

TOOL 1.10

Terms of Reference for a Gender Equity Champion

- » **GOAL:** Lead and coordinate gender mainstreaming efforts
- » **TARGET UNITS:** Human Resources and Senior Management

About the Gender Equity Champion

The gender equity champion is the company's lead on gender diversity and equity initiatives. The champion directs some activities and serves in a coordinating role for others. This individual—preferably a person with a decision-making role—is responsible for implementing the business case and the gender strategy. The role of the champion includes:

- Gaining buy-in from senior management and other key players in support of the gender equity messaging
- Working with business units such as HR, procurement, and community engagement to develop unit-specific gender action plans
- Helping teams to implement their gender strategies
- Providing organization-wide coordination, including by chairing and coordinating the company's gender task force (if applicable)
- Assisting with external messaging on the company's gender commitments

This tool outlines the main responsibilities of the gender equity champion in a ToR. While certain in-house staff might qualify for this position, be sure to allot time to do the job rather than adding the role to existing full-time responsibilities. At a minimum, the champion's job should be considered a half-time position, and there is a strong argument for designating it as a full-time position.

The champion role is not meant to substitute for subject-matter gender expertise in business units (i.e., gender expertise among community development experts or gender-based violence and harassment experts to conduct GBVH assessments). Rather, the intent is to designate an individual to lead and coordinate implementation of the gender strategy across the organization.

In terms of seniority, the champion should rank in upper/middle management at a minimum. If the champion is not a senior manager, a board director should be designated to provide senior-level support and traction for the champion's proposals and work.

Sample Terms of Reference for a Gender Equity Champion

Introduction

Outline the reasons [Company] wants to hire a gender equity champion. Introduce steps taken to date on laying the groundwork for a gender equity strategy or program. Describe the gender equity commitments that underpin the hiring of a gender equity champion—for instance, commitments to increase recruitment of women, engage with more women-owned businesses, or ensure equitable consultation and engagement with male and female community members. Provide the corporate context and reporting lines: Will the champion have a team or an office? To whom does the champion report? Has the champion's work program been defined or are plans in place to do so?

The objective of the gender equity champion position is to have a corporate focal point who can provide leadership and coordination to help [Company] improve equity of opportunities for women and men within [Company] as well as in [Company's] interaction with suppliers and the community. The champion will be responsible for developing [Company's] gender equity strategy, securing buy-in within the company, and working across business units to support the implementation of the strategy.

Scope of Work

The gender equity champion's responsibilities will include the following

1. Facilitate corporate agenda-setting for gender:
 - a. Identify drivers for gender diversity and develop a business case for gender equity:
 - Identify key drivers for improving gender diversity within the company, such as performance and profitability, corporate social responsibility, industry commitments, or legislative requirements.
 - Explore and consolidate these drivers into a company-specific business case for gender equity. This business case should outline ways in which improvements in gender diversity and progress toward gender equity will—or have the potential to—create business benefits for [Company].
 - b. Cultivate senior leadership support for gender equity:
 - Meet with senior leadership to present the business case for gender equity
 - Work with senior management to secure their commitment to support gender equity
 - c. Form a gender task force: The company's gender task force will act as a sounding board for corporate gender initiatives, help aggregate staff ideas, concerns, and questions, and support information campaigns to inform staff on gender activities.

For more information on the gender task force, see [TOOL 1.15 \(Creation of a Gender Task Force and Terms of Reference for a Gender Task Force\)](#). Depending on the size of the company, country-level and departmental task forces can be developed to support implementation, which should include representatives from all job grades. The task force itself should include male and female members.

- d. Assume the lead role in the task force. Duties include:
 - Convening and managing task force meetings
 - Recording and sharing proceedings
 - Coordinating presentations with management and human resources to keep the task force updated on gender-focused activities
 - Work with the task force on ways to best invite, collect, and communicate staff concerns, ideas, and questions, as well as how to support communication campaigns to general staff.
 - e. Lead the development of the gender equity strategy, in collaboration with HR, senior management, and the gender task force:
 - This strategy should provide the structure for commitments, actions, and monitoring progress towards gender equity. The strategy should lay out objectives, coordinate activities, clarify accountability, and frame clear targets, time-bound goals, and the pathway towards those goals.
 - This strategy should establish company-wide goals for gender equity and diversity. These goals are a precursor to more specific gender targets and should focus on the company's vision for gender diversity. They should be discussed and validated with management and relevant business units to ensure widespread understanding, support, and buy-in for the goals.
 - Work with HR and management on the development of specific gender targets, that complement the gender strategy, map out proposed activities to meet those targets, and frame them in a theory of change that outlines how specific activities will help [Company] to meet its targets.
 - Develop a monitoring and evaluation plan for measuring progress against stated targets.
 - Work with HR on a corporate-wide campaign to address sexual harassment and gender-based violence if this does not yet exist.
2. Disseminate the gender equity strategy to all business units and support implementation across [Company]:
 - a. Identify operational champions in various business units. The gender task force can support this effort by providing an embedded gender 'spokesperson' to support the operational champion.

- b. Work with senior management and business units to implement the gender equity strategy:
 - Presenting the strategy to teams
 - Working with teams to identify where they fit into the strategy
 - Helping teams develop unit-specific gender plans
 - Supporting implementation of unit-specific gender plans
 - c. Provide input as HR and business units conduct assessments on relevant topics, such as women in the workforce, the supply chain, and community engagement, to help teams consider gender dimensions, ensure continuity of corporate messaging and priorities across activities, and ensure as much coordination between departments as possible.
 - d. Support HR in identifying independent teams to conduct gender audit and pay gap studies, where required.
 - e. Work closely with supply chain and community engagement teams to develop a business case for engaging with women-owned businesses and supporting a gender-equitable approach to community development.
- 3.** Serve as internal and external point of contact for questions or support regarding [Company's] gender equity strategy:
- a. In addition to serving as the internal point person on gender equity, the champion may be called on to represent [Company] publicly on matters related to the gender equity strategy.
 - b. Document progress on gender equity initiatives for corporate storytelling.
 - c. Work with the communications team to ensure that progress is shared with employees, management, and stakeholders.

In addition to these tasks, the champion will be responsible for developing additional activities as needed to support training on and implementation of [Company's] gender equity strategy, as well as ensuring that individual business units can apply and act on the strategy.