledge 64

Keep learning
• Standout leadership 66
• The Reykjavík Index 68
• Take notes 70
• Supporters & Contributors 72
Some assembly required

**Essential components:**
- A courageous leader (that's you!)
- A supportive team at work, at home, and in the community
- Global perspective
- Curiosity and a **growth mindset**
- Optimism for the future
- Belief in your power to make change
Steps for best use

1. **Set aside time**
   Take a deep breath to clear your mind and refresh your thinking. Global problems can seem out of our control—especially during a pandemic.

2. **Read through the actions**
   Highlight a few that strike a chord with you. Decide how you will approach each one. Schedule and plan next steps.

3. **Start with one**
   Choose something you can try inside your organisation or community. Approach it like an experiment—don’t judge results too harshly. If it doesn’t work, adjust and try again.

4. **Revisit often**
   Pick it up whenever you need inspiration. Coming back to the manual will help you be intentional about your values and contributions to a better world.

5. **Share openly**
   Post topics and learnings on social media. Bring the manual with you to a (virtual) conference, team meeting, community talk or coffee. Select a topic for discussion and dive in.
Many thanks to everyone who made the Reykjavík Manual possible

Our Co-Chairs

The Reykjavik Manual is supported by the Co-Chairs of Reykjavík Global Forum - Women Leaders. They act as the Patrons of this hugely important initiative.

Amy Weaver
President and Chief Legal Officer, Salesforce

Anne-Birgitte Albrectsen
Chief Executive Officer Plan International

Prof. Dr. Atsushi Sunami
President, The Sasakawa Peace Foundation

Christy Tanner
Executive Vice-President, General Manager, CBS News Digital, CBS Corporation

Diane Wang
Founder & Chairperson, DHgate.com

Gita Gopinath
Chief Economist, International Monetary Fund

José Manuel Barroso
Chairman, Goldman Sachs International; Chairman, Gavi, the Vaccine Alliance; President of the European Commission (2004-2014); Prime Minister of Portugal (2002-2004), Member WPL Global Advisory Board

Katrín Jakobsdóttir
Prime Minister, Government of Iceland, Chair, Council of Women World Leaders

Kolinda Grabar-Kitarović
President of Croatia (2015-2020), WPL Ambassador for Immunization, Chair Emirata of the Council of Women World Leaders (2019-2020)
Kristalina Georgieva
Chair & Managing Director, Executive Board International Monetary Fund, Chief Executive of the World Bank Group (2017-2019), Vice-President of the European Commission (2014-2016)

Mari Kiviniemi
Prime Minister, Finland (2010-2011), Deputy Secretary-General, the Organisation for Economic Co-operation and Development

Michelle Nunn
President and CEO CARE

Dr. Obiageli Ezekwesili
Senior Economic Adviser, AEDPI; World Bank Vice-President, Africa Region (2007-2012) Federal Ministry of Education, Nigeria, Member, WPL Board

Dr. Phumzile Mlambo-Ngcuka
Under-Secretary-General and Executive Director, UN Women

Rebeca Grynspan

Saadia Zahidi
Managing Director, World Economic Forum

Dr. Tedros Adhanom Ghebreyesus
Director-General World Health Organization
Healthy lives for all

Well-being at all ages

Over the last 15 years, the number of childhood deaths has been cut in half. This proves that it is possible to win the fight against almost every disease. Still, we are spending an astonishing amount of money and resources on treating illnesses that are surprisingly easy to prevent. The new goal for worldwide Good Health promotes healthy lifestyles, preventive measures and modern, efficient healthcare for everyone.

Co-chair of the chapter: Centene and MSD
Take care of yourself first.

Women often have so many roles in life – caregiver, parent, provider, housekeeper, partner – they forget (or fail) to take care of themselves. To help break this cycle, invite trusted peers to join you in a discussion (for example, “Treat mental health with the same importance as physical health and commit to routines that will strengthen both”). How can women provide better models of self-care? What might encourage greater self-care over self-sacrifice among women in our community? Which organisations might we partner with to make that happen?

Stand by health workers.

Women make up 70% of health and social workers around the world. Get educated about community health workers who provide a critical link to essential health services. Initiate and champion programs and policies to support community health programs using WHO guidelines. Follow ‘#healthworkers’ to stay informed on current issues. Guarantee safe and decent working conditions for women essential workers, including access to personal protective equipment (PPE) and protection from sexual harassment.

Boost nutrition.

Almost half of deaths of young children are due to undernutrition, yet less than 1% of international development funding addresses this directly. Follow the Global Alliance for Improved Nutrition to learn how you can help improve access to safe, nutritious food for all. Propose funding to educate parents about nutrition and gender-specific health issues (e.g., sons and daughters need equal portions of meat). Set aside budget to provide essential meals in schools. Pass legislation such as India’s Right to Education Act, which entitles all children to a midday meal.
We see this all around the world—when women are at the helm of leadership, we can create solutions.

- Michelle Nunn, President and CEO CARE

**TAKE ACTION**

**Address gender-data barriers.**
Countries need health data broken down by gender in order to understand inequalities and to distribute resources where they are needed. Learn more about the importance of gender-disaggregated data and how to improve data collection through programs like the UN’s **Women Count**. Educate other decision-makers. Set up a coalition or parliamentary task force to establish ongoing dialogue about women’s health related to SDGs. Invite partners from all arenas: government, corporate boards, civil society and faith/culture organisations.

**Spread awareness. Stay informed.**
Participate in World Health Day on April 7: launch a challenge with your family or coworkers to eat well and stay active. Share an article, write a post, or send a note of thanks to health workers in your life. Follow key global health players on Twitter including: **World Health Organization, Partners in Health, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Gavi, the Vaccine Alliance, Malaria No More, RED**, and **Every Mother Counts**.

**Honour care work as health work.**
Care work is often unpaid and underappreciated, yet it **impacts the well-being of entire communities**. Help bring unpaid work into the formal health labour market. Standardise fair terms and conditions for care workers, including equal pay for equal work. Enact laws to protect migrant care workers whose well-being extends beyond borders.
Seek local advice.
Local solutions are critical across all areas of global health, and COVID-19 further highlights this truth. For example, see how Indigenous Peoples in Latin America came up with preventative measures against COVID-19 transmission. To harness creativity and knowledge from your own community, try posting a simple question to your network to generate ideas. Model cooperation, honest dialogue, data sharing and open learning at work among teams and local organisations.

Goalkeepers report: “Steer more money towards primary health care”
Primary health care is the “backbone of a comprehensive health system” – when accessible and affordable, it can address 80% of a person’s health needs over the course of a lifetime. This results in better overall health and addresses the goal of universal coverage. Healthy people are key to healthy economies, creating resilient households that don’t just hover around the poverty line.

Invest in technology to reach more people.
Around the world, COVID has caused severe disruptions to health services. Embrace cutting-edge solutions to expand access to health services. Support telemedicine and video or phone options for people who may be reluctant to visit clinics, especially during a pandemic. Learn from organisations like Last Mile Health, using mobile technology to equip community and frontline workers in remote areas.

Fight for mothers.
Every day, more than 800 women die needlessly from causes related to pregnancy and childbirth – about one woman every two minutes. Make a commitment to measure the content and quality of maternal care in your country. Sponsor and develop a national plan for improving maternal and newborn survival rates using the WHO maternal and newborn health guidelines. Propose and implement standards for maternal and newborn care (e.g., every newborn coverage targets). Partner with Every Mother Counts to raise awareness and funding around the world. Develop outreach for vulnerable populations, especially migrant and refugee mothers, with health care projects like Oрамма.
Demand #vaccinesforall. Vaccine nationalism and hoarding are threatening lives and exacerbating inequities. Avoid bilateral vaccine contracts that spur competition and raise prices. Instead, establish partnerships between manufacturers, civil society and governments. Pool funds through public-private partnerships like the COVAX to ensure equitable access to COVID vaccines alliance. Share a personal vaccine update or photo using '#vaccinesforall' to promote vaccine equity.

Radical collaboration for global immunisation

Success stories like Gavi, the Vaccine Alliance have proven the value of bold experiments in global cooperation. Similarly, the Access to COVID-19 Tools (ACT) Accelerator is a partnership of international health organisations, governments, civil society, scientists and philanthropists whose goal is to rapidly develop the tests, treatments and vaccines desperately needed around the world. Such extraordinary collaboration reminds us that we are in this together – and that no one will be safe until everyone is safe.

Talk openly about mental health.

Stigma and shame can be debilitating, and even life-threatening, when it comes to mental illness. Help break the silence by talking openly about the issue. Show compassion by using respectful, people-first language at work and home (e.g., a person is not “mentally ill” but rather “living with a mental health condition”). Follow the Go Speak Your Mind campaign. Join online conversations on World Mental Health Day on October 10. Explore mental health outreach organisations such as Nigeria’s She Writes Woman, offering remote assistance through hotlines and free teletherapy.
Get inspired

Join the movement to **ensure that health is a human right for all.** Use **free resources** from organisations like Partners in Health to advocate, organise and educate about universal health.

Participate in **World AIDS day on December 1.** Share these **UNAIDS digital materials and videos on social media** to show your solidarity and encourage others to help address them.

Listen to real stories from 14 countries breaking taboos around women’s health and women’s bodies in the audiobook ‘**What We’re Told Not to Talk About (but We’re Going to Anyway) – Women’s Voices from East London to Ethiopia**’ by Nimko Ali

Share these international **resources and helplines for mental health support** from United for Global Mental Health.

Follow the efforts of organisations like **Every Mother Counts**, whose mission is to **help make pregnancy and childbirth safe for every mother, everywhere.**

Research **Harvard’s Maternal Health Task Force** to learn about the many ways to support maternal health worldwide.

Watch a TED talk by Zubaida Bai on **low-cost, lifesaving birth kits for mothers.**

Read ‘**Mountains Beyond Mountains: The Quest of Dr. Paul Farmer, a Man Who Would Cure the World**’ by Tracy Kidder.
Inclusive, equitable, quality education

Promoting learning opportunities for all

Education liberates the intellect, unlocks the imagination and is fundamental for self-respect. It is the key to prosperity and opens a world of opportunities, making it possible for each of us to contribute to a progressive, healthy society. Learning benefits every human being and should be available to all.

Co-chair of the chapter: Salesforce
Get girls back to school.
Girls living in poverty are at high risk of not returning after COVID-19, as occurred in many countries following the Ebola crisis. Use gender disaggregated data to track attendance, then work with women-led organizations to design back-to-school-campaigns. Partner with civil and religious leaders on outreach programs that address both girls’ and families' needs. Modernize course content with holistic lessons covering nutrition and fitness, body image and self esteem, personal care and hygiene, and reproductive health.

Slash the digital gap.
Technology must be put into the hands of underrepresented kids, both inside and outside of school. Provide ample budgets for internet-enabled computers and broadband where available. For remote learning, offer diverse and multi-language education via radio and TV to deliver education programs to students without internet access. See examples and online learning resources from Malaysia, Mexico, and many more.

Keep classrooms stigma-free.
Menstrual hygiene education reduces social stigma and demystifies periods for boys and girls. Most critically, it can prevent girls from dropping out or missing out simply because of their period. Secure more funding for menstrual hygiene education and product distribution. Visit Period for resources on education and systemic change by way of policy and legislation. This is an issue that affects wealthy and low-income countries alike.

Prioritize the most marginalized.
Too many girls are forced to leave school due to early marriage and unintended pregnancies. Provide flexible learning programs for pregnant girls and young mothers to continue their learning, and to reduce the risk of social isolation. Raise the legal age of marriage and pass laws that protect girls from harmful physical, sexual, and psychological violence. Sponsor legislation that waives institutional fees and provides scholarships to those at risk of dropping out.
A vital lift for girls and women

Education is critical for both boys and girls. However, given the current inequalities, the focus here is on girls. Ample research has shown a clear connection between girls’ education and social and economic development, from poverty reduction to reduced child mortality. As Melinda Gates writes in her book The Moment of Lift: “When you send a girl to school, the good deed never dies. It goes on for generations, advancing every public good, from health to economic gain to gender equity and national prosperity.”

Strengthen resilience and life skills.

Fund social and emotional learning to help young people recover from trauma or tragedy, especially following COVID-19. Consider the International Rescue Committee’s Healing Classrooms Toolkit. Maintain budget and secure positions for professional counselors in schools.

Teach global citizenship and human rights.

Volunteer to speak about civic life in your community or local schools. Encourage teachers to discuss the Sustainable Development Goals with students using The World’s Largest Lesson toolkit. Incorporate global stories into classrooms and curricula, from early childhood through primary and secondary schooling. Urge citizens of all ages to actively participate in social, cultural, and community life. Take inspiration from FOKAL in Haiti, whose programs target children and women.

Educate a woman, you educate a nation.

- Dr. Phumzile Mlambo-Ngcuka, Under-Secretary-General and Executive Director, UN Women
Real education: Learning from Sierra Leone

Sierra Leone responded quickly to COVID-19 by applying strategies from the Ebola crisis. Within one week of school closures, teachers were on the radio with a nationwide education program, afterwards expanding to both radio and TV broadcasts and adding digital materials along with technical training for teachers. In March of 2020, Sierra Leone reversed a ban on pregnant schoolgirls, dropping the discriminatory policy in favor of radical inclusion. Their story is an excellent model for how to sustain quality teaching and reach vulnerable children during times of great crisis.

“Radical Inclusion means we must do everything as leaders to remove barriers and build a foundation for growth so that everyone — no matter who, or where they live, and in particular girls and people living with disabilities — can actively participate fully in society. This COVID-19 pandemic has shown us that we must design and solve problems with a lens for inclusion, because everyone is affected when emergencies happen. A system that aims to work well for all, works for all.”

— David Moinina Sengeh
Sierra Leone Minister of Basic and Senior Secondary Education and Chief Innovation Officer for the Directorate of Science, Technology and Innovation

Design a more inclusive curriculum.

Work with your Ministry of Education to eliminate gender bias and racial stereotypes from schools. Craft a curriculum that promotes equality, includes a mix of cultural backgrounds and perspectives, and represents people with disabilities. Be sure to design for a wide variety of learning styles. Include 21st-century skills like media and information literacy, critical thinking, teamwork, and diversity appreciation.
Champion career-based learning and school-to-work programs.

Nurture young peoples’ potential early on through mentorships and employable skills training. Narrow the digital skills divide through ICT curricula and exposure to technology-linked careers. Introduce girls to career fields through organizations like TryEngineering. Expand school-to-work programs like Camfed, an Africa-based education initiative that follows girls throughout their careers.

Make higher education more equitable.

Sponsor scholarships for higher education, especially to those from disadvantaged backgrounds; one exemplary program is the Ford Foundation’s International Fellowships Program. Expand digital degree programs to spark enrollment, reduce costs, and increase student equity. Build remote-learning alliances between universities and countries around the world, like the World Bank Scholarship program. Collaborate with technical institutions to ensure that degrees and certifications match current labour markets; to get started, explore some guidance from the International Labour Office.

Inspire girls to pursue STEM careers.

Women—especially women of color—make up a small share of scientists and engineers today. Start a mentor program to match ICT professionals with young women. Attend a (virtual or live) STEM event for girls. Sponsor outreach programs like Nerd Girls or DigiGirlz events held in partnership with the Forum for African Women Educationalists (FAWE), the African Development Bank, and Code.org. Develop a STEM education target with your Ministry of Education (for inspiration, see Ireland’s ambitious STEM policy).
Get inspired

Initiatives, data and research

Participate in International Education Day. Join UNESCO’s campaign to make sure learning never stops.

Read the World Bank report on ending learning poverty plus how to help increase literacy.

Visit the OECD’s Program for International Student Assessment (PISA) for improving education systems around the world, and for building fairer and more inclusive schools.

Explore The World’s Largest Lesson for free lesson plans and instructor guides for teaching the Sustainable Development Goals.

View these TED Talks on the importance of educating girls.

On education

I Am Malala: How One Girl Stood Up for Education and Changed the World (by Malala Yousafzai and Patricia McCormick)

This Is How We Do It: One Day in the Lives of Seven Kids from around the World (by Matt Lamothe)
Equality between women and men

Progress towards equal power and equal rights

Gender bias is undermining our social fabric and devalues all of us. It is not just a human rights issue; it is a tremendous waste of the world’s human potential. By denying women equal rights, we deny half the population a chance to live life at its fullest. Political, economic and social equality for women will benefit all the world’s citizens. Together we can eradicate prejudice and work for equal rights and respect for all.
Take an honest look at how you react to women leaders.
How do you perceive women in power? Do you tend to trust or criticize? Do you rush to judgment or stereotypes? Challenge your habitual responses. See if you can be more open minded.

Be a role model for girls.
Reflect on your most influential role models: Were they famous, powerful, or globally recognised? Chances are your strongest role models were people from your everyday life. How might you be a role model to the children in your life and community? Consider volunteering for an organisation like Inspiring Girls International.

Share a story of personal leadership.
Highlight the importance of equality by sharing a story about something or someone that taught you about equality. Talk openly and honestly.
Tip: You don’t need a big stage. Consider an upcoming one-on-one, staff meeting or team lunch.

Teach your children about equality.
As a parent or sibling, friend or teacher, try to address gender bias in early childhood. Consult resources like this toolkit for early childhood classrooms endorsed by UNESCO-IICBA and the African Union. As children grow older, talk openly about prejudices faced by girls and women. Challenge them to be ambassadors of change for their generation. As gender concepts form between age 3 – 7, we can start kids on the right path.
Adopt a healthier view of masculinity.
Support organisations that engage men and boys to challenge harmful gender norms. Research and replicate programmes on fatherhood and caregiving, youth and equality, and violence prevention such as PROMUNDO. Rethink your own concepts of masculinity and leadership. The burden of inequality should not rest on women alone.

Get intentional about your newsfeed.
Scrutinise your media intake. Who do you follow on social channels? How might this sway your outlook? Follow people who champion equality such as Chimamanda Ngozi Adichie. When posting or resharing, choose diverse photos and multiple perspectives. After reading media articles, reflect on the people interviewed or quoted. Was there equal representation of men and women? Post about your observations.

We must walk the talk when it comes to gender equality.
- Dr. Tedros Adhanom Ghebreyesus, Director-General World Health Organization

Be more open about what you pay.
Research shows that wage transparency can reduce pay gaps. Encourage your organisation to voluntarily report on gender pay. Read these UK guidelines for an example. Show your commitment with fair pay certification such as Universal Fair Paycheck or The Fair Pay Workplace.
Move from mentor to sponsor.
According to research, a culture of sponsorship can help retain talented women, building stronger stepping stones towards equality. Invite your organisation to start a formal sponsorship program. Get commitment across leadership, as well as talent and diversity teams.

Start a women’s group for positive recognition.
Research has shown that women are less likely to self-promote than men. Launch a group whose sole purpose is to celebrate and encourage women at work. Kick off with a simple appreciation campaign; use existing channels on social media, or send postcards. And because happy workers are more productive, everyone wins.

Establish family policies for all parents.
Among OECD countries, paid leave for fathers tends to be far shorter than for mothers. This gap, along with cultural stigma, makes men reluctant to take leave from work. Endorse fair parental leave policies while also reducing stigmas for men. Foster a workplace culture that appreciates Dads, and openly applaud those who choose time away. Encourage all working parents to share family stories and bring their whole selves to work.

Set your own quotas.
Only participate in events that have equal (or a certain minimum) representation of women and men. If you’re invited to speak on a panel, ask for information on the makeup of the group. When joining a board, call for equal representation and develop a plan for getting there by a specific deadline.

Companies with more female leaders outperform their peers.

Fill the talent pipeline with more women.
COVID-19 has disrupted women in the workforce, contributing even more to the broken rung in the senior management pipeline. Encourage more women to apply for leadership positions in your organisation. Use your LinkedIn network to actively recruit female candidates. Make job postings more inclusive by removing gender-biased language.

Companies with more female leaders outperform their peers.
**Value all occupations (not just male-dominated ones).**

Petition for increased public funding and programs to support nurses, teachers, childcare and personal care workers, and other underpaid female-dominated fields. It’s not enough to simply funnel more women into STEM and other fields; one U.S. study showed that pay goes down for women once the field is no longer majority male.

**Fund an incubator for women entrepreneurs.**

Offer funds or training to women-owned online businesses, which have great potential to empower women around the world—especially mothers and caregivers who cannot leave the house. Expand programs and learn from examples like International Trade Centre’s SheTrades.

**Press for equal access to land rights.**

Land rights are key to economic security and empowerment. Yet 40% of economies still limit women’s property rights. Legal recognition is an important first step—for example, in 2003 Rwanda amended its constitution to give every person a right to private property. Show your support by signing petitions with organisations like Land Rights Now.

**Call for quality child care.**

Without child care, many women cannot work. Some suggest the COVID-19 crisis could set women back a generation. Call on government leaders to ratify international labour standards on parental protections and child care. Push for government spending on quality care with appropriate skills training. For more ideas, check out these WIEGO materials available in multiple languages.

**Transform the employee experience.**

Map your organisation’s employee journey from start to finish: recruitment, hire, onboarding and training, career management to retirement. Where are women supported? Where has equality been lacking? What processes might be biased, such as promotion or assigning so-called ‘stretch’ roles? Brainstorm areas where you can improve.
Fund more women’s rights organisations. In 2016, only 1% of gender equality aid went to women’s organisations. Invest in local institutions that may appear too small or “risky” for mainstream funders. Pressure the international community to connect aid with women-led efforts. Donate to groups like Womankind Worldwide or Global Fund for Women.

Stand against sexual and domestic violence. Fewer than 40% of female victims of violence seek help. It is time to break the silence and end the taboo. In Malawi, women started a bold public movement against sexual violence. Join a local or online movement to eliminate all forms of violence against women and girls. Visit the Spotlight Initiative for ways you can help. Look for toolkits like this collection of best practices from metoo.org on confronting sexual assault as a bystander, how to support a victim of sexual assault.

Champion equal representation in government. Eighty countries have quotas or reserved seats for women in their nation’s legislature, according to the Gender Quotas Database project. But quotas won’t work alone. Endorse women running for office: Donate your time, voice, influence or money to increase women’s representation. If you are a woman, consider running for an open seat. You might create a ripple effect; in one U.S. study, female candidates motivated other women to enter politics themselves.

Get inspired

On equality

We Should All Be Feminists by Chimamanda Ngozi Adichie
Invisible Women: Data Bias in a World Designed for Men by Caroline Criado Pérez
It’s Not About the Burqa by Mariam Khan
Feminisms: A Global History by Lucy Delap
The Bluest Eye by Toni Morrison
Good Night Stories for Rebel Girls by Francesca Cavallo and Elena Favilli

Data and research

Equal Measures 2030 Annual report tied to the SDGs
Mapping Gender Data Gaps: An SDG Era Update
McKinsey’s report on Women in the Workplace 2020
Arizona State University’s Global SDG 5 Notification Tool
Decent work and economic growth

Full and productive employment for all

Economic growth should be a positive force for the whole planet. This is why we must make sure that financial progress creates decent and fulfilling jobs while not harming the environment. We must protect labour rights and once and for all put a stop to modern slavery and child labour. If we promote job creation with expanded access to banking and financial services, we can make sure that everybody gets the benefits of entrepreneurship and innovation.
Start workplace equality at home.

COVID exposed the unequal distribution of household labour, reminding us of a basic step towards workplace equity: When a man takes on a fairer share of domestic work, a woman can invest time in her job and career. In your own home are both partners doing a fair share of chores and childcare? Does this include the cognitive labour or ‘mental load’ (e.g., tracking appointments, school requirements, planning meals, birthdays, etc.)? Try to set up a transparent, more balanced system. Explore resources from work-family justice programs like Better Life Lab.

Help migrant workers.

In an economic downturn, immigrants and their families can experience multiple setbacks: job loss, discrimination, health risks and loss of education. Sponsor a review of your company or country’s migrant worker and immigration policies. Consult with organisations that support migrant workers to better understand their needs. Create expedited paths to (temporary or permanent) legal status for immigrant workers, as well as healthcare and worker safety protections.

Launch a learning group.

Many women struggle to voice their needs at work due to myriad social and cultural factors—including negative perceptions of assertive women. Help boost confidence and career skills by launching a peer learning group. Identify changemakers in your organisation who are eager to mentor and empower women. Choose from a mix of levels, areas and backgrounds. Suggest topics like negotiation and setting career goals to help women move into higher levels.
Empower rural entrepreneurs.
Rural women make up a quarter of the world’s population, earning wages as entrepreneurs and farmers. Donate to organisations like READ Global that offer income-generating skills, literacy, savings cooperatives, and community organising. Raise awareness of rural women and their contributions on the International Day of Rural Women. Endorse municipal business training models and funding for microfinance credit programs like the World Bank’s Women Entrepreneurship Development Project (WEDP). Change legislation that negatively impacts women’s economic inclusion; explore data by country and read the latest reports from the World Bank’s Women, Business and the Law.

Gender empowerment is critical for the economic wellbeing of both men and women, and for societies as a whole.
- Gita Gopinath, Chief Economist, International Monetary Fund

Beyond GDP: Well-being counts
GDP measures goods and services but fails to measure quality of life. That’s why many countries are now looking at social indicators to get a more holistic picture of citizens’ well-being. Iceland, New Zealand and Scotland use measures like environmental sustainability, longevity, family-friendly policies and mental health. Using indicators from UN data, Social Progress Imperative’s Social Progress Index measures how countries are meeting their citizens’ basic human needs. Their goal is to help both governments and businesses make better choices about public policies and investments. In 2021, the UN Statistical Commission agreed that natural capital must be measured alongside GDP and invited countries to adopt SEEA Ecosystem Accounting.
Prioritise women for recovery.

The world is facing the greatest economic recession since the great depression, and women are shouldering the burden—from losing income and benefits to taking on (even more) unpaid care and domestic work. Apply a strong gender lens to economic recovery planning. Use disaggregated data at the national and local levels to understand the impacts of the pandemic. Engage with civil society organizations to learn where interventions will be most effective, and how best to reach marginalised communities. Adopt family-friendly recovery policies; for example, allocating at least 1% of country GDP to child care and early learning. Use Iceland’s equal parental leave policy as a model for employing more women of childbearing age.

The potential of digital

At more than 15% of global GDP, digital technology brings cutting-edge opportunities to more people every day, creating new jobs and expanding access to services. Mobile technology in particular has spurred greater economic participation from formerly marginalised populations. Yet with 4 billion people still without Internet, we must keep bridging the digital divide, prioritising education and building digital skills, especially for women. For inspiration, look into remote incubation models for entrepreneurs like Bridge for Billions. Read the IFC’s ‘Digital2Equal’ case studies of programmes, trainings and studies targeted towards women.

Seize the moment on social media.

Use your company platform to show a commitment to fair and inclusive economies and labour policies. Post photos of team members from all backgrounds, races and abilities, especially women leaders. Join the UN’s movement for women’s economic empowerment. Become a member of the UN Global Compact and track your company’s progress on the Ten Principles.
Train young people.

Youth around the world—especially young women—have been disproportionately impacted by the COVID crisis. Invest in job-creation and training programmes for the next generation. Consider more sustainable jobs in the digital and green economy. Focus on “in-demand” skill clusters like business skills, specialised and general/soft skills, and disruptive technology.

Invest in MSMEs

Micro-, Small and Medium-sized Enterprises (MSMEs) make up nearly 90% of all businesses and over half of jobs around the world. Enact policies that encourage and sustain MSMEs. Give targeted support to business owners from underrepresented groups—women, people of all racial backgrounds, persons with disabilities, Indigenous communities, and immigrants. Set aside budget for emergency funding, skills training and mentorship.

Create a better workplace.

Is your organisation fair and inclusive for all workers? Evaluate pay equity across all levels. Check fair parental leave and sick leave policies. Offer transportation alternatives and remote work options. Use this diagnostic tool to learn how to make your business even more inclusive and SDG-relevant.

Give to local orgs.

Fund small, local organisations working to build long-term, sustainable economic change. Local NGOs create local jobs and more self-sufficient communities. Though sometimes overlooked by large funders, grassroots orgs are often best equipped to understand key issues and usually have lower operating costs than bigger NGOs.
Get inspired

CelebrateEqual Pay Day on September 18 in solidarity with Equal Pay International Coalition
Watch a TED talk on progress we’ve made on the SDGs by Michael Green, CEO of the Social Progress Imperative

Teach young children about the importance of good, safe jobs with this 2 minute animated video.

Examine these UN resources and protocols against human trafficking including model legislation. Learn more about ILO’s effort to eradicate child labour and human trafficking. Explore campaigns to #endchildlabor; observe World Day Against Trafficking In Persons on July 30.

Check out this framework for companies “who want to take the SDGs seriously”: Business & The Sustainable Development Goals: A Framework for Effective Corporate Involvement by Rob van Tulder, professor of International Business and Society Management at the Rotterdam School of Management, Erasmus University

Try these reads:
The Trillion Dollar Shift by Marga Hoek
Overwhelmed: Work, Love, and Play When No One Has the Time by Brigid Schulte
Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet by Klaus Schwab, Founder and Executive Chairman of the World Economic Forum
Industry, innovation and infrastructure

Building sustainable, enduring and resilient communities

A functioning and resilient infrastructure is the foundation of every successful community. To meet future challenges, our industries and infrastructure must be upgraded. For this, we need to promote innovative sustainable technologies and ensure equal and universal access to information and financial markets. This will bring prosperity, create jobs and make sure that we build stable and prosperous societies across the globe.
Hire more women.

Women hold fewer than 1/3 of all research positions around the world. To combat monoculture and foster innovation, recruit more female candidates with job fairs marketed towards women. Create a welcoming environment with flexible work policies. Offer anti-bias training, and formal mentorship/allyship programs. Establish anti-discrimination and anti-harassment policies—especially in construction, manufacturing, energy, and other male-dominated trades.

Plant a green roof.

Learn how to build a green roof or rain garden to help capture carbon, reduce flooding and filter out pollutants. Organize a garden club to install green spaces in your neighbourhood. Ask your company to sponsor local incentive programs that promote nature-based solutions over traditional grey infrastructure.

Open up the process.

Introduce a more inclusive infrastructure development process. Set guidelines for transparency in funding, selection, reporting and evaluation. Ensure diverse representation—including women—throughout planning and development. Introduce participatory budgeting where communities choose how to spend a portion of public funds. Visit the Public Private Partnership Legal Resource Center for more resources including guides for community engagement.
There have been big shifts in the labor market with greater use of technology and automation, and women have borne the greater brunt associated with those changes.

- Saadia Zahidi, Managing Director, World Economic Forum

**Fuel the FinTech revolution.**

Connect more people and businesses to secure mobile finance services. Update government and mobile regulations to encourage innovation (refer to the [Bali FinTech Agenda](#) for modern policy recommendations). Approve banking and ICT guidelines that allow safe digital payments and transactions. Partner with peer organisations and NGOs to explore how your business might incorporate FinTech solutions.

**Bring out the soft side.**

Expand access to ‘soft’ infrastructure, those essential institutions that improve quality of life. Champion onsite childcare and pop-up health clinics in the workplace. Install financial services in communal facilities where people gather. For every new building or space renovation, ask: Who is using it, and what might they need? What elements of ‘soft’ infrastructure could enhance it?
Amplify internet access.

Sponsor affordability programs for low-income individuals to help keep devices online. Set national digital strategy targets towards special economic growth markets, like small and medium enterprises owned by women. Fund libraries as a key public institution offering free internet to all populations. Design prizes or other incentive programs to encourage innovative access solutions for rural areas; e.g., low-cost satellites or drones.

AI: The fourth industrial revolution

The world has seen three great technological revolutions—agricultural, industrial, and computational. We’re now entering the fourth revolution with Artificial Intelligence (AI). AI has the potential to become a ‘great equalizer’ for large and small businesses and economies, overcoming infrastructure gaps to resolve some traditional development problems. But AI has shown serious racial bias in facial recognition and gender biased hiring programs—and only 26 per cent of AI professionals globally are female.

It’s clear we need more women data scientists, software developers and AI specialists. To address the gap, the World Economic Forum suggests a framework where businesses identify their top “emerging growth” roles and commit to 50-50 gender parity in hiring for those roles, across all levels, and endorse a “gender-equal reward system” to combat unconscious bias. Similarly, the OECD recognizes that quotas are an effective way to ensure women are represented in politics and business. Women and men together must continue to push for fairness in AI and big data, and to understand gaps and crisis solutions using gender-disaggregated data.
Plan for disruptions. Build resilience.

Loss of essential services cost billions per year leaving many people vulnerable. Set up a resilience task force with representation from many areas, including marginalized communities. Outline risk levels for critical infrastructure such as power grids, water and sanitation systems, and transportation. Set goals for improving and stabilising access after a catastrophic setback.

Get women to the table.

Women’s perspectives are key to designing inclusive, effective infrastructure. Promote more women to decision-making positions in ministries of planning and infrastructure. Interview potential infrastructure partners to learn if women are fairly represented in decision-making processes. Research the composition of boards and top management. For every infrastructure project from start to finish, evaluate and promote the well-being of women.

Stop the “take, make, dispose” cycle.

Infrastructure development is so resource intensive that in one year the construction sector accounted for half of the global material footprint. Reuse or retrofit existing infrastructure, embracing principles of a circular economy that’s both restorative and regenerative. Always use green tools and guidelines; e.g., Strategic Environmental Assessments (SEAs) or the IFC’s Performance Standard 6. Strive for green building certification like DGNB in Germany or the International Green Construction Code.
Get inspired

Read the book / Watch the movie: The Boy Who Harnessed the Wind by William Kamkwamba and Bryan Mealer

Watch a UNOPS video on national infrastructure planning and read sample projects to understand how infrastructure impacts the SDGs.

Understand the infrastructure deficit and what it means for our future.

Explore this IFC report on AI to learn how AI can impact emerging markets along with a section on projects addressing gender equality.

Read Making the Modern World: Materials and Dematerialization by Vaclav Smil

Dive into the OECD / ACET report on Quality Infrastructure in 21st Century Africa to understand the urgency of Africa’s demographic challenge along with potential for improving economic opportunities.

Check out this 4-minute news feature or watch the documentary Making a Mountain about CopenHill, a super clean waste-to-energy plant + park + sports facility in Denmark.
Reduced inequalities

Support universal inclusion and end discrimination

Too much of the world’s wealth is held by a very small group of people. This often leads to financial and social discrimination. In order for nations to flourish, equality and prosperity must be available to everyone – regardless of gender, race, religious beliefs, or economic status. When every individual is self-sufficient, the entire world prospers.
Choose inclusive.
Support companies that donate a percentage of sales, hire specifically disadvantaged or marginalised groups, or offer specialised training. Sustainability is always a plus! For example, this local coffee company hires adults with disabilities and roasts ethically traded beans. On a larger scale, legislate for inclusivity requirements as a non-negotiable element of the procurement process.

Don’t overlook people with disabilities.
Roughly 1 billion people (around 15%) live with some form of disability, leaving many facing barriers to full social and economic inclusion. Put disability inclusion on your company’s HR and cultural agenda. Join The Valuable 500 global CEO community. Use the ILO’s self-assessment tool to discover where your organisation could be more inclusive to people with disabilities.

Spin it positive.
Gather a group of colleagues to revise your organisation’s non-discrimination or zero-tolerance policy. See how it compares to the World Health Organisation’s non-discrimination definition. Then create positive, actionable statements about what you will do for each other (rather than a list of what people must not do). For example:

To create a fair and just workplace, we will:

• Check for inclusive language in all of our job postings.
• Openly communicate our criteria and expectations for hiring, promotions, and rewards.
• Share our pay equity score, or be transparent with our compensation model.
Be accountable.
Many countries have laws against discrimination, but lack accountability. To ensure existing laws are incorporated into society, start with transparency: share information openly and often with constituents and colleagues. Establish a reporting process for issues that arise, such as an ethics hotline. Encourage investigation and reporting through journalism; cooperate with reputable news outlets to establish truth and expose stories that need to be told.

Understand bias in machine learning.
When it fails to take in perspectives of women and people of color, artificial intelligence (AI) exacerbates existing prejudices in society, from hiring to healthcare and criminal justice. Read a study on the importance of diversity in data science and how companies can attract more qualified women. Learn how to mitigate discrimination and bias with AI tutorials, sample algorithms, and metrics using this open-source toolkit.

Follow Iceland’s footsteps
Iceland is a global leader in promoting gender equality. With policies like shared parental leave and affordable subsidised childcare, Iceland is rebalancing the scales towards better equality at home and in the workplace. In 2018, Iceland became the first country in the world to enforce equal pay. Although Iceland’s equal pay laws have been around since 1961, this new certification requirement holds companies accountable and helps move the needle closer to truly equal pay for equal work.
Raise your voice.
Tackle the root causes of inequality at work and in the community. Offer unconscious bias training to your staff at every level, and make sure all leaders are visibly attending. Talk to your friends and family about stereotypes and attitudes that perpetuate discrimination. As a leader, you’re an influencer – so listen and support them in their journey. Empower girls from an early age, boosting their confidence through storytelling and media organisations like Girl Effect.

Inequality within countries has been going up...And it is bad, not only for the people that are affected by inequality, it is bad for society as a whole.
- Kristalina Georgieva, Managing Director & Chair of the Executive Board, International Monetary Fund

Reduce transaction fees for migrants.
New digital technologies can help migrants get faster access to necessary cash and loans. Sponsor tech-friendly laws and policies that permit peer-to-peer financial transactions and remittances. Pass legislation to clear the path for financial start-ups (e.g., digital banking for immigrants with no-fee international transfers).

Re-examine team diversity.
Take a researcher’s lens to various teams in your organisation (projects, committees, delegations, boards, etc.). What is the balance of genders, backgrounds, abilities, and overall diversity? Do all teams have inclusive practices for input and participation? Are everyone’s contributions publicly recognised, regardless of level or rank? Solicit ideas from each team on where they might improve.
Ditch laws that discriminate.
Repeal and remove all discriminatory legislation. Sponsor new laws and policies to foster inclusion and diversity throughout society. Use the World Bank's report 'Women, Business and the Law' as a starting point. Set up independent monitoring bodies in civil society to reinforce an ongoing commitment to creating an anti-discriminatory culture. See where your country stands on ratification of human rights treaties.

Reduce and redistribute unpaid labour.
Start with understanding how unpaid labour contributes to economic and social inequalities. Put a price tag on unpaid labor to help visualise and quantify the importance of the issue. Endorse paid parental leave and flexible work policies, legislate for free or affordable child care, and incentivise employers to practice equal practices with hiring, promotions, and pay. Fund upgrades to critical infrastructures that reduce women's household labour: water, electricity, transportation, and other essential services.

Make space for wider participation.
When seeking community input, make sure your public meetings are inclusive. Consider hosting a women-only session to avoid being dominated by male voices. Offer a variety of meeting times (e.g., avoid meal times). Offer free childcare when possible. Choose areas or structures that are safe and welcoming to people of all abilities and genders.
Get inspired

Listen to an episode of the Harvard Business Review's Women At Work podcast: try “Helping Men Help Us” (S06 E08) or “Has Anything Changed for Black Women at Work?” (S06 E09).

Raise awareness on June 16, the International Day of Family Remittances (IDFR), by using #familyremittances and connecting to various events. Read IDFR’s list of actions and best practices from around the world.

Learn how to build a more supportive workplace culture with this disability inclusion report from Accenture.

Read the Bill & Melinda Gates Foundation’s 2019 Goalkeepers report, Examining Inequality: How Geography and Gender Stack the Deck For (Or Against) You.

Check out the UNCDF Podcast Capital Musings for conversations about economic development, financial inclusion, impact investment, and the SDGs.

Try these reads:

Roll of Thunder, Hear My Cry by Mildred D. Taylor

Global Inequality: a New Approach for the Age of Globalization by economist Branko Milanovic

Winners Take All: the Elite Charade of Changing the World by Anand Giridharadas
Climate action

Take urgent action to combat climate change and its impacts

Climate change is a real and undeniable threat to our entire civilisation. Effects are already visible and will be catastrophic unless we act now. Through education, innovation, and adherence to our climate commitments, we can make the changes necessary to protect the planet. These changes also provide huge opportunities to modernise our infrastructure, which will create new jobs and promote greater prosperity across the globe.
Rethink work travel.
Reconsider your next business trip. Nowadays, nearly all conferences and meetings can be conducted virtually. Avoid air travel by booking boats or trains. If you must fly, combine as many engagements as possible into one trip. Then offset your carbon emissions by purchasing climate credits from programs like Climate Neutral Now.

Make every day Earth Day.
No need to wait for April 22 — take action today! Follow these 10 simple and personal actions for the climate from Act Now. Donate, or start a fundraising campaign for people and organisations fighting climate change on the frontlines. Share photos on social media to connect people’s hearts and minds to the climate crisis.

Change your AC habits.
As global temperatures rise, so will our reliance on air conditioners. When it comes to greenhouse gases, hydrofluorocarbons (HFCs, the refrigerant used in most AC units) are worse than carbon dioxide. And many air conditioners and heaters run on electricity generated by fossil fuels. At home, get a programmable thermostat and set it to eco-friendly temperatures. At the office, adjust temperature settings so they’re not extreme. Explore passive heating and cooling techniques.

Kick-start a climate club.
Gather people from your company, neighbourhood, school, or book club to take collective action. Write a purpose statement or manifesto, keeping it positive and inclusive. Set goals for reducing your collective climate footprint. Encourage recycling and re-use habits. Invite others to share ideas for sustainable, eco-friendly products and solutions.
Political parties have all some sort of a position when it comes to climate or gender equality, and that’s a good thing. But it’s also very important that policies will not just be words on a paper but also will become actions.

- Katrín Jakobsdóttir, Prime Minister, Government of Iceland, Chair, Council of Women World Leaders

Yes to adaptation. No to procrastination.

According to leading scientists in the Intergovernmental Panel on Climate Change report, the world needs to roughly halve its emissions by 2030, and to reduce them to nearly zero by 2050 (read the summary for policymakers here). In the meantime, we must urgently prepare for the impacts of a hotter planet. The growing threat of floods, droughts, and rising sea levels looms over our communities. Yet countries are falling short on planning, financing, and development for adaptation projects.

To strengthen climate resilience, governments must commit more funding, planning, and implementation toward adaptation. We can be particularly optimistic, because many nature-based solutions already exist: Greener cities, natural protections like mangroves that protect from intense storms, coastal forests to break high winds and protect cities, wetlands that help filter water, and many other innovative investments that communities can make.
Mix global and local solutions.
Set policies that strike a balance between global and local needs, with room for public and private investments. For example, to reduce global reliance on ‘dirty’ cooking, set local policy to establish sustainable woodlots, and support research and development for clean cooking technologies. Set emission goals at the local level. Communities can adjust zoning to create green spaces or design incentives for clean energy sources like solar or wind power.

Jump-start carbon removal.
There is no single ‘silver-bullet’ for cleaning our atmosphere, but policymakers can fast-track the low carbon transition by combining several approaches. Fund diverse efforts like developing plant breeds that store more carbon and direct air-capture technologies. Give capital support in the form of grants, or offer tax credits (e.g., to incentivise energy companies to retrofit coal-fired plants).

Integrate local and Indigenous research.
Local knowledge is critical to both our planet and our communal well-being. Bring Indigenous and local perspectives into the policymaking process. Fund Indigenous research projects like the woman-led Local Indicators of Climate Change Impacts, a project funded by the European Research Council (ERC) in traditional communities around the world. Honour and adopt best practices from local environmental projects, such as those highlighted by the Equator Prize.
Work together for the planet.

Team up across business, government, and civil society to address climate change. Support efforts like the B-Team, working to change corporate norms, reduce environmental impacts, and embrace regenerative economic models. Explore innovative scaling models like The Circulars Accelerator.

Compensate for greenhouse emissions.

Align your organisation with the Paris Agreement by going 'carbon neutral' and make a commitment to reduce or compensate for emissions. Start simple and curb commuting, allowing staff to work from home a few days each week. Go bold and join the The Climate Pledge, a commitment to net-zero carbon by 2040.

Overcome indifference through storytelling.

Climate change can seem invisible, and scientific research can be too complex to motivate action. Help translate scientific data into stories for the average citizen. When funding research, require a budget for communications. Highlight concrete impacts on communities (e.g., cleaner air for local children, as opposed to melting ice caps). Emphasise the positive benefits of climate action. Learn from organisations like Climate Central how to make stories more immediate and personal.
Get inspired

Switch off your lights for Earth Hour every March to help call attention to climate change and show support for the planet.

Sign up for The Conversation’s newsletter on how the world can tackle climate change with visionary ideas from research and academia.

Read a summary of UNEP’s 2020 Global Emissions Report and subscribe to their YouTube channel for short, informative videos.

Follow the next UN COP26 Climate Change Conference (@COP26) in Glasgow, UK, from 1-12 November 2021.

Track the 5 challenges of the Earthshot Prize to see how human ingenuity might repair the planet.

Check out these books:

Parable of the Sower by Octavia E. Butler

How to Avoid a Climate Disaster: The Solutions We Have and the Breakthroughs We Need by Bill Gates

Our House Is on Fire: Greta Thunberg’s Call to Save the Planet by Jeanette Winter

A Bigger Picture: My Fight to Bring a New African Voice to the Climate Crisis by Vanessa Nakate (due for publication 2 November 2021)

Try these podcasts:

Big ideas into action

How to save a planet
Peace, justice and strong institutions

Promoting peaceful, inclusive and accountable societies

Compassion with a strong moral compass is essential to every democratic society. Yet persecution, injustice, and abuse still run rampant and are tearing at the very fabric of civilization. We must ensure that we have strong institutions, global standards of justice, and a commitment to peace everywhere.
Challenge workplace corruption.

Spearhead a company-wide anti-corruption ethics and compliance programme, starting with visible commitment and buy-in from senior leaders.

Set specific codes of conduct that adhere to your organisation’s values. Invite a cross-organisational group to design ethics programmes and communications; include measurement so you can adapt and be more effective.

End sexual violence in war.

Sexual violence must be recognised and prosecuted as a weapon of war. Train law enforcement and judicial actors about sexual violence through survivor-centred practices. Fund programmes to promote awareness of survivors’ rights, legal aid, and financial support. Hold perpetrators accountable. Develop programmes for survivor-centered reparations; learn more about working toward reparations at the Global Survivors Fund.

Talk about violence against women.

Help dispel stereotypes and harmful beliefs that contribute to violence against women by talking openly about violent cultural norms. Be frank about sexual assault, sexual harassment, and cyberbullying. State plain truth — that men are responsible for most violence against women and girls — and ask men and boys to become critical allies. Look for resources at Promundo, MenEngage, or the global fatherhood campaign Men Care.

Modernise birth registration.

Children need a legal identity to receive critical social services like healthcare and education. Yet 1 in 4 children under the age of 5 do not officially exist. To encourage full registration of all children, eliminate registration fees or offer cash grants to families who register their children. Increase the number of trained registrars and send them to remote areas. Introduce smartphone apps for birth registration to collect and upload to a secure, central database.

Start with youth.

Teach children to be global citizens and future leaders. Incorporate global citizenship learning in schools with UNESCO’s teacher tools and training for policymakers. Introduce the Sustainable Development Goals to kids with free resources from the World’s Largest Lesson. Build social and emotional learning skills into primary and secondary curricula. Invite young people to observe Parliament in session and understand how legislation gets passed, and help them see themselves as future leaders.
TAKE ACTION

Women at the heart of peace

About 2 billion people are living in countries affected by conflict. Wherever there is war and violence, women and girls carry an added burden, and existing inequalities become even more glaring and critical.

Women need to play a role in negotiation and the prevention of conflict. More than half of the global population cannot be excluded from defining problems and proposing solutions.

Resolution 1325, the UN’s landmark resolution on Women, Peace, and Security, urges countries to adopt and implement a strategy to increase participation by women in all peace and security efforts. Female peacekeeping troops, both military and civilian, must be included as a vital part of operations. Special protections against gender-based violence, particularly rape and other forms of sexual abuse, are also recommended. So far, fewer than half of countries worldwide have created a national action plan to carry out this resolution.

WPL is committed to highlighting the work of women in the peace and security space. In 2018, WPL gathered high-level female leaders at Iceland’s historic Hofdi House for a first of its kind roundtable conversation on women, peace and security. As a first step toward increasing women’s participation, participants called on global leaders to re-dedicate the commitment to women’s leadership and participation at all levels of government and civil society, declaring women’s empowerment and equality as critical aspects of sustainable peace. Women’s human rights are also to be protected at all times — before, during, and after conflict — and women need to be fully integrated into all peacemaking initiatives.

Watch Women, Peace, Power: 20 years of UNSCR 1325 for a brief history of how civil society organisations came together with governments and the UN to pass this resolution. Read case studies from the Council on Foreign Relations on how women’s participation contributes to reaching lasting peace agreements.

When we consider inclusiveness for all, two segments of the population are key: youth and women.

- Mari Kiviniemi, Managing Director, Federation of Finnish Commerce, Deputy Secretary General of the OECD (2014-2019), Prime Minister of Finland (2010-2011)
Parity alone does not equal influence

Layered and systemic socio-cultural and non-progressive policy barriers remain in place for women seeking positions of political leadership, perpetuating the vast underrepresentation of half of the world’s population in political institutions. The IPU-UN Women in Politics map illustrates the current state of women’s underrepresentation in political leadership. At the present rate, achieving parity between women and men in these positions will take an estimated 145.5 years.

Including women leaders into political and decision-making arenas is vital to society’s advance, as well as its sustainability. The Reykjavík Index for Leadership demonstrates the lack of progress in perceptions that women are well-suited for powerful positions, while stereotypes and norms continue to centre leadership on men. The #SofaGate movement demonstrates exactly how women in leadership are perceived (and treated as deserving of unequal protocols). Far too often, the influence of positions held by women is lessened, and this is casually accepted as ‘normal’; such incidents expose rooted biases to which women should not be subjected.

Gender parity in leadership must coincide with an increase in the influence of women leaders, supported by strong male allies who work to challenge stereotypes. Strengthening our institutions means that leadership is no longer a game for men only.

Support local peacebuilding.

Local peace processes can be powerfully healing — especially those that include women. Engage women and youth at all stages of the peace process. Collaborate with local leaders to better understand what works (and what doesn’t). Increase funding to local peacebuilding organisations; allow longer cycles (e.g., five years) to allow time for measurable impact.

Aim for gender parity.

Women are dramatically underrepresented in national and international security careers. Set a goal of gender parity within a specific field, such as law enforcement, conflict prevention, or counter-terrorism. Identify gaps and outline a plan to address them. Use the OSCE Action Plan For The Promotion Of Gender Equality as a starting point.
TAKE ACTION

Commit to women in peacekeeping negotiations.

Peace processes have a 20% to 35% greater chance of lasting when women participate, perhaps because women can see beyond traditional and military definitions of security to encompass human elements such as access to clean water, food, school, and safe places for their children. Women leaders must continue to insist on representation and to amplify the conversation, as during WPL’s high-level roundtable held at the 2020 Munich Security Conference.

Women on both sides of the media

Women must be seen, heard, and valued on both sides of the media: as journalists and as experts. For true freedom of the press, we must protect and empower female journalists, ensure the fair portrayal of women, and amplify women’s voices.

Female journalists are harassed more than male journalists. Threats to women journalists have a chilling effect, silencing important female voices. The IFJ and ILO created a list of actions to stop violence against women journalists as well as women at work. Study UNESCO’s work on the safety of women journalists. Learn more about sexism’s toll on journalism from Reporters without Borders.

For a summary of women’s presence, representation, and voice in the media, check out the Global Media Monitoring Project’s annual report (see the preliminary 2020 GMMP results). See also this excellent piece from the International Women’s Media Foundation: The Missing Perspectives of Women in News. Reflect Reality offers resources for newsrooms, journalists, and business professionals to increase women as sources in the news media.

Champion free press.

Be an informed reader and share good journalistic reporting with your friends and networks. To support quality journalism in your community, contribute to your preferred local or national news organisation, a non-profit newsroom, or a public radio station. Understand issues facing journalists around the world. Sign up for a newsletter from Reporters Without Borders, observe World Press Freedom Day on May 3, and follow #PressFreedom on social media.
Stop human trafficking.
Sponsor legislation to support those trapped in human trafficking and slavery. Review the UNODC model legislative provisions and guides for implementing UN TIP Protocol. Require companies to examine their labour supply chains, and pass laws to hold them accountable. Design victim-based policies focused on rehabilitation and recovery, especially for women and children. To make a personal commitment, explore A21’s free guides to teach yourself and others how to prevent human trafficking.

Protect women from aggressors.
Abuse and violence against women has increased during the COVID pandemic, making essential service centres more necessary than ever. Periods of war and conflict increase domestic violence against women and girls. Replicate models like Brazil’s domestic violence centres that pair housing with specially trained social workers. Help prevent violence against women in your country with user-friendly resources and tools for policymakers from WHO and the UN.

Get inspired

Review the Global Peace Index (GPI) measuring peacefullness around the globe. Iceland has held the top position since 2008.

Observe the International Day of Peace on September 21.

Watch Teaching with the World Peace Game, a TED talk by John Hunter where children learn critical thinking and find out what’s right for themselves.

Observe the International Day for the Elimination of Violence against Women on 25 November.

Read through the Human Rights Watch annual report.

Follow news on human trafficking through ILO’s website, and learn about the ILO protocol to end forced labour.

Try these reads:

My Story of Captivity, and My Fight Against the Islamic State by Nadia Murad with Jenna Krajeski

Night by Elie Wiesel

Peace Is Every Step: The Path of Mindfulness in Everyday Life by Thich Nhat Hanh
Partnerships for the goals

Revitalise global partnership for sustainable development

The Sustainable Development Goals can only be met if we work together. International investments and support is needed to ensure innovative technological development, fair trade, and market access, especially for developing countries. To build a better world, we need to be supportive, empathetic, inventive, passionate, and above all cooperative.
Support for local producers around the world.
When shopping, seek out products from developing countries to help boost exports from growing economies. Look for fair trade certification labels. Search for suppliers by country or product through sites like WFTO or Good Market. Learn more about the International Fair Trade charter and supporting organisations.

Intentional Impact Investing.
When you or your organisation have money to invest, put it to work for sustainable development. Structure your portfolio around socially or environmentally responsible investments. To avoid greenwashing, look for clear and transparent information from a company or fund manager. Push for better market regulations and ratings (as suggested by the EU) so that investors and asset managers can make informed choices about sustainable investments.

Share your expertise.
Volunteer for an organisation working to achieve sustainable development goals, whether through tech innovations, cooperative STEM models, or other development programmes. Think about your superpowers as a leader: What skills or expertise might you bring? What contacts or connections could you offer? Help build networks and strengthen existing partnerships. Inspire action on sustainable development goals across all communities and countries.

Be a purpose-driven organisation.
The SDGs and businesses need each other — after all, businesses can’t thrive in societies that fail. Align your company’s long-term strategic plans with relevant SDGs. Try these open-source tools to boost employee engagement. Partner with other like-minded organisations, or sponsor a fundraiser. Explore this extensive UN toolbox to learn how your business can address each SDG. Use this SDG Action Manager to set goals and track progress.
Global cooperation: More vital than ever.

The global pandemic has reminded us that we are all interconnected and that global challenges have no borders. And yet, during COVID national leaders have faced a dilemma — should they prioritise their home country over the rest of the world? And how should we ensure vaccine equity within our communities and countries, and across the globe?

Investing in digital safety and security mechanisms.

Online spaces need to be a priority when it comes to safety and security for women. The COVID-19 pandemic and associated lockdowns have created a breeding ground for online abuse and continue to pose new challenges for governments, employers, private companies, and broader society. Governments need to implement a comprehensive public health approach to tackling online abuse, including by providing clear recommendations to employers on how to keep their employees safe online, according to the Ripple Effect report by Glitch.

In the age of globalisation, pooled sovereignty means more power, not less.

- Jose Manuel Barroso, Chair, Gavi, the Vaccine Alliance, Chairman, Goldman Sachs International, President, European Commission (2004-2014), Prime Minister, Portugal (2002-2004), Member of the Global Advisory Board, WPL
Strengthen evaluation systems.

Strong, inclusive data and reporting processes can help governments understand what solutions work, and what needs to be done to achieve the SDGs. Promote the importance of systems for monitoring and evaluation. Embed multi-stakeholder methods and processes into voluntary national reviews. Follow the Eval4Action campaign for more ways to improve national evaluation capacities.

Embrace unique models.

Harness the power of public-private investments and partnerships between countries. For example, this unique UK-Norway collaboration for climate change helps shape policies on sustainable finance to ‘accelerate the green transition.’ Examine the UN SDG Partnership Guidebook for building multi-stakeholder partnerships.

Champion multilateral solutions.

As a convener of leaders and a champion of global partnerships, WPL regularly invites former Heads of State and global health experts to explore and ensure equal paths to immunization. Experts agree that vaccines must be equally distributed, both amongst and within nations; nevertheless, in many countries certain populations are sometimes excluded (such as rural women, immigrants, refugees, and people in occupied territories). WPL panelists have recommended that international organisations establish clear guidelines on who should be vaccinated and in what order. To address vaccine hesitancy and misinformation, participating leaders recommend strong informational cooperation and educational campaigns rooted in science, to help people understand that the vaccine is a common good.

This kind of cooperation — among leaders, nations and communities, women and men — is the best path to pandemic recovery and toward a more equal, inclusive, and sustainable world.
Pursue diverse partnerships.

In order to solve the world’s greatest challenges, we need disruptive ideas from all sides — in other words, we need the transformative power of diverse teams. At work, expand diversity and inclusion targets to embrace partnerships with local community organisations. Sponsor women-led or BIPOC-led organisations working to build solutions from the ground up.

Set up structures that enable virtual working.

With low costs and no travel required, virtual platforms open the doors for wider participation. Organisations that have cut spending on travel or the hosting of physical meetings need to invest that money in ensuring support for a seamless virtual transition. Set up a virtual partnership with a community organisation working on the SDGs. Seek opportunities to expand North-South and South-South collaboration. Look into mentorship models like this virtual partnership accelerator that covers topics like ‘telling your story with impact’ and ‘how to gain buy-in from stakeholders’.

Prioritise intergenerational inclusion:

Sustainably building a better future can’t be achieved in a vacuum where young people are excluded. Youth must be allowed to participate, help in co-creation, and play an active part in implementation. Strong partnerships will be anchored in innovative ideas from young, supported by the expertise and influence of experts. According to the 2020 Kofi Annan Foundation report, “Young people have demonstrated how fast and effective they have been in responding to the pandemic by helping the vulnerable, spreading messages to prevent violent extremism (PVE), and filling gaps in governments’ responses. But youth continue to encounter structural barriers to their meaningful participation.”
Get inspired

Explore the Goalkeepers Accelerators program, which forge uncommon partnerships between actors from different sectors in order to tackle the SDGs.

Learn about the campaign to End Violence Against Women: The ripple effect COVID-19 and the epidemic of online abuse by Glitch.

Read the WTO report Mainstreaming Trade to attain the Sustainable Development Goals with recommendations for accelerating progress.

Check out Unleashing the power of business: A practical roadmap to systematically engage business as a partner for the SDGs from The Partnering Initiative.

Join the UN Global Compact and use their toolkit to share progress as part of your company’s annual or sustainability report.

Learn about a public-private North-South collaboration and education project that uses design thinking to teach STEM concepts alongside the 17 SDGs.

Watch a 5-minute film created for the UN's 75th anniversary.
The Reykjavík Pledge

Take positive action. Accelerate progress.

Each year at the Reykjavík Global Forum, women leaders submit personal commitments to deliver concrete and measurable actions over the next 12 months. The pledges align with United Nations’ Sustainable Development Goals as well as the Forum’s goals towards women’s leadership, visibility and influence. They are a call to action to build a better future and increase women’s participation in leadership. Get inspired by real commitments to activate real change.

Join the Reykjavík Pledge!

Submit a pledge today!

Check out the pledge tracker to see where talk is transformed into action.

Explore current pledges
Women’s strength, women’s industry, women’s wisdom are humankind’s greatest untapped resource.

Michelle Bachelet, United Nations High Commissioner for Human Rights, WPL Global Advisory Board Member
Standout leadership
Women define what it takes

Hundreds of women leaders met virtually at the Reykjavik Global Forum, discussing leadership in the context of today’s world, and what characteristics are needed to lead in a crisis and to lead with courage.

Leading through the pandemic
Are countries led by women in better shape than those led by men? One study of 194 countries shows that COVID-19 outcomes (cases and deaths) were systematically better in countries led by women. While researchers recognize the issue’s complexity, they hope to shed more light on discussions about national leadership.

Other scholars have highlighted the potential influence of leadership styles. “What we learned with COVID is that, actually, a different kind of leader can be very beneficial. Perhaps people will learn to recognise and value risk-averse, caring and thoughtful leaders.” - Alice Evans, sociologist at King’s College London, who studies how women gain power in public life.

Learning from women who lead effectively
Realistically, we can’t expect women to climb through the ranks, break the glass ceiling, grab a seat at the table and solve the world’s problems. Instead, we need a system that encourages all people—regardless of gender—to be standout leaders.
Organisations and nations benefit when any leader demonstrates so-called “female” or “softer” skills. Studies associate higher performance with empathetic leadership. Google learned their best teams used a variety of ‘soft’ skills like equality, generosity, curiosity, empathy and emotional intelligence.

The truth is that both women and men can lead with compassion and humility. Any leader can harness the power of emotion. We can all learn from standout women leaders, and raise the standards for effective leadership. Only then will we have the caliber of leaders ready to take on the next pandemic.

Do women lead with more patience, empathy, and compassion than men?

“There is some sense that women lead differently than men,” Laura Liswood, Secretary General of the Council of Women World Leaders told a reporter at an event for International Women’s Day, “but it’s hard to parse out if it’s because of gender differences or because women have historically been in the non-dominant group and men have been in the dominant group.”

Straight talk: Confronting imposter syndrome

A 2020 U.S. report revealed many women leaders experience feelings of inadequacy and self-doubt at certain points in their careers—and say they believe it is commonly experienced.

How to help

Be a supportive boss
Supportive leadership is the #1 factor in reducing imposter syndrome.

Talk openly about feelings of doubt
Offer understanding, encouragement, and empathy.

Collaborate and cooperate
Teamwork helps combat cultures of perfectionism and anxiety.

Reject bias in the workplace
Learn 50 ways to challenge bias against women in leadership roles.

Support leadership development programs for women
Consider organizations like Vital Voices, offering skills training, capacity development, mentoring and networking across 182 countries and territories.
Reykjavík Index for Leadership

Measuring perceptions of equality for women and men in leadership

The Reykjavík Index for Leadership measures how people feel about women and men in leadership, and the perceived legitimacy of female vs. male leadership across politics and professions. The Index also measures whether women and men are viewed as equally suitable for positions of power. Countries measured include the G7 nations of Canada, France, Germany, Italy, Japan, the UK and the USA, along with Brazil, China, India, Kenya, Nigeria and Russia.

Findings from 2020-2021 indicate that prejudices persist against women in leadership positions. In fact, younger age groups held less progressive views compared to other groups. These findings provide a clear target: We must help all generations to understand the importance and value of women’s participation, and that everyone benefits from wider and more varied representation in leadership.
Womens (in)visibility in the media
What is perpetuating the gap in perceptions of leadership?

Women and girls are largely underrepresented across society—in politics, news, entertainment and in the workplace. Yet a recent cross-national study shows that female politicians are still covered less by the media—even compared to their actual numbers in legislatures. How can we increase women’s visibility in the media?

It is our goal to reach Index scores of 100 – an indication that there is complete agreement that men and women are equally suited to leadership across the economy, and a tangible sign of progress towards equality at work, at home and in society. The Reykjavik Index for Leadership will support the endeavours to get there.

Silvana Koch-Mehrin, President & Founder, Women Political Leaders

2030
is the UN’s target date for reaching the SDGs. Generation Equality Forum (GEF) 2021 will be a key milestone along the next decade. Now is the moment for the wider community of leaders to mobilise, raise our voices, and instigate meaningful change in our governments, newsrooms, boardrooms, and communities.
Take note:

What actions will you take to build forward?
Supporters & Contributors

We wish to thank the amazing women leaders from around the globe whose ideas and inspirations brought this manual to life.

Our key partner

Women Political Leaders (WPL) is glad to partner with The Rockefeller Foundation to respond to the COVID-19 crisis and shine a spotlight on women’s leadership.

The partnership with The Rockefeller Foundation will help ensure that the role of women is at the centre of the discussions on how the world can ‘build forward’ post COVID.

As part of this partnership, WPL provides women leaders with a place to convene through the Reykjavik Global Forum. Discussions at the Forum have shaped the Reykjavik Manual, consolidating the many recommendations of women leaders into one living document. The Manual serves as a foundation for future conversations and activities to advance women’s equality and leadership.

WPL is honoured to have been granted the possibility to support the mission of The Rockefeller Foundation.

Co-Authors

Afke Schaart
SVP Global Governments Affairs, Huawei
Agnes Ameede
Member of the Parliament, Uganda
Alenka Suhadolnik
Ambassador, Embassy of the Republic of Slovenia in Beijing
Alex Munive
Gender Equality Policy and Program Lead Consultant, Stanford University
Alix Ford
COO, Proteus Ocean Group
Allish Campbell
Ambassador Designate of Canada to the European Union
Allison Nolan
Founder, Athena International Management
Amelia Lopez Huix
General Partner, MOH International
Amy Lenander
EVP, Head of International and Walmart Partnership, Capital One
Ana Amelia Lemos
Senator, Senate of Brazil
Andrea Grobocopatel
President, Fundacion FLOR
Anino Emuwa
Founder/Managing Director, Avandis Consulting
Ann Florini
Clinical Professor at the Thunderbird School of Global Management at Arizona State University
Anne McIntosh of Pickering
Member of House of Lords
Anne-Birgitte Albrectsen
CEO, Plan International
Annita Demetriou
Member of the House of Representatives and WPL Ambassador, Cyprus
Anuradha Gupta
DCEO, Gavi, the Vaccine Alliance
Asa Lindestam
First Deputy Speaker, Swedish Parliament, WPL Country Ambassador
Aslaug Sem-Jacobsen
Member of the Stortinget, and WPL Ambassador of Norway
Astrid Rößler
National Council of Austria
Auðunn Atlason
Ambassador, Embassy of...
Iceland in Helsinki

Baillie Aaron
Founder and Chief Executive Officer, Spark Inside

Bani Dugal
Principal Representative to the United Nations, Baha’i International Community

Beatriz Paredes
Senator, Senate of Mexico

Beatriz Silvia Robles Gutiérrez
Member of Chamber of Deputies of Mexico

Bergdís Ellertsdóttir
Ambassador, Embassy of Iceland in Washington D.C.

Betsee Parker
Episcopalian Minister

Beverly Essue
Associate Professor, University of Toronto

Brynhildur Heiðar- og Ómarsdóttir
Secretary General, Icelandic Womens Rights Association

Carla Aerts
Independent Consultant, Founder, Refracted!

Carolin Frankom
Global CEO Profiles Division, Kantar

Caroline Rusten
Director Nordic Office, UN Women

Charlotte Kirby
VP Global Strategic Relations, Salesforce

Christie Morreale
Minister of Employment, Social Action, Health and Equal Opportunities, Vice President of the Walloon Government

Christine Hennion
Member of the National Assembly of France

Christine Nakamura
Asia Pacific Foundation of Canada, Vice-President

Christy Tanner
Executive Vice President and General Manager, CBS News Digital

Clarice Modeste-Curwem
Member of Parliament and Minister of Health and the Environment (1998), Grenada

Claudia Vazquez
Founder, Elevink

Corinna E. Latham
Chair of the Board and Chief Executive Officer, AnthroTronix Inc.

Dalai Jasm Abdulla Al-Zayed
Majlis Al-Shura (Shura Council) of the Kingdom of Bahrain

Delia Matilde Ferreira Rubio
Chair of the international Board of Directors, Transparency International

Devanand Ramiah
Deputy Resident Representative, United Nations Development Programme (UNDP)

Diana Marrero
SVP, Foreign Policy Magazine

Donna Leinwand Leger
President, DC Media Strategies

Eeva Kalli
Member of Parliament, Finland

Ekta Kumar
Journalist, Columnist

Elena K. Sokova
Executive Director, Vienna Center for Disarmament and Non-Proliferation (VCDNP)

Elise Pokossy Doumbe
Member of the National Assembly, Cameroon

Elissavet Vozemberg-Vrionidi
Member of the European Parliament

Elke Heitmüller
Head of Volkswagen Group Diversity and Women´s promotion, Volkswagen AG

Esther Amina Sagawa
Lilongwe City Council

Esther De Brio Gonzalez
Senator, Senate of Spain

Eva Lindh
Member of Parliament, Sweden

Eva Uusi Biaudet
Member of Parliament, Finland

Flavia Bustero
Board Member, Foundation Botnar

Francesca Flati
Member of the Chamber of Deputies, Italy

Frances Fitzgerald
Member of the European Parliament and WPL Ambassador

Gabriele Eder
Brand Ambassador, GE Communications

Galina Karelova
Deputy Speaker of the Federation Council and WPL Country Ambassador, Russia

Gunnar Snorri
Ambassador, Embassy of Iceland in Beijing

Habiba Osman
Executive Secretary, Malawi Human Rights Commission

Hafida Benchechida
Member of Council of the Nation of Algeria

Hajah Zuraida Binti Kamaruddin
Member of Parliament and Minister of Housing and Local Government of Malaysia (2018-2020, 2020-)

Hanne Dalmut
Sr Director, Partnerships, Concordia

Hannele Pokka
Professor of Practice at University of Helsinki and Minister of Justice (1991-1994)

Hauwa Ojeifo
Executive Director, She Writes Woman

Helena Sangeland
Ambassador, Swedish Embassy in Beijing

Helga Hauksdóttir
Ambassador, Embassy of Iceland in Copenhagen

Henrike Brandstötter
Member of the National Council, Austria

Henrike von Platen
CEO and Founder, FPI Fair Pay Innovation Lab

Hilary Pickles Grant
Grant Maker and Charitable Giving Ambassador, Lush Cosmetics

Hoda Al-Helaissi
Member of Majlis Ash-Shura (The Shura Council of the Kingdom of Saudi...
Inaya Ezzeddine
Member of the National Assembly and WPL Ambassador, Lebanon

Ing Peggy Mischke
Founder and Managing Director, EconergyPM - Clean Energy Expertise

Inga Sæland
Member of Parliament, Iceland

Inga Dóra Pétursdóttir
Advisor, Ministry of Foreign Affairs of Iceland

Iryna Gerashchenko
Member of Parliament, Ukraine

Isabella Adinolfi
Member of the European Parliament

Jeanne Bourgault
President, Internews

Jennifer Allen Simons
Founder and President, The Simons Foundation

Jörundur Valtýsson
Ambassador, Permanent Mission of Iceland to the United Nations

Jovah Kamateeka
Member of the Parliament of Uganda

Julia Spencer
Associate Vice President, Global Vaccines Public Policy at Merck

Karen Melchior
Member of the European Parliament

Katarina Wallin Bureau
Managing Partner, RISE

Kate Kroeger
Executive Director, Urgent Action Funds

Katherin Kirschenmann
Founder of The DO School

Kathleen Grieve
Policy and Access Lead, MSD

Kathy Ring
CEO, Starcom USA

Katinka Brose
Senior Strategy Agent, FPI Fair Pay Innovation Lab

Katja Iversen
Executive Advisor, Women Political Leaders; President/CEO, Women Deliver (2014-2020)

Kerry Gibson
VP Strategic Partnerships and Engagement, ZiphyCare

Kevin Lu
Partner and Chairman of Asia, Partners Group

Kim Pate
Senator, Senate of Canada

Kolinda Grabar-Kitarović
President of the Republic of Croatia (2015-2020), WPL Global Ambassador for Vaccination

Kristiina Helenius
CEO, Nordic West USA

Kristine Singson-Meehan
Member of the House of Representatives, Philippines

Laura Chinchilla Miranda
President of Costa Rica (2010-2014)

Laura Elsey
President, Women in Diplomacy

Laurence Trastour-Isnart
Member of the National Assembly, France

Lesia Vasyleenko
Member of Parliament, Ukraine

Leticia Lima
Associate Professor, UFMG - Federal University of Minas Gerais

Lina Abirafeh
Executive Director, Arab Institute for Women

Linabelle Ruth Villarica
Mayor of the City of Meycauayan, Philippines

Lina Lopes
Member of the Assembly of the Republic and WPL Ambassador, Portugal

Liz Grossman Kitoi
Co-founder and Chief Executive Officer, Baobab Consulting

Lork Kheng
Member of the National Assembly of Cambodia and WPL Country Ambassador

Lotta Johnsson
Fornarve
Member and Second Deputy Speaker of the Parliament of Sweden

Lucero Saldana
Member of the Chamber of Deputies of Mexico and Board Member of WPL

Lucina Di Meco
Co-Founder, #ShePersisted

Lydia Ogden
Founder/Principal, All Access Health

Manuela Kasper-Claridge
Deutsche Welle, Editor-in-Chief

Margarida Marques
Member of the European Parliament

Maria Erla Marelsdóttir
Ambassador, Embassy of Iceland in Berlin

Maria Fernanda Espinosa
President of the 73rd Session the United Nations General Assembly

Maria Teresa Mejia
Member of the Chamber of Deputies, Mexico

Marjo Pekkanen
Diplomatic Adviser to President Halonen, Ministry for Foreign Affairs Finland

Masy Goulamaly
Member of the National Assembly of Madagascar, Vice President of the Committee for Gender Equality, Women Advancement and Youth Development (GEWAYD) for the Southern African Development Community (SADC), WPL Country Ambassador for Madagascar

Meagan Fallone
CEO, Barefoot College International

Meng Liu
Head, Asia Pacific, UN Global Compact

Micaela Navarro
Senator, Senate of Spain

Michèle Pierre-Louis
Prime Minister of Haiti (2008-2009)

Millie Grace Akoth
Odhiambo
Member of National Assembly of Kenya

Nadia Acevedo
Senator, Senate of Mexico

Nadia Arop Dudi
Minister of Culture, Museums, and National Heritage and Member of the National Legislative Assembly for South-Sudan

Nadifa Osman

Nathalie Amoratti-Blanc
President of the Commission of Women and Family Rights at the National Council, Monaco

Nicola Reindorp
CEO, Crisis Action

Nie Ching Teo
Member of House of Representatives and Deputy Minister of Education (2018-2020), Malaysia

Nurhayati Ali Assegaf
President, Geneva Council on International Affairs and Development (GCIAD)

Obuageli “Oby” Ezekwesili
Minister of Solid Minerals (2005-2006) and Education (2006-2007) for Nigeria, World Bank Vice President for the Africa Region (2007-2012), WPL Board Member

Olga Kefalogianni
Member of Hellenic Parliament, Greece

Patricia Pelton
President of World YMCA

Peggy Maguire
Director General, European Institute of Women’s Health

Peggy Mischke
Founder and Managing Director, EconergyPM - Clean Energy Expertise

Philippa Whitford
Member of the House of Commons, United Kingdom

Rachel George
Research Fellow, ODI’s Gender Equality and Social Inclusion programme

Roopa Dhatt
Executive Director, Women in Global Health

Rosa Estaras Ferragut
Member of European Parliament

Rosa Sonia Mateo Espinoza
Senator, Senate of the Dominican Republic

Roya Rahmani
Ambassador, Embassy of Afghanistan to the United States of America

Rozália Biró
Member of Chamber of Deputies, Romania

Sabina Wanjiru Chege
Member of National Assembly of Kenya

Sandra Pepera
Director, Gender, Women and Democracy at National Democratic Institute (NDI)

Sandy Beky
Founder, HeHop Help for Hope

Sania Nishtar
Minister for Poverty Alleviation and Social Protection, Government of Pakistan

Sara Pantuliano
Chief Executive, ODI

Sara Heikkinen Breitholtz
Member of Parliament, Sweden

Sari Rautio
Director, Ministry for Foreign Affairs Finland

Shorena Barbakadze
Member of Granda National Assembly, Turkey

Sigriður Dúna Kristmundsdóttir
Professor, University of Iceland and Iceland’s Ambassador to South Africa (2006-2008) & Norway (2008-2011)

Silvia-Monica Dinica
Senator, Senate of Romania

Soetkin Hoessen
Senator, Senate of Belgium

Stephanie Foster
Partner, Smash Strategies

Sturla Sigurjónsson
Ambassador, Embassy of Iceland in London

Susan Bashan
Member of the House of Lords, United Kingdom

Teresa Verthein
Head of Government Affairs for Mexico, Columbia, and Central America, Salesforce

Theresa Rose Sebastian
Youth Climate Activist

Zayithwa Fabiano
Study Coordinator, John Hopkins Research Project
If anything can save the world, women can.
If anything can save the world, women can. Vigdís Finnbogadóttir was the world’s first democratically elected woman President.