



OUTCOMES DOCUMENT

GLOW Red's Participation in the Women's Pavilion at World EXPO
2025 (Osaka, Japan)

and

GLOW Red 5th Annual Network Meeting (Tokyo, Japan)

OVERVIEW

ACCELERATION. INTENTIONALITY. EVOLVING. SCALING. INNOVATION.

We thank the Japanese Red Cross Society (JRCS) for the warm hospitality and willingness to host GLOW Red in Japan, showcasing JRCS commitment in supporting the values and activities of the GLOW Red network. We would also like to recognise the President of JRCS and senior leadership of the JRCS for dedicating their time and resources, actively contributing to the successful outcome of the GLOW Red sessions.

We would also like to thank and recognise the participation of the President of the International Federation of Red Cross and Red Crescent Societies (IFRC) and members of the IFRC Governing Board throughout the GLOW Red sessions in Osaka and Tokyo.

The aim of the Global Network for Women Leaders in the Red Cross and Red Crescent Movement (GLOW Red) is to increase the number of women leaders in senior positions within the RCRC Movement. We raise awareness of the importance and necessity of diverse leadership and we mentor and coach women on their paths to achieving leadership positions.



In doing this we contribute to improve and strengthen governance in the IFRC and National Societies.

The GLOW Red Network is open to all people in the Red Cross Red Crescent who identify as women and have an interest in leadership. We welcome members of diverse lived experience who are committed to taking proactive actions to advance gender equality and women's leadership.

TOGETHER WE GLOW STRONGER!

The 7 Fundamental Principles of the Red Cross and Red Crescent Movement mandate us to be inclusive of all, including the women, without any discrimination.

GLOW RED'S PARTICIPATION IN THE WOMEN'S PAVILION AT WORLD EXPO 2025 (OSAKA, JAPAN)



GLOW Red hosted four panels on differing themes that aimed to raise public interest and engagement, reinforcing GLOW Red's mission to amplify women's voices.

On the 9th of September, discussions were organized around the topic of **"Building diverse organizations"**.

The panel discussion on *"The Role of Leaders in Building Diverse Organizations"* explored key challenges and opportunities related to promoting diversity and inclusion within organizational leadership.



Speakers examined the responsibilities of leaders in shaping inclusive environments and the organizational benefits that result from diverse teams.

In the second panel discussion *"From Diversity to Inclusion: Changing the Corporate Culture"* senior leaders were invited to share their personal experiences and observations, shedding light on how corporate culture has evolved—or resisted change—over time.

A key theme was how to move beyond quotas and symbolic actions to ensure long-lasting structural transformation.

On the 10th of September, the theme of discussions was **"Women as leaders in crisis"**.

The panel discussion on *"The Role of Women Leaders in emergencies"* explored how women leaders navigated the delicate balance between personal and professional responsibilities during an unprecedented period of disruption. Participants reflected on how the COVID19 pandemic exposed and reinforced existing gender biases, while also creating space to reimagine leadership models, making them more inclusive, empathetic, and balanced. The importance of self-care and mental health was also addressed, recognizing the emotional toll of crisis leadership and the need to support leaders' well-being as part of sustainable organizational change.

The last session *"Women as Managers and Leaders in Crisis"* explored the critical role women play in navigating and leading through times of upheaval. The conversation also focused on forward-looking strategies that can strengthen preparedness and response for future crises, emphasizing the value of diverse leadership styles and inclusive decision-making in building more resilient organizations.

During these four panel discussions, GLOW Red members had the opportunity to engage with Japanese people that represented 50% of the audience. Very interesting discussions occurred and showed the influence that a group of people can have when they support each other.



10TH OF SEPTEMBER 2025
12:00

PANEL DISCUSSION : THE ROLE OF WOMEN
LEADERS IN EMERGENCIES



CAROLINE
CROSS
President
French Red Cross



SAMANTHA
DICKSON
President
Grenada Red Cross



SARA
FOWLER
Governing board member
IFRC



NORIKO
TOMABECHI
Deputy Head, International Medical
Relief Department, Japanese Red
Cross Medical Center

Moderator : Anjana Dayal
de Presutti, DEI Director,
American Red Cross







10TH OF SEPTEMBER 2025
2:00 PM

PANEL DISCUSSION : WOMEN LEADERS IN CRISIS



JULIANNE
KAMAU
Governing Board
Member
IFRC



TAKAKO
IZUMI
Professor, International
Research Institute of
Disaster Science



MARGARETA
WAHLSTRÖM
Chair
GLOW Red



KRISTÍN S.
HJÁLMTÝSDÓTTIR
Coordination group
member
GLOW Red

Moderator: Gabriela Poller-Hartig
Head of International Relations,
Austrian Red Cross







We were delighted that President Kate Forbes participated in one of the panels. The sessions were well attended also by many Japanese participants. Key quotes from the panels include:

- The role of leaders in building diverse organizations

"Change is possible. You have to find the way."

"Declarations are not enough; progress must be visible."

- From diversity to inclusion : changing the organizational culture

"Diversity is a start. Inclusion is a journey."

"It's about a team, how you lead everyone together."

- The role of women leaders in emergencies

"Everybody has qualities that can impact change, everyone can change a part of the world."

"Never apologise for doing the right thing."

- Women leaders in crisis

"Well-behaved women do not change history."

"I don't go to fit in, I will take the space I need."



GLOW Red members also visited the Red Cross Red Crescent Movement Pavilion, which served as a significant, emotional moment that reminded us of our deep-rooted humanitarian mission.



GLOW RED 5TH ANNUAL NETWORK MEETING (TOKYO, JAPAN)

"WHEN WOMEN'S DIVERSE PERSPECTIVES ARE ABSENT, ANY DECISION WOULD NOT BE CONVINCING ENOUGH. "

The purpose of GLOW Red's 5th Annual Network Meeting is to prioritise our Action Plan for the next two years based on the GLOW Red Strategy 2023-2027, with specific focus on resource mobilisation, communication and advocacy and a review of the governance structure of GLOW Red. Sessions were led by members of the network who took responsibility for preparing, designing, and delivering content, operating as a self-guided community.



Thursday, 11 September:

Participation was open to all JRCS Headquarters personnel in-person and livestreamed to JRCS Chapters with simultaneous interpretation in Japanese and English to promote mutual understanding between GLOW Red and JRCS. Participation from Japanese Red Cross leadership were led by President Seike who welcomed GLOW Red to JRCS, members of the JRCS Governing Board and the senior management team, which demonstrated strong organisational commitment.

Key presentations included the IFRC President's Welcome Speech, the Japanese Red Cross President's Keynote Address and commitments, and Professor Yukie Osa's examination of the evolution of international contexts and their impact on women leadership and gender equality.

President Seike offered a lecture on the demographic development of Japan, with mention also of similar economies. The lecture concluded with some reflections over how this development would impact on the activities of the Red Cross in Japan. The lecture raised many questions and reflections in the audience.

The session on the sharing of National Society experiences highlighted impressive progress in advancing women leadership since 2019, including revising Statutes, starting National Society Women Networks, implementing mentorship programmes, conducting training, and improving representation on Boards.



Friday & Saturday, 12-13 September:

These two days were entirely dedicated to inspire the priority session discussions that would establish the key priority areas of work over the coming almost two years.

Day 1 offered a presentation of the Japanese Red Cross history and contemporary activities and challenges by Mr Yasuo Tanaka, Executive Director General for operations of JRCS.

'Strategies that support women leaders in aid organisations'. A study commissioned by the French Red Cross Foundation and the GLOW Red, was presented by Virginie Troit, Executive Director of the Foundation.

The paper can be found [here](#).

A session with focus on the IFRC Governing Board aimed at introducing board experiences and providing some examples of personal reflections and was introduced by IFRC Board members Kerry Nickles and Sara Fowler.

The detailed agenda can be found [here](#).

THE HIGHLIGHTS / TAKE AWAYS OF THE SESSIONS

- The GLOW Red Network demonstrates value that goes beyond quantity, serving as a conducive and safe space for women to share personal experiences as women leaders and fostering a strong sense of solidarity and learning together.
- The network's aim to increase women leadership is driven by the overarching goal to improve the efficiency and effectiveness of the Red Cross and Red Crescent Movement as well as the delivery of its mission.
- The network emphasized the importance of being inclusive of the diversity within women, recognizing that 'women' is not a homogenous group, while avoiding separatism or segregation. This includes addressing issues such as ageism, with the understanding that diversity is a start and inclusion is a journey.
- The network acknowledges the diversity of opinions within its membership, while maintaining the common goal of expanding the network and advancing women's participation and leadership within the Red Cross Red Crescent Movement. Everyone has something to contribute.



- The network identified key leadership principles that include: courage as moving beyond fear; encouraging women to be more vocal; resilience as bouncing back like a spring; and being the pioneering woman requires innovation and thinking outside the box, recognizing that the box is much bigger than initially perceived.
- The network emphasized the need to break the perception and myth that women cannot work together, reinforcing why GLOW Red is important and why women leaders need to support each other.
- The network acknowledges that being disruptive is essential for change and change needs to be measurable.
- The network agrees that good governance requires that women leaders understand how Governing Boards work and their organisational culture even when not serving on the Board, and similarly the need to understand how management functions.



- Members of the network recognised and valued the contributions of male allies throughout their conversations.
- Members were encouraged to accept when offered opportunities. The network recognizes that tokenism can also serve as a starting point to lead and influence meaningful change.

OUR COMMITMENTS AND OUTCOMES



GLOW Red Action Plan 2025-2027

We commit to accelerate the implementation of the Glow Red Strategy 2023-2027 based on the priority areas defined during the meeting:

- Building a sustainable GLOW Red network
- Diversifying the pool of women leaders
- Strengthening capacity and sharing knowledge
- Fostering alliances and partnerships
- Making evidence/research-based decisions

Resource Mobilization

We agree to establish a stronger leadership and advisory body to drive and coordinate resource mobilisation efforts. Clarity is needed on who decides and who takes responsibility.

We need to shift from action plans to strategic business plans that explain why the action is needed, how it benefits the network and the expected return on investment for members and the Red Cross and Red Crescent Movement.

We must use common and consistent language when communicating about GLOW Red's purpose and resources. Donors, partners and members need a shared understanding of outputs, outcomes and impact. Clear communication builds trust and mobilises wider support.

We recognise that resources go beyond finances; it includes time and commitment of members, political will, and safe spaces that allow participation and leadership.

Communication and Advocacy

We commit to strategic communication to increase GLOW Red's visibility, impact and relevance for members and to secure funding and support for the network.

We agree that streamlined communication is crucial to set us up as a strong and forceful network.

We commit to being more intentional in reporting both quantitative and qualitative impacts, especially in the context of policies and practices.

We recognize that there is a need for the network to be regionally and locally sensitive to diverse contexts and needs in order to stay relevant.

At the conclusion of our meeting we connected with the reality of the work of too many National Societies in situations of conflict and crisis through reflection on the CoD resolution 'Reaffirming the role of the Movement as a factor of peace' (CD/24/R7) noting that a deliberate pursuit of peace through humanitarian action is required.



Mr. Hori attended our closing session and pledged that as a member of the JRCS Governing Board, he will ensure that the outcomes of the GLOW Red meetings are disseminated within the JRCS.

We also thank the joint organizing team of Charlene Dumas, Florine Logeart, Rena Igarashi, Yuri Miyamoto and Kotomi Aragane. A great team indeed!

CONCLUSION

The Japanese Red Cross Society President hosted a lively and pleasant reception on day 1 and the Special Representative of the President and IFRC Governing Board member Mr. Otohiko Hori hosted an equally lively reception on day 2. This session also provided us with an opportunity to thank our JRCS colleagues that were the leading organizing team. Rena Igarashi, Yuri Miyamoto and Kotomi Aragane for their stellar work to organize this conference.



Both evenings were greatly appreciated by all participants.

Tokyo, 13 September 2025

LIST OF PARTICIPANTS

ALBARJAS	Maha	Vice-President	IFRC
BYAMBADORJ	Tuyatsetseg	Director of Partnership and Resource mobilization	Mongolian Red Cross Society
BYUN	Jihyun	Director	Korean Red Cross
CHEONG	ChaeYoung	Vice-President	Korean Red Cross
CHEW	Michelle	Chair	IFRC Youth Commission
CROSS	Caroline	President	French Red Cross
DAYAL DE PREWITT	Anjana	Coordination group member/DEI Director	GLOW Red/American Red Cross
DICKSON	Samantha	President	Grenada Red Cross
DLAMINI NOZIZWE	Happy	Branch Committee Member	Baphalali Eswatini Red Cross Society
DUMAS	Charlene	Secretariat member/Deputy Head of International Relations	GLOW Red/French Red Cross
DURHAN	Mehtap	Senior Officer for Organization and Communication	Turkish Red Crescent
FAHEY	Alice	International Deployments Lead	Australian Red Cross *observer
FORBES	Kate	President	IFRC
FOWLER	Sara	Governing Board member	IFRC
GHUKASYAN	Liana	Director/ Special Advisor to IFRC President	IFRC
HÄGG SJÖKVIST	Anna	President	Swedish Red Cross
HANZAWA	Shoko	Head of delegation - Japan	ICRC
HJÁLMTÝSDÓTTIR	Kristín	Coordination group member	GLOW Red
KAHINDO	Susan	Deputy Secretary General - Corporate Services	Kenyan Red Cross
KAHYA	Zeynep	Humanitarian Policy and Advocacy Specialist	Turkish Red Crescent
KAMAU	Julianne	Governing Board member	IFRC
KIM	Juja	Deputy regional director, Asia Pacific	IFRC ASIA PACIFIC REGIONAL OFFICE

LIST OF PARTICIPANTS

KOÇ	Emre	Vice President	Turkish Red Crescent *observer (day 1)
LIN	Jialei	Deputy Head for East Asia Delegation	IFRC
LOGEART	Florine	Secretariat member/Head of volunteer executives pool	GLOW Red/French Red Cross
MCINNES	Lauren	Deputy-Chair of the Area Council	New Zealand Red Cross
MOHAMMED	Asha	Permanent Representative to the African Union and International Organizations	IFRC
MRDJA	Ivana	Director a.i. Strategic Partnerships and Resource Mobilization Department	IFRC
NICKELS	Kerry	Governing Board member	IFRC/New Zealand Red Cross
NORDOV	Bolormaa	Secretary General	Mongolian Red Cross Society
OH	SongHa	Officer of APDRC	Korean Red Cross
PANDE	Lucia	Secretary General	Tanzania Red Cross
POLLER-HARTIG	Gabriela	Head of International Relations	Austrian Red Cross
PUTERI INTAN SAFINAZ	Tunku	Governing Board member/Chair	IFRC/Malaysian Red Crescent
S ALQAHTANI	Arwa	Director of Partnerships and International Relations	Saudi Red Crescent Authority
SHARAVNYAMBUU	Munguntuya	Director of Climate change and disaster management	Mongolian Red Cross Society
SO	Bonnie	CEO/Secretary General	Hong Kong Red Cross, Branch of the Red Cross Society of China
STOIMENOVA	Sofia	Governing Board member	IFRC
TROIT	Virginie	Executive Director	French Red Cross Foundation for Research
ÜNVER	Burak	Chief of Staff	Turkish Red Crescent *observer (day 1)
WAHLSTRÖM	Margareta	Chair of the Coordination group	GLOW Red
YILMAZ	Fatma	President	Turkish Red Crescent



**"EVERYONE HAS SOMETHING
TO CONTRIBUTE"**