



SheWorks: Putting Gender-Smart Commitments into Practice

AT THE WORKPLACE

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ABBREVIATIONS AND ACRONYMS

ASX	Australian Securities Exchange	KPIs	Key performance indicators
BCFW	Business Coalition for Women (Papua New Guinea)	LGBTQ+	Lesbian, gay, bisexual, transgender, queer/questioning, and others
BoW	Banking on Women	M&S	Marks and Spencer
BSR	Business for Social Responsibility	MDC	Micro Distribution Center (The Coca-Cola Company)
BTMU	The Bank of Tokyo-Mitsubishi UFJ, Ltd.	MENA	Middle East and North Africa
BW	Better Work	MSMEs	Micro, small, and medium enterprises
BWN	Business Women's Network (SAP SE)	NASSCOM	National Association of Software and Services Companies (India)
CBFW	Cherie Blair Foundation for Women	NFS	Non-financial services
CEO	Chief Executive Officer	NGO	Non-governmental organization
CFO	Chief Financial Officer	NZX	New Zealand Stock Exchange
CGI	Clinton Global Initiative	OECD	Organisation for Economic Co-operation and Development
CITE	Commission for Equality in Labour and Employment (Portugal)	P&L	Profit and loss
CSO	Civil society organization	P.A.C.E.	Personal Advancement & Career Enhancement (Gap Inc.)
CSR	Corporate social responsibility	PGA	Participatory Gender Audit Methodology (ILO)
CTI	Center for Talent Innovation	PNG	Papua New Guinea
D&I	Diversity and Inclusion	PwC	PricewaterhouseCoopers
EDGE	Economic Dividends for Gender Equality	ROA	Return on assets
EEOC	Equal Employment Opportunity Commission	ROE	Return on equity
ERG	Employee resource group	ROI	Return on investment
ETF	Exchange-traded fund (Women in ETFs)	ROWE	Results-oriented work environment
EU	European Union	S&P 500	Standard & Poor's 500 (U.S.)
FOGE	Federal Office for Gender Equality (Switzerland)	SBFC	Sharjah Baby-Friendly City Campaign
FTSE	Financial Times and Stock Exchange (U.K.)	SET	Science, engineering, and technology
FY	Fiscal Year	SMART	Specific, measurable, achievable, realistic, and time-bound
GDP	Gross domestic product	SMEs	Small and medium enterprises
GEM	Gender Equity Model (World Bank Group)	STEM	Science, technology, engineering, and mathematics
GM	General Motors	TEB	Turkish Economy Bank
GRI	Global Reporting Initiative	UAE	United Arab Emirates
GSMA	GSM (Groupe Spéciale Mobile) Association	UN	United Nations
HQ	Headquarters	UNDP	United Nations Development Programme
HRM	Human resource management	UNFPA	United Nations Population Fund
HUL	Hindustan Unilever	WBENC	Women's Business Enterprise National Council (U.S.)
ICT	Information and communications technologies	WBG	World Bank Group
IFC	International Finance Corporation	WBL	Women, Business and the Law (World Bank Group)
ILO	International Labour Organization	WEF	World Economic Forum
IT	Information technology	WEPs	Women's Empowerment Principles
ITC	International Trade Center		
ITUC	International Trade Union Confederation		
IWPR	Institute for Women's Policy Research		

Acknowledgements

This publication, *SheWorks: Putting Gender-Smart Commitments into Practice*, was developed by Carmen Niethammer and Rudaba Zehra Nasir, who are part of IFC's Gender Secretariat. It is the result of a collaborative effort with SheWorks member companies and strategic partners, especially those who served as peer reviewers of each chapter.

The authors of this report would like to highlight the invaluable contributions of Maria-Lizzy Massa at Belcorp; Aysun Sayin and the team at Boyner Group; Avra Siegel and the team at Care.com; April Jordin and the team at The Coca-Cola Company; the EY Diversity & Inclusiveness team; Kindley Walsh-Lawlor and the team at Gap Inc.; Renee Wittmeyer and the team at Intel; Besma Alqassar and the team at Kuwait Energy; Carla Pires, Sergio Leão, and the team at the Odebrecht Group; Hanady El Sherif and the team at Ooredoo; Nicole McCabe and the team at SAP SE; Simla Ünal and the team at TEB; and Vijaya Sen and the team at Zulekha Hospitals, as they provided critical data, timely support, and feedback. This report would not have been possible without them.

A special thanks to the three SheWorks strategic partners: Aniela Unguresan and the team at the EDGE Certified Foundation; Susan Maybud and the team at the International Labour Organization (ILO); and Lauren Gula, Tulsı Byrne, and the team at the UN Global Compact.

Many thanks also to the peer reviewers of this report for their support and feedback. Chapter 1 was peer reviewed by SheWorks members EY and SAP SE and SheWorks strategic partner the ILO. Chapter 2 was peer reviewed by SheWorks member Care.com and the ILO. Chapter 3 was peer reviewed

by SheWorks member Gap Inc. Chapter 4 was peer reviewed by SheWorks members Boyner Group and The Coca-Cola Company. Chapter 5 was peer reviewed by SheWorks strategic partner the EDGE Certified Foundation. Chapter 6 was peer reviewed by SheWorks strategic partner the UN Global Compact.

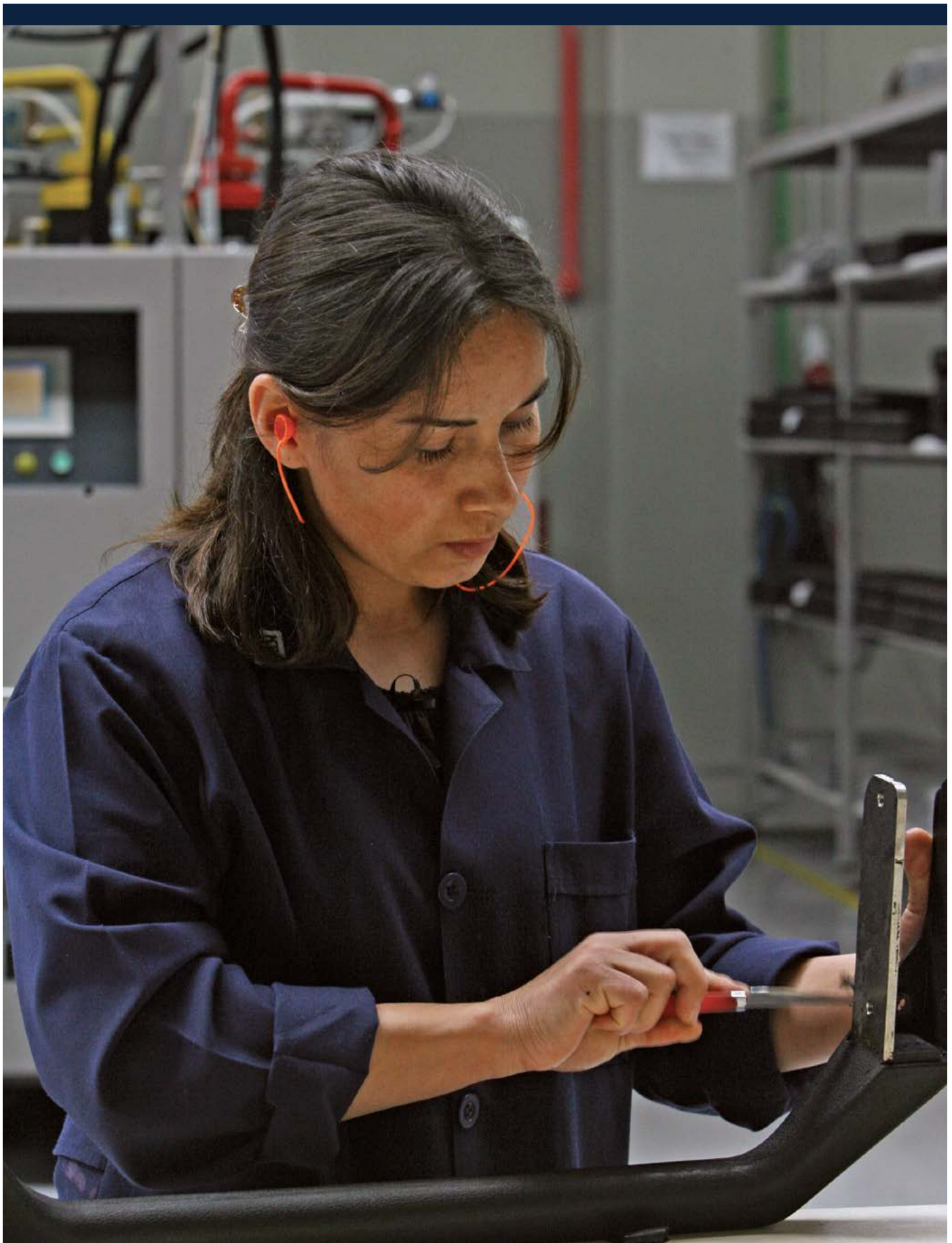
IFC is also grateful for the support of Ilana Jaffey and Julie Schoenthaler at the Clinton Global Initiative, as well as Rachel Tulchin at the Clinton Foundation. The authors of this report also acknowledge Caren Grown, Senior Director, World Bank Group's Gender Cross-Cutting Solution Area; Mary Porter-Peschka, Director, IFC Cross-Cutting Advisory Services; Henriette Kolb, Head, IFC Gender Secretariat; members of IFC's Women's Employment Working Group; and the IFC Gender Secretariat, including Esther Dassanou, Sammar Essmat, Heather Kipnis, and Amy Luinstra, for their input and guidance.

Appreciations are also extended to Alex Behr, the editor of this report, and the design and printing team at Groff Creative—with Lauren Groff, Jay Groff, and Tanaquil Baker—who were critical in producing this report.

IFC would also like to acknowledge the generous support of the governments of Ireland (through the Ministry for Foreign Affairs), Luxembourg (through the Ministry of Finance), the Netherlands (through the Ministry for Foreign Affairs), Norway (through the Ministry of Foreign Affairs), and Switzerland (through the State Secretariat for Economic Affairs) without whom the SheWorks partnership and this publication would not have been possible.

IN COLLABORATION WITH





A factory worker building hospital gurneys at the Tautmann factory in Turkey.

Foreword

Today, the chances for women to participate in the formal labor market worldwide remain almost 27 percentage points lower than those for men.¹ Women are more likely to be unemployed than men. Yet, women's employment is vital to driving economic growth and development—no country can afford to lose half of its talent pool. The private sector, which provides about 90 percent of jobs, is essential for meeting this employment challenge. The key is to identify “gender-smart” employment solutions that generate opportunities for women while also contributing to companies’ bottom line, productivity, and growth.

For the International Finance Corporation (IFC), the world's largest global development institution focused exclusively on the private sector and with six decades of experience, job creation is a top priority. IFC's commitment to advancing gender equality is anchored in a strong business case and in client demand for gender-smart solutions. In response, we are working with clients to reduce the gap between women and men as entrepreneurs, employees, corporate leaders, suppliers, consumers, and community stakeholders. When World Bank Group President Jim Kim launched the IFC-led SheWorks private sector partnership at the 2014 Clinton Global Initiative Annual Meeting, our objective was clear: improve employment opportunities and working conditions for thousands of women over the two-year partnership. Our approach was a practical one: focus on the “how” and encourage leading companies to “stretch” themselves while exchanging their experiences with women's employment. Thirteen leading companies and three strategic partners joined this initiative, implementing gender-smart workplace measures based on the business case.

The report—*SheWorks: Putting Gender-Smart Commitments into Practice*—highlights private sector approaches and learning in recruiting, retaining, and promoting women. It draws on global business case data, practical guidance,

best practices, and lessons learned shared by SheWorks members and strategic partners to show how companies across regions and sectors can further invest in their female talent to strengthen the bottom line. Our hope is that this publication will reach hundreds of

businesses that can learn from our partners' experience and replicate what works. Our goal is to help IFC clients and other companies worldwide reduce gender gaps in their operations while reaping business rewards.

On behalf of IFC, I would like to thank our SheWorks members and partners for their commitment over the past two years. While the SheWorks Partnership comes to an end, the work continues. We all can do more. At IFC, we are committed to applying the knowledge learned with clients and leveraging our partnerships, including with the public sector, as outlined in our recent World Bank Group Gender Equality Strategy. Only by working in tandem with civil society—as well as with the public and private sectors—will we be able to more effectively support women's participation in the labor market and create opportunity where it is needed most.



Nena Stoiljkovic

IFC Vice President of Global Client Services





An employee working on Afrifresh Group's citrus farms in South Africa.

Introduction

Between 1995 and 2015, the global female labor force participation rate decreased from 52.4 percent to 49.6 percent,² even though women's labor is crucial to many sectors that are critical for economic growth in emerging markets. Across industries, women have a lower representation at the management level than they do in the workforce.³ For example, women make up only 4 percent of chief executive officers (CEOs) of publicly listed companies among the Bombay Stock Exchange 100, 3 percent of those in the Mexico Expansion 100, and 1.8 percent of those in the Latin 500.⁴

Gender gaps in employment, however, are not just a problem for emerging or developing economies. Developed economies also have a range of gender gaps to tackle. According to the Organisation for Economic Co-operation and Development (OECD), the average gender wage gap in OECD countries is over 15 percent.⁵ Women represent less than 5 percent of the CEOs of publicly listed companies in OECD countries, 4 percent of those in the U.K. Financial Times Stock Exchange (FTSE) 100, and 2.8 percent of those in the European Union.⁶

The good news is that global gender gaps in primary, secondary, and tertiary education are closing.⁷ In countries such as Argentina, Iran, Nigeria, and Saudi Arabia, for example, women comprise the majority of university students.⁸ In the science, technology, engineering, and mathematics (STEM) sectors as well, women are the majority of graduates in many countries.⁹ However, this trend is not necessarily translating into more women entering and staying in the workforce and occupying skilled roles and leadership positions. Women continue to face significant barriers to their workforce participation, such as harassment, discrimination, and lack of childcare, paid leave, and career advancement opportunities. As a result, and because of a host of other legal and sociocultural barriers, women in many parts of the world still lag behind men in terms of employment, income, skills, and access to assets. The World Economic Forum (WEF)

(2015) estimates that the global gender gap in economic opportunity has closed by only 3 percent in the past 10 years, suggesting that it will take another 118 years to close this gap completely.¹⁰

Employees, employers, and economies around the world cannot wait a century to close the gender gap in employment. When female employees are unable to realize their full economic potential, businesses, communities, and economies also fall behind, unable to maximize their growth potential. Evidence of this is being substantiated by a growing body of research covering developed and emerging economies, such as IFC's *Investing in Women's Employment: Good for Business, Good for Development* report (2013).¹¹ A number of studies referenced later in this report, such as those by Catalyst, the Center for Talent Innovation (CTI), the EDGE Certified Foundation, EY and the Peterson Institute of International Economics,¹² the International Labour Organization (ILO), Mercer, McKinsey & Company, and the World Bank Group, have established a link between women's employment and various business benefits, such as increased productivity, retention, and firm performance.

Many forward-looking employers and governments are already convinced that investment in women's employment is good for business and development. Their focus is now shifting from "why"—the business case—to "how"—the practical steps companies can take to close corporate gender gaps in recruitment, retention, and promotion. Yet many companies that are starting their journey toward workplace gender equality are unsure of how to put the business case into action in a way that benefits employees and the business.

SheWorks: Putting Gender-Smart Commitments into Practice provides insights that can help companies address corporate gender gaps while realizing business benefits. It is the culmination of the IFC-led SheWorks global private sector partnership launched at the 2014 Clinton Global Initiative (CGI) Annual Meeting. The partnership's aim was

SheWorks Members and Partners

An important part of the methodology of this report involved drawing on the practical experiences of the 13 SheWorks member companies and the knowledge and expertise of the three strategic partners. IFC gratefully acknowledges the invaluable contributions made by the following:

SheWorks Member Companies

BELCORP, a Peruvian company involved in the manufacturing and direct sale of beauty products in 15 countries. Belcorp's direct sales network includes more than 800,000 women.

BOYNER GROUP, a Turkish retailer employing more than 12,000 people and serving over 15 million customers.

CARE.COM, a global online marketplace for finding and managing quality family care services. Care.com spans 16 countries, serving more than 19.5 million members.

THE COCA-COLA COMPANY, a U.S.-based multinational beverage corporation.

EY, a global professional services organization, headquartered in the United Kingdom.

GAP INC., an American multinational clothing and accessories retailer.

INTEL CORPORATION, an American multinational technology company.

KUWAIT ENERGY, a Middle East and North Africa-focused oil and gas exploration and production

company headquartered in Kuwait and led by a female CEO.

ODEBRECHT GROUP, a global organization of Brazilian origin with a presence in Brazil and 27 other countries, which runs diversified businesses in the fields of engineering, construction, energy, chemicals, petrochemicals, and agribusiness.

OOREDOO GROUP, a telecommunications company headquartered in Qatar and operating in emerging markets across the Middle East, North Africa, and Southeast Asia with a customer base of nearly 90 million people.

SAP SE, a German multinational company specializing in enterprise software to manage business operations and customer relations.

TURK EKONOMI BANKASI OR TURKISH ECONOMY BANK (TEB), a Turkish financial institution with an asset size of TL 72 billion and more than 10,000 employees.

ZULEKHA HOSPITALS, run by Zulekha Healthcare Group, a women-owned private healthcare network in the United Arab Emirates (UAE).

Strategic Partners

The **EDGE CERTIFIED FOUNDATION** developed EDGE, a global assessment methodology and business certification standard for gender equality.

The **ILO** is the only tripartite UN agency. It brings together governments, employers, and worker representatives of 187 member states to set international labor standards, promote rights at work, encourage employment opportunities, enhance social protection, strengthen social dialogue, and develop policies and programs to champion decent work for all. Gender equality is at the heart of the ILO mandate.

The **UN GLOBAL COMPACT**, the world's largest voluntary corporate sustainability initiative (with more than 8,000 company participants), encourages companies to align strategies and operations with universal principles on human rights, labor, environment, and anticorruption, and take actions to advance societal goals. In 2010, the UN Global Compact and UN Women developed the seven Women's Empowerment Principles (WEPs).

to advance employment opportunities and improve working conditions for more than 300,000 women by 2016.¹³ Ten leading companies joined SheWorks, focused on putting the business case into practice; two years later, the partnership grew to 13 companies (see box O.1). Each member company committed to implement a minimum of three gender-smart workplace measures, such as sponsorship or mentorship programs, flexible work arrangements, effective anti-sexual harassment mechanisms, and gender assessments. Three strategic partners—the EDGE Certified Foundation, the ILO, and the UN Global Compact—provided expert advice and knowledge to help member companies realize their commitments. By September 2016, the partnership had reached the lives of 313,000 women.

This report consolidates the 13 members' learning and best practice around the recruitment, retention, and promotion of female employees. SheWorks members and strategic partners have contributed their knowledge and expertise to this report. While this report is focused on the experiences of SheWorks members and partners, at times it also draws on examples of other companies around the world that are similarly committed to advancing women's employment and improving working conditions.

The aim of this report is to help companies across regions and sectors identify and implement gender-smart recruitment, retention, and promotion policies that work best for their (female) employees and the business. The six chapters of the report reflect the SheWorks members' most prominent commitment measures:

- Chapter 1: Women in Business Leadership and Management
- Chapter 2: Recruitment and Retention of Female Talent in the Workforce
- Chapter 3: Effective Anti-Sexual Harassment Mechanisms
- Chapter 4: Supporting Women in the Value Chain as Employees and Entrepreneurs

- Chapter 5: Measuring and Reporting on Progress
- Chapter 6: Leadership's Public Commitment to Women's Employment as a Smart Business Strategy

Each chapter is divided into three sections covering the business case, promising practices, and lessons learned. The report concludes with suggestions for future research and partnerships, and highlights issues that are beyond the terms of reference of the SheWorks partnership, but are vital to advancing women's employment. To further stakeholders' understanding, the report includes five topic-specific reading guides as an appendix.

ENDNOTES

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Also visit www.ifc.org/sheworks for more details.



A Turkish business leader.

Chapter 1

Women In Business Leadership and Management

The business case is clear: gender diversity in business leadership can have a significant impact on corporate culture and performance.

Governments, employers, and employees—both women and men—now increasingly recognize that advancing women in leadership is the right thing to do *and* it makes business sense. With the goal of becoming employers of choice for women, many companies all over the world are making efforts to improve their hiring and promotion practices to ensure that more women rise to the top.

Despite these efforts, the glass ceiling that prevents women from attaining top leadership positions is still intact. A 2013 survey by Catalyst, a nonprofit focused on expanding opportunities for women and business, found that in 13 out of 44 countries surveyed, including Bahrain, Chile, India, Japan, Portugal, and Saudi Arabia, women represented less than 5 percent of board members.¹⁴ Women are losing ground in the C-suite¹⁵ too (see box 1.1). Five percent or less of the CEOs of the world's largest corporations are women.¹⁶ When multinational financial information provider S&P Capital IQ looked at the annual growth of female CEOs in the Standard & Poor's (S&P) 500 Index from 2006 to 2015, it found that only 21 women held the top job among S&P 500[®] companies, compared with 25 in 2014.¹⁷

Something is not working. Based on the 0.9 percent increase in female representation in the C-suite between 2012 and 2015, McKinsey & Company and LeanIn.org estimate that it will take 25 years to reach gender parity at the senior vice president level and more than 100 years to achieve it in the C-suite.¹⁸

To understand why companies around the world are still struggling to promote more women, the International Labour Organization (ILO), a SheWorks partner, surveyed 1,300 private sector companies in 39 developing countries in 2013 and asked them to rank what they considered the most significant barriers to women's leadership. Results highlighted include:

- The lack of role models for women
- Sociocultural barriers related to gender stereotypes
- Women's and men's assigned or perceived social and reproductive roles

BOX 1.1

A Not-So-Fun Fact

Women CEOs

OECD countries
publicly listed
companies

< 5 %

European Union
publicly listed
companies

2.8 %

U.S.
Fortune 500
companies

4.8 %

Latin 500
companies

1.8 %

Source: ILO. 2015. Gaining Momentum: Women in Business and Management. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_334882.pdf

* The S&P 500 is an American index based on the market capitalizations of 500 large companies listed on the NYSE or NASDAQ.

These barriers are often reflected in workplace structures and cultures that lead to inherent gender biases in recruitment and promotion. A common, causal result of gender biases is that men are often not encouraged to take leave for family responsibilities, and women are considered as having more family responsibilities than men. Therefore, women often do not get adequate line management experience to position them for top jobs.

However, sociocultural barriers are not the only issues. ILO survey respondents also pointed to a lack of equal opportunity and family-friendly workplace policies and strategies for promoting skilled women.¹⁹ Often, employers increase gender diversity in leadership through “buying talent”—selecting external candidates to fill top leadership positions, instead of developing talent within. However, research shows that internal appointments can lead to a higher return on investment (ROI) in human capital and can pay dividends in terms of better financial results, more effective employee performance, and stronger engagement across the company.²⁰

Given this strong business case for effective internal talent pipeline management, employers are setting ambitious yet SMART²¹ targets for increasing women in leadership. To achieve these targets, employers are developing and implementing a range of policies and practices, such as:

- Offering sponsorship programs
- Strengthening women's employee resource groups (ERGs)
- Supporting working parents
- Revising recruitment, retention, and promotion policies
- Convincing male CEOs and managers to take ownership of promoting gender issues and lead by example

Many of these ideas are gaining traction and being corroborated at regional levels: ILO's *Women in Business and Management: Gaining Momentum in Asia and the Pacific* report was launched at a regional conference in Singapore in July

2015,²² and a similar report specific to the Middle East and North Africa (MENA) region was launched during a conference in Oman in February 2016.²³ IFC and SheWorks members were involved in each launch.

ILO survey respondents also identified enabling environment issues and policy-level barriers to women's leadership. These barriers can include inadequate nondiscrimination and anti-sexual harassment laws, legal protection from family- or gender-based violence, and lack of government-mandated childcare support and paid parental leave. These enabling environment barriers are often more systemic and difficult for companies to tackle on their own. Hence, these barriers require cross-sector and regional solutions forged through dialogue and partnerships between communities, governments, and companies.

The IFC-led SheWorks global private sector partnership for women's employment is one such effort to address, among other things, the sociocultural and workplace policy barriers to women's leadership and employment by facilitating an exchange of knowledge and best practices. As part of this effort, 10 out of 13 SheWorks member companies committed to advancing women in leadership such as through establishing sponsorship and mentorship programs, setting specific and measurable goals, and promoting women at parity.

POSITIONING WOMEN IN LEADERSHIP

Many companies, including SheWorks members, see women's leadership on a continuum: while management must strive to promote more women to the board, it also must strengthen the female talent pipeline and prepare women to initiate and lead teams and projects at all levels of the organization. This includes not only CEO, senior management, C-suite, and middle management positions but also “first women” roles such as petrochemical engineers and construction forewomen in traditionally male-dominated sectors and regional contexts.

Positioning women in leadership more broadly allows companies to institute practices and policies that can

Diversity and Inclusion at SAP SE



Anka Wittenberg, Chief Diversity and Inclusion Officer, SAP SE

"Going into the corporate world, I had three small children. I experienced firsthand the immense pressures and challenges working mothers face as they try to juggle their work and family responsibilities while trying to advance their careers. And I thought, 'No, that has to change.' That's why I took over the responsibility to work at SAP as the Chief Diversity Officer. My main focus is to create an inclusive environment, which means that we not only attract the best talent, but we also do our best to retain, develop, and promote it."

Wittenberg has been at the forefront of SheWorks member and German software giant SAP SE's diversity and inclusion efforts to advance women's employment and leadership in the science, technology, engineering, and mathematics (STEM) industry. SAP considers increasing the number of women in leadership as the cornerstone of its business development strategy. Women hold 24.1 percent of all leadership positions at SAP and the company now aims to sustain the ripple effect it has generated in the tech industry and reach 25 percent by 2017.

Source: SAP SE. (2016). Women in Leadership: SAP's Anka Wittenberg on Women in Technology and Leadership Roles. <http://sapinsider.wispubs.com/Assets/Podcasts/2015/April/Anka-Wittenberg-Women-in-Leadership-Podcast>



enable women to perform a range of corporate leadership roles, particularly those that directly impact profit and loss, and help them gain experience and leadership skills such as negotiation, confidence, decision-making, and consensus-building.

A 2016 study²⁴ conducted by SheWorks member EY in collaboration with the Peterson Institute for International Economics supports this point. The study, involving a comprehensive survey of 21,980 firms in 91 countries, shows that the global economy would benefit if more companies invested in developing a robust pipeline of female leadership. The study suggests that companies that have female leadership as part of an integrated ecosystem—operating and interacting throughout the organization—will achieve the highest returns, compared with those companies that focus on getting individual women to the top.²⁵

THE BUSINESS CASE FOR WOMEN IN LEADERSHIP

A growing body of research confirms that having more women in leadership roles throughout the organization is linked to a range of business benefits for companies in developed and developing economies. These benefits include better firm performance, particularly during periods of economic volatility,²⁶ and greater ability to minimize high-risk financial transactions²⁷ and serve markets dominated by women.²⁸ An extensive 19-year study of 215 Fortune 500 firms reveals that companies with the best record for promoting women outperformed industry revenue averages by 46 percent.²⁹ Although many

studies have established a correlation between gender diversity in leadership and better firm performance, correlation does not imply causation.^{30, 31, 32} Yet existing business case research has already inspired some companies to intervene: many companies now have mechanisms to measure and substantiate the business case, which will further strengthen the body of evidence.

The Business Case for Women on Boards

Including and engaging women on boards has been linked to better financial performance. A Credit Suisse Research Institute (2014) study spanning 3,000 companies worldwide shows that between 2012 and 2014, large companies with at least one woman on the board outperformed companies with no women on the board by 5 percent on a sector-neutral basis.³³ Research conducted by IFC (2015) in Jordan shows a similar link between more women on boards and better financial performance. In 2012, the average return on assets (ROA) of publicly listed companies without female representation was 0.99 compared with 3.03 for companies with at least one woman on the board.³⁴

Evidence from a sample of firms in Hong Kong, Malaysia, Singapore, and South Korea shows that increasing the number of female directors has a positive effect on firm performance, as measured by return on equity (ROE).³⁵ However, the study also suggests that forcing female director appointments or mandating gender quotas in countries with strong cultural resistance can reduce firm performance.

The benefits of having more women in leadership roles include better firm performance, particularly during periods of economic volatility, and greater ability to minimize high-risk financial transactions and serve markets dominated by women.

In addition to firm performance, having three or more women on a board is linked to better corporate governance.³⁶ It can contribute to changes in boardroom culture, leading to greater scrutiny, inclusion, and collaboration.³⁷ Companies, however, should be mindful of “tokenism”: the women selected to serve on their boards should have executive authority and should not be selected because the company wants to avoid public criticism or merely check the gender diversity box.

The Business Case for Women in Senior Management

A growing body of research from developed and emerging markets highlights the business case for increasing women in senior management. A study based on 15 years of panel data on the top management of S&P 1,500 firms³⁸ shows that female representation in top management brings informational and social diversity benefits, enriches the behaviors exhibited by managers throughout the firm, and motivates women in middle management. This in turn contributes to improved managerial task performance and better firm performance.

European companies exhibit a similar trend: in 2011, companies in the STOXX 600 Index with more than 30 percent women managers outperformed those with less than 20 percent women managers by nearly 8 percent.³⁹ Analysis conducted by McKinsey & Company (2008) on a sample of 58,240 workers employed by 101 companies around the world shows that companies with three or more women in senior management score higher on all nine organizational dimensions: capability, leadership, external orientation, accountability, motivation, coordination and control, innovation, direction, and work environment and values that are positively associated with higher operating margins.⁴⁰ A report by SheWorks partner EDGE Certified Foundation and HR consultancy firm Mercer (2014) shows that women managers are perceived as being better at leading inclusive teams, flexibility and adaptability to change, and teamwork and cooperation.⁴¹

The Center for Talent Innovation (CTI), a global think tank conducting research to highlight opportunities for diverse



COURTESY OF WORLD BANK GROUP

A bank teller in Mozambique.

talent in the workplace, ties gender diversity in senior leadership to market growth. Companies that harness both diversity in their workforce and leadership are 45 percent more likely than companies lacking diversity to have grown market share and 70 percent more likely to have captured a new market in the last 12 months.⁴² This link is critical because SheWorks member EY predicts women’s global incomes will reach a staggering \$18 trillion by 2018,⁴³ and 62 percent of women in a global sample covering China, Hong Kong, India, Singapore, the United Kingdom, and the United States identify themselves as the primary source of household investable assets.⁴⁴ Against this dynamic backdrop, companies employing female managers could be better positioned to capture and serve consumer markets that are increasingly being dominated by women.⁴⁵

The Business Case for Women in Middle Management

To unlock the business benefits and full potential of gender diversity in leadership, it is necessary to develop and sustain a pipeline of high-performing female talent and create the necessary conditions for this talent to progress toward more senior leadership roles. Research suggests



Supervisor Maria de Lourdes Gonzales Jimenez, Etileno XXI (Odebrecht Group)

that female middle managers are the linchpin of a successful gender diversity strategy.⁴⁶ Not only do they play a vital role in business and operational performance but they are also a source of future leadership talent and role models for other women. Yet at this stage, if they are not developed, retained, and included in succession planning, most women tend to get stuck or exit the company.⁴⁷ An organization's internal talent pipeline has to be made more effective in delivering gender diversity at all levels, including in senior management positions.⁴⁸ Research conducted by *everywoman*, the United Kingdom's largest membership organization for women in business, finds that thousands of talented female middle managers are unable to break into the ranks of senior management, and U.K. businesses could potentially benefit by £5 billion a year if companies unblocked the female talent pipeline.⁴⁹

The Business Case for "First Women"

An organization's "first women" merit particular attention. They can help pave the way for future women employees, managers, and even CEOs and directors. From Mary Barra,

the first female CEO of a major global automaker, to Jaqueline Colmenares, the only female coating-works supervisor at SheWorks member Odebrecht Group's Etileno XXI petrochemical complex, these "first women" can serve as powerful role models, mentors, trainers, and advocates for gender diversity.

Take, for example, supervisor Maria de Lourdes Gonzales Jimenez, who has the role of "first woman" in a male-dominated industry. She leads one of the equipment preservation areas at Etileno XXI and maintains 423 pieces of mechanical equipment and 370 pieces of packaged equipment with a team of 14 personnel onsite and 50 offsite. Gonzales Jimenez leads daily organizing meetings attended by five supervisors and 86 operators. She is an active member of her community and says, "I encourage girls to strive to excel and reach a good position by supporting their families and education." Gonzales Jimenez's efforts are encouraging other girls in her community, which is characterized by low socioeconomic development, to follow in her footsteps and enter nontraditional, high-skilled occupations. (See also box 1.3

about the successful efforts of role model Sara Akbar, CEO of Kuwait Energy, a SheWorks member company.)

PROMISING PRACTICES

What can the private sector do to put this business case into action? For many companies, including SheWorks members, this usually means conducting gender assessments and employee surveys to identify and gauge the extent of the gender gaps in recruitment and promotion. Through this diagnostic and data gathering exercise, companies can establish baselines and set targets for women's leadership, identify barriers that prevent women from rising to the top, prioritize actions, and develop a plan to address these gaps.

In some regions, many issues often lie outside the remit of companies and can adversely impact employers and employees. Although the WEF's 2015 *Global Gender Gap* report shows that the United Arab Emirates (UAE) has over the years made efforts to close gender gaps in political participation, health, and education,⁵⁰ certain cultural and legal constraints can curtail women's full participation in the labor force. For example, UAE federal labor law requires employees to work a maximum of 48 hours a week, which typically makes it difficult for employers to create part-time positions or flexible roles often preferred by working parents, particularly women.

Despite these challenges, Zulekha Hospitals, a SheWorks member company based in the UAE, implemented innovative policies and practices to advance women's employment. As a result, women constitute 59 percent of staff and 43 percent of all doctors. The evidence suggests that even in companies like Zulekha Hospitals that have a high proportion of women in their workforce, diversity and inclusion efforts are important. These efforts can be targeted, for example, toward increasing the number of men in nontraditional job streams such as nursing and support staff. These efforts can also help increase women in senior leadership roles, since senior management can be male-dominated even in companies that have a high overall proportion of women in their workforce. While implementing these efforts, companies should measure and monitor their performance, benchmark their progress toward workplace gender equality, and plan ahead.

Assessments and Action Plans

Zulekha Hospitals carried out a gender assessment to identify areas of the business where it could make a difference. The company realized that although it had a high proportion of women in the workforce, the proportion of female managers and senior leaders could still be improved. So the company developed an action plan to maintain a balance between hiring more women leaders and promoting more women internally to achieve parity.

Female middle managers are the linchpin of a successful gender diversity strategy. Not only do they play a vital role in business and operational performance but they are also a source of future leadership talent and role models for other women.

Kuwait Energy: Promoting Role Models, Mentors, and Coaches

Role models, mentors, and coaches can play a critical role in ensuring that more women rise to the top. Sara Akbar, the CEO of Kuwait Energy, a SheWorks member and oil and gas company based in Kuwait, is one such role model. Her efforts to promote women in the traditionally male-dominated energy sector across the Middle East and North Africa have encouraged more women to break glass ceilings and walls and build promising careers in the lucrative energy sector. Akbar often shares her story of how she fulfilled her dreams with a single-minded purpose and determination and achieved great success.



COURTESY OF KUWAIT ENERGY

Shatha Almayahi, Quality Control Engineer, Kuwait Energy

Under Akbar's leadership, Kuwait Energy HQ's Performance and Talent Unit launched the Coaching Journey program in 2015 to create a coaching culture and advance women employees' opportunities for mentorship, cross-departmental team work, and on-the-job training to prepare them for more senior leadership roles. All HQ female staff participated in the program either as coaches or mentees. Kuwait Energy conducted a follow-up survey that found almost 80 percent of respondents reported an increase in their confidence after completing the program. More than 70 percent found the program to be beneficial to their professional development.

Source: Kuwait Energy, 2016

After setting targets to ensure hiring managers consider qualified female candidates for all open positions and promotions, the company initiated a series of equal opportunity training and leadership development programs to strengthen its internal talent pipeline. These programs included a structured training program for nursing staff, which resulted in the identification of high-performing talent and an increase in the number of women being promoted.

This experience shows that companies can get the maximum benefit out of gender assessments when their results are immediately analyzed and acted upon. SheWorks member Boyner Group, one of Turkey's largest retail companies, also conducted a gender assessment to identify regions where there was potential to develop existing human resources and increase the number of women store managers and supervisors. The assessment revealed that women employees face a range of challenges in Turkey's Anatolia region, which is characterized by low socioeconomic development and female labor force

participation. The company embarked on a culturally-sensitive action plan to increase the number of female store managers in Anatolia. Within a short span of time, the percentage of women store managers in Anatolia increased from 15 percent to 21 percent while the percentage of women supervisor positions now stands at 42 percent. The company regularly tracks female manager and supervisor statistics of its stores and encourages women employees to choose between different positions and rotate between stores and regions.

Equitable Sponsorship Programs

Multinational corporations face unique challenges related to mobility, building a strong female talent pipeline, and promoting more women. For example, SheWorks member EY is a global professional services firm employing more than 200,000 people; it strives to embody and reflect within its workforce the diversity of its clients worldwide. To more effectively walk the diversity talk, EY focused on fostering high-performing female talent ready to take on that next big, career-changing assignment.

How has EY unlocked this vast potential? Through its equitable sponsorship programs. According to research conducted by CTI (2015), sponsorship helps women and men advance their careers in ways in which mentoring falls short. A sponsor delivers “high-octane” support and advocates on behalf of protégés to enable them to achieve their career goals, such as earning more pay, building a

Companies can get the maximum benefit out of gender assessments when their results are immediately analyzed and acted upon.

BOX 1.4

Gap Inc.: From Assessment to Action

SheWorks member and multinational clothing retailer Gap Inc. knows that globally, women are the dominant retail shoppers (Nielsen 2013). The company therefore recognizes that its workforce has to reflect the diversity of its consumer base, and policies that are good for its women employees are good for all employees and the business. This drives Gap's investment in inclusive opportunities and internal talent pipeline development guided by strong leadership advocacy and direction from the top. The company regularly measures and tracks leadership metrics by gender. Programs such as GapWIL (Gap's Women in Leadership Employee Resource Group) help employees improve their skills so they can advance in their careers. Through targeted internal and external communications efforts, Gap has been gaining stakeholder buy-in and streamlining how talent is assessed and promoted. As a result, women currently lead four out of five brands at Gap. Women serve in key functional roles such as CFO, regional head of China, and global general counsel. They make up 60 percent of directors and above, hold 53 percent of the seats on the CEO's leadership team, and make up 27 percent of the board. Women also lead Gap stores: 75 percent of the company's store managers are women.

Source: Gap Inc., 2016



A Gap Inc. store employee.

COURTESY OF GAP INC.



This illustration captures discussions during a 2015 conference in London organized by ILO, IFC, and the Confederation of British Industry (CBI) to identify steps to accelerate women's leadership in business and management.

strong network, and securing a promotion. In return, protégés consistently deliver outstanding performance, exhibit loyalty and trustworthiness, maintain the sponsor's brand and legacy, and contribute other critical skills and value propositions. This two-way street has the potential to result in an unprecedented rate of advancement and forward momentum for both the sponsor and the protégé. Yet, according to CTI, women tend to be "over-mentored" and "under-sponsored". The CTI study shows that men are 46 percent more likely than women to have a sponsor, while 77 percent of women continue to believe that promotions are a result of hard work, long hours, and credentials alone, perhaps underestimating the importance of sponsorships.

To change these perceptions about sponsorship, SheWorks member EY began to raise awareness about equitable sponsorship internally and create a culture of sponsorship.

Over time, employees and leadership started seeing sponsorship as a career game changer for women and men, and as a result, sponsorship was embedded in key ongoing programs and processes at EY, such as EY Unplugged, Career Watch, and the Inclusiveness Leadership Program. From their first days on the job, employees are encouraged to become "sponsor ready" through their client assignments and mentoring programs. Through successful mentoring relationships, high performers become aligned with influential executives who can serve as sponsors and provide ongoing guidance and support. To ensure accountability, EY regularly monitors sponsorship programs using quantitative and qualitative measures such as promotion rates, representation of women at the partner level, engagement survey scores, and feedback from professional networks. As a result, EY has successfully built a pipeline of women leaders, ensured greater engagement

and retention of women leaders, improved its processes for recruiting women leaders, and sustainably maintained and increased the number of women partners.

To help companies develop and enhance their sponsorship programs, CTI has launched the Sponsor Ready digital social learning platform. Sponsor Ready aims to help users reflect on their “sponsor readiness” as sponsors, protégés, and organizations; identify skill gaps and strengths; learn the tools to cultivate sponsor relationships; and build cultures of sponsorship across their organizations. Sponsor Ready is built around learning modules designed to spark meaningful conversations around diversity, while addressing business challenges and preparing high-potential employees and their sponsors to take action.⁵¹

Employee Resource Groups

Companies also recommend strengthening women's networks or employee resource groups (ERGs), which can serve as catalysts and advocates for advancing women in leadership. Research by Mercer (2011) has shown that the most dynamic ERGs align their mission with corporate interests through activities with direct impact on business operations, such as marketing and product development, talent acquisition and development, and workforce diversity and inclusion.⁵²

SheWorks member SAP SE has made significant progress in this regard, particularly in the context of a still male-dominated science, technology, engineering and mathematics (STEM) industry (see box 1.2 for more details). The company's employee-driven Business Women's Network (BWN) is directly linked to the company's business strategy and goals, which further strengthens and sustains BWN's relevance and growth. BWN also provides its members with a range of opportunities, such as skills development, mentoring, speed networking, and other events, to advance their careers and move up the corporate ladder.

Results-Oriented Work Environment

Other promising practices to advance more women in leadership include establishing more gender-inclusive

metrics for gauging employee performance and awarding promotions, such as establishing a results-oriented work environment (ROWE) where employees are evaluated on performance, not presence.⁵³ In many cases, fixed 40-hour workweeks are not always necessary to deliver top performance, and supervisors and employees can devise innovative and customized work plans that meet business needs and employee requirements. These work plans could include such options as flexible, remote, home-based or part-time work, and support to enable employees to fulfill family, care, and other responsibilities.

However, a flexible work plan may sometimes make the employees feel they are on call 24 hours a day, which can also lead to stress and burnout. Work plans should be designed with the goal of striking a balance between work and family responsibilities.

Senior (Male) Leadership Support

The role and support of (male) CEOs, senior and middle management, and coworkers is becoming increasingly important for companies striving to achieve gender equality in the workforce. Chapter 6 of this report delves deeper into how leaders are leveraging their influence, networks, and visibility to build the business case for workplace gender equality and drive stakeholders to deliver concrete results. A prominent example that Chapter 6 expands on is the Male Champions of Change initiative of the Australian Human Rights Commission, which brings together influential and diverse male CEOs and chairpersons to use their individual and collective influence and commitment to help respond to gender equality challenges in organizations and communities.⁵⁴ Similarly, the Geneva Gender Champions is a network of senior leaders working to advance gender equality in their institutions through concrete and measurable commitments.⁵⁵

Male CEOs who have been vocal about workplace gender equality issues include Marc Benioff, the CEO of American cloud computing company Salesforce. Benioff has been at the forefront of efforts to recruit, train, and promote women in STEM. He started the Women's Surge initiative

at Salesforce to advance women employees' visibility and leadership in the organization. Male leaders are also using media tools to make the case for gender equality. For example, in a blog post titled *Let's not wait a century: 3 ways to close the gender gap now*⁵⁶ to mark the 2016 WEF Annual

Meeting, EY's Global Chairman and CEO Mark Weinberger discusses how advancing women improves firm performance and increases prosperity for all, while suggesting ways to achieve it.

Lessons Learned

Fully eliminating barriers to women's leadership is a daunting task. Yet companies are keen on sharing not only their best practices but also their lessons learned so that other companies can follow suit and avoid possible pitfalls. In this section, SheWorks members have shared their learning for companies embarking on this rewarding journey:



START with establishing baselines and setting corporate targets for increasing women's leadership, particularly in roles that directly impact profit and loss (P&L). This helps break down the glass walls that silo women in certain roles and positions, such as human resources, legal, and communications.⁵⁷



FOCUS on middle managers and provide them with leadership training and succession planning programs to prevent a gap in the talent pipeline. Research has shown that at the mid-tier stage, people often need the most information and support. Being proactive in this area can help shorten developmental milestones and expedite top performers' readiness for advancement.⁵⁸



LINK sponsorship and mentorship programs to the performance management and career development of both mentors and sponsors and mentees and protégés. Help staff understand the business case and benefits of these programs for sponsors, protégés, and the organization. Make efforts to develop a culture of equitable and unbiased sponsorship. When starting a sponsorship program, put in place rigorous monitoring and evaluation mechanisms to measure the individual and business impact of such programs over time. Incremental changes should be celebrated along with huge leaps toward advancing women in leadership, particularly since significant changes take time and require sustained effort.



STRIKE A BALANCE and ensure that other segments of the workforce, including men, also feel included in the process of advancing women in leadership. For example, too many programs focused on developing female leaders and not enough resources or inclusive programs targeting future male leaders might drive this cohort away to seek other opportunities.



LOOK UP! Leadership buy-in and accountability, particularly from male CEOs and senior management, are critical. Business case data and evidence help sustain leadership support and endorsement of efforts to promote more women.



NUMBERS CAN BE MISLEADING. While implementing measures and policies to advance gender diversity in business leadership, businesses must try to avoid “tokenism” and go beyond increasing just the *number* of women in leadership. Research commissioned by IFC (2010) on gender diversity in Pakistani boards demonstrates that 72 percent of the KSE 100 Index businesses that have women on boards are family-owned firms in which female board members are usually family members and do not always perform full-time roles.⁵⁹ Ensuring overall board sustainability and effectiveness is key.



YET NUMBERS ARE IMPORTANT and *one is not enough*: women should be present in sufficient numbers at senior levels to drive cultural change and better business results.⁶⁰ Studies and organizations have established that 30 percent is the proportion when critical mass is reached in a group setting and the voices of the minority group become heard in their own right, rather than simply representing the minority.⁶¹ Research also shows that adding just one woman to the board of directors may not have a great impact, since generally the presence of three or more women is required to bring about change.⁶² When three or more women sit on a board, diversity becomes not a “women’s issue” but a group responsibility, and the critical mass normalizes women’s presence as leaders.⁶³



WORK with governments to embed gender diversity provisions in corporate governance codes. Research shows that Fortune Global 200 companies based in countries that have these provisions averaged 24 percent women directors while companies based in countries without those guidelines had only 13.6 percent women-held board seats.⁶⁴ In the United Kingdom, for example, the innovative Enhanced Voluntary Code of Conduct for Executive Search Firms aims to raise the standards of professionalism and conduct in the recruitment of women directors and gives recognition to those search firms that have been most successful in recruiting women for FTSE 350 boards. As of 2015, 86 executive search firms have signed up to this code of conduct.⁶⁵



CELEBRATE, once in a while, small, incremental changes, which are just as important as huge gains.

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Professor Amivi Kafui Tete-Benissan is the head of the association for Togolese women in science and has started a mentoring program for female students to help them thrive in STEM fields. As of today, 2,000 women have benefited from this program.

Chapter 2

Recruitment and Retention of Female Talent in The Workforce

Traditionally, the war for talent in the corporate world has meant fierce competition for recruiting and retaining talented employees: it is a mindset in human resources (HR) that links talent as a driver of corporate performance.⁶⁶ In January 2015, *Forbes* published an article suggesting that the basis of the war for talent has shifted:⁶⁷ companies are moving away from managing core groups of employees and outsourcing to building and maintaining a strong talent pipeline. In addition, millennials—now the largest cohort in the global workforce—present a new set of needs, demands, and concerns with less regard for traditional gender roles and more focus on shared work-life responsibilities and family-friendly policies that support both working parents. With these priorities, millennials are switching between employers based on job quality and the benefits package offered. Thus, employers can face challenges in retaining top talent.

Against this backdrop, companies—including many SheWorks members—recognize that it is critical to implement innovative approaches to recruit and retain top talent. These approaches include better work-life and family-friendly policies, which benefit *all* employees.

Despite shifts in the way companies are managing talent, women's labor force participation has fallen 2 percentage points since 1990.⁶⁸ SheWorks partner the International Labour Organization (ILO) (2016) analyzed data from 178 countries and found that the rate of women's participation in the workforce was 25.5 percent lower than men's participation in 2015: a gap only 0.6 percent smaller than 20 years earlier.⁶⁹

The bad news is that these labor force trends are projected to worsen over time. The World Economic Forum (WEF) (2016) released the report *The Future of Jobs: Employment,*

Skills and Workforce Strategy for the Fourth Industrial Revolution,⁷⁰ based on an extensive survey of HR and other executives of leading global employers, representing more than 13 million employees across nine broad industry sectors in 15 major economies and regional economic areas.⁷¹ The report predicts that women are going to face even bigger employment challenges in the future. WEF estimates that between 2015 and 2020, “disruptive changes” brought on by the Fourth Industrial Revolution and other socioeconomic and demographic factors will result in a net loss of over 5 million jobs in 15 economies. Such disruptions include the rise of artificial intelligence; robotics; 3D printing; and “smart” home, factory, and farm systems. WEF estimates that this net decline in employment is set to adversely impact more women than

BOX 2.1

A Not-So-Fun Fact

The Gender Pay Gap is Real

Women in most countries
earn on average only

60–75%
of men's wages.

More women than men

work in vulnerable, low-paid, or undervalued jobs.

When paid and unpaid work are combined, women in developing countries work more than men, with less time for education, leisure, political participation, and self-care.

Source: UN Women. (2015). Facts and Figures: Economic Empowerment. <http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures>

men because women make up a smaller share of total employment, and the sectors projected to grow, such as science, technology, engineering, and mathematics (STEM), are characterized by lower female labor force participation. (See box 2.2 for insights into women's participation in science, engineering, and technology in emerging markets).

Globally, women's labor force participation continues to be low. Despite graduating in higher numbers than men, qualified women, particularly working mothers, often work part-time, make less money, face career obstacles, and drop out of the workforce—either permanently or during key times in their working years—in droves.⁷² *The New York Times* (2003) once called it the “opt-out revolution,”⁷³ while others speak of the “female brain drain.”⁷⁴ Whether women are choosing to opt out, or inadequate workplace support leaves them with no other choice but to quit is an ongoing debate. Sheryl Sandberg (2013) noted in her book *Lean In* that 43 percent of qualified U.S. women with children are leaving their careers or off-ramping for a period of time.⁷⁵ The author highlights that only 74 percent of these women will rejoin the workforce in any capacity, whereas only 40

percent will return to full-time jobs.⁷⁶ Research also suggests that the women who take time off often end up paying a substantial career penalty, and the longer they stay out of the workforce, the more severe the penalty can become. One study estimates that across all U.S. sectors, women lose 37 percent of their earning power when they spend three or more years out of the workforce to fulfill family responsibilities.⁷⁷

The female brain drain is particularly severe in STEM, an industry that WEF predicts will grow over the next few years. Women's low participation in STEM jobs is striking given that women are the majority of STEM graduates in many key regions.⁷⁸ Center for Talent Innovation (CTI) research shows that 41 percent of highly qualified scientists, engineers, and technologists are women, but over time 52 percent of women working for science, engineering and technology (SET) companies quit their jobs, often because of unconducive work environments and lack of clarity regarding career progression.⁷⁹ If women continue to exit the industry, the shortage of qualified tech workers is likely to worsen, especially since computing jobs are expected to more than double to 1.4 million by 2020.⁸⁰

BOX 2.2

SET (science, engineering, and technology) in Emerging Markets

Percentage of SET women likely to quit within a year

22% in Brazil

30% in China

20% in India

In India, **45%** of SET women feel stalled and unable to sustain or progress in their careers.

Source: Center for Talent Innovation. (2014). Athena Factor 2.0: Accelerating Female Talent in Science, Engineering & Technology. <http://www.talentinnovation.org/assets/Athena-2-ExecSummFINAL-CTI.pdf>

What is preventing women from entering or reentering the workforce, and what is driving out the ones who are already there? Research points toward a host of barriers and enablers that boil down to the need for better talent management policies that help employees fulfill responsibilities at home and at work. For example, the need for adequate childcare and eldercare—especially in economies with fast changing demographics—are key concerns and can hinder women's, and men's, earning potential. While many companies are beginning to address these issues, women particularly in the 41- to 55-year age group, the so-called “sandwich generation,” still experience the overlapping pressures of childcare and eldercare responsibilities. Therefore, it is not surprising that they are often more likely to drop out of the workforce in the absence of family-friendly support. In addition, unconscious bias, work discrimination, and ineffective anti-sexual harassment mechanisms can further weaken the talent pipeline and organizational effectiveness.

BOX 2.3

The ILO/IFC Better Work Program: Making a Difference for Female Factory Workers in the Global Garment Industry

Since 2007, the ILO/IFC Better Work (BW) program has been partnering with 30 international clothing brands in eight countries to improve and monitor legal compliance and create safe, clean, and equitable working environments. BW does this primarily by building strong relations between managers and workers and empowering them to improve working conditions while enhancing factory productivity and competitiveness. Since 2007, BW has reached more than 3 million garment workers in Bangladesh, Cambodia, Haiti, Indonesia, Jordan, Lesotho, Nicaragua, and Vietnam. Women are the key beneficiaries of BW's programs since they make up about three-fourths of the global garment industry workforce and 80 percent of all workers in BW participating facilities. BW's efforts have resulted in a win-win-win multiplier effect for businesses, employees, and communities: businesses profit from higher productivity and stronger industrial relations. Workers and communities benefit when workers are safe and productive, and can send remittances home.

For more research on BW's gender impact, visit <http://betterwork.org/blog/portfolio/progress-and-potential-a-focus-on-gender/>

To address the challenges highlighted previously, five out of 13 members of IFC's SheWorks partnership committed to go beyond regulatory requirements and better recruit and retain their top talent. One year into the partnership, all five members improved their policies and practices, expanded their family benefits, and raised internal awareness about benefits. SheWorks members see these actions as investments that pay off in many different ways that are beneficial for both employees and business.

THE BUSINESS CASE FOR BETTER TALENT MANAGEMENT AND WORK-LIFE POLICIES

SheWorks members reiterate that current and anticipated labor and skill shortages cannot be met unless companies expand their efforts to attract and retain their best talent. Stemming absenteeism and turnover among working parents is critical to better talent management because this segment of the workforce is at risk of giving up mainstream careers to fulfill family responsibilities.

One study estimates that across all U.S. sectors, women lose 37 percent of their earning power when they spend three or more years out of the workforce to fulfill family responsibilities.

Replacing a worker is not easy (or cheap)

Research conducted by the Center for American Progress reveals that businesses spend about 21 percent of an employee's annual salary to replace that worker,⁸¹ which can lead to significant costs if retention is not prioritized. In Vietnam, for example, Nalt Enterprise, a large garment manufacturer participating in the BW program, estimates that it takes up to three months for a new textile worker to reach full productivity (see box 2.3 for more program details). Translated into savings from reduced training costs and maintaining full productivity, a 10 percent reduction in staff turnover saves the factory 8.5 percent of the total annual wage bill.⁸² If working parents drop out of the workforce, companies can experience high turnover, recruitment, and replacement costs, which can be avoided by putting in place more cost-effective support mechanisms.

Supporting working parents is cheaper and more beneficial than replacing them

Many companies, such as Vodafone and New Zealand-based Coca-Cola Amatil (one of the five major bottlers for SheWorks member The Coca-Cola Company), acknowledge that it costs them more to recruit and train a replacement worker than to give better support to working parents, such as paid parental leave.⁸³ Such support has been linked to lower stress and work-family conflicts and higher employee satisfaction, loyalty, and sense of belonging. These positive outcomes can then contribute to skill

preservation, lower absenteeism and turnover, and higher retention and productivity.⁸⁴ Evidence from medium-sized firms in Germany shows that family-friendly measures can result in a return on investment (ROI) of 25 percent. One clear example is supporting affordable childcare, which encourages women to return from maternity leave and reduce replacement and reintegration costs.⁸⁵ Looking at the tech sector, the rate at which new mothers left Google fell by 50 percent when it increased paid maternity leave from 12 weeks to 18 weeks, recognizing that when mothers can take the time they need to bond with their babies, they return to their jobs feeling confident and ready. Google understands that this is good for the bottom line by avoiding costly turnover and retaining more of its talent.⁸⁶

Going an extra mile for your employees means they will go an extra mile for you

Research also shows that flexible and part-time work arrangements,⁸⁷ employer-supported on-site childcare facilities, and other interventions to support working parents can help increase workers' productivity by making it easier for them to focus at work and avoid burnout.⁸⁸ Women employees at Nalt Enterprise say that knowing their children are cared for and nearby gives them peace of mind during working hours.⁸⁹ Companies ultimately benefit when workers experience lower stress: U.S. research shows that employees with work-life balance and childcare support are 45 percent more willing to "go the extra mile" to help their company succeed.⁹⁰

Supporting policies that help working parents can contribute to skill preservation, lower absenteeism and turnover, and higher retention and productivity.



COURTESY OF IFC

An employee during a planning meeting.

Making small investments can lead to big returns

KPMG, a professional services company and one of the Big Four auditors, started a childcare program for its employees and within just six months, reaped a 125 percent ROI, and by the fourth year, a 521 percent ROI.⁹¹ Similarly, U.S.-based banking and financial services firm JPMorgan Chase & Co. conducted an assessment of its global “backup” childcare program in which 13,000 employees are enrolled. When employees were asked what they would have done without backup care, 80 percent responded that they would have taken unscheduled time off from work. Almost 80 percent of parents who used the program reported that they were better able to focus at work. Thus, investing in backup childcare enhanced productivity, reduced absenteeism, and contributed to improved retention. These are significant benefits for companies in light of a 2005 study by Circadian, which conservatively estimated that

unscheduled absenteeism costs U.S. employers \$3,600 for each hourly employee every year.⁹²

Childcare is not only good for business, it is also good for development and economic growth. According to McKinsey & Company (2016), globally, women spend three times as many hours as men in unpaid care work, and in some countries, women perform nearly 10 times the amount of unpaid care work as men. These time pressures can contribute toward leaving women out of the formal workforce and unable to contribute to the economy and global GDP.⁹³ McKinsey estimates that the value of unpaid care worldwide is \$10 trillion, or roughly 13 percent of global GDP.⁹⁴ Therefore, investing in childcare and social infrastructure can free up women’s time and enhance their ability to enter the workforce, take up leadership positions and professional and technical jobs, and contribute to business and economic growth. Research shows that investing in early childcare could generate 719,000 jobs in



A garment factory worker.

Turkey alone and expand the skilled talent pool by encouraging women's labor force participation.⁹⁵

Investing in and supporting employees' and their children's health needs have also shown to lead to higher returns and lower absenteeism since workers take less time off due to health reasons or to visit a doctor off-site. Companies that have made efforts to support female employees' health have reported a ROI as high as 4:1.⁹⁶ SheWorks member Odebrecht Group's Etileno XXI project in Mexico, which built the largest petrochemical complex in Latin America, hired an on-site nurse and provided health services to all its employees as well as transport to and from medical appointments. The company also partnered with local government agencies to conduct preventative health and family planning campaigns.

Etileno XXI also established separate bathrooms for women and men and provided customized uniforms and safety equipment for its women employees. Uniforms and equipment customizations came at no extra cost as the

supplier was easily able to provide different sizes and types. To gauge the impact of these investments, the company conducted an employee survey in which female and male employees reported feelings of loyalty, job satisfaction, and a strong sense of belonging in the workplace. Almost all, or 95 percent, of the women and men reported a positive work environment.

Supporting gender diversity can help capture new markets

Evidence from the ILO/IFC Better Work program shows that providing better quality jobs and working conditions by adopting best practices in HR and talent management can impact market access and growth.⁹⁷ Many buyers want to work with suppliers that have equal opportunity policies and practices in place, such as equal pay, nondiscriminatory hiring, zero tolerance for sexual harassment, and employment targets for women. Chapter 4 will delve deeper into this topic and discuss how companies are

creating and benefiting from greater gender diversity in their value chains.

Allowing gender discrimination is costly

Successful recruitment and retention of women is expressly tied to equal pay for equal work. Eliminating the gender gap in pay has shown to increase the productivity of female employees, positively impact employers' attractiveness and reputation, and reduce the risk of potentially costly legal prosecution for discrimination.⁹⁸ According to the World Bank Group (2011), eliminating all forms of discrimination against women employees and managers could increase productivity per worker by 25 percent to 40 percent, depending on the type and degree of exclusion from the labor force and the managerial pool.⁹⁹

PROMISING PRACTICES

The good news is that there is a multitude of ways in which employers can reach that sweet spot where they meet and support their employees' needs, recruit and retain the best talent, and realize business benefits.

Assessments

An important step for most companies, including SheWorks members, is to assess whether existing family-friendly policies and practices are having the desired impact. This allows companies to gauge whether additional policies and programs are required to better meet the needs of employees. To this end, companies often conduct a thorough assessment of their HR data, organizational policies and practices, and employee survey results. These three sources of data are also used by SheWorks strategic partner EDGE Certified Foundation¹⁰⁰ to assess and certify companies that are making efforts toward workplace gender equality. Chapter 5 of this report will delve deeper into the topic of assessing, monitoring, and reporting.

Following an internal assessment, companies can better understand what works and what can be improved in their talent management and family-friendly policies, and adjust programs and policies accordingly. Through assessments

BOX 2.4

Workplace Gender Equality Checklist

In our company:

- ☐ We conducted assessments to see if our policies and practices are having the right impact.
- ☐ We have fair, gender-inclusive recruitment policies.
- ☐ We actively support working parents to return to work after parental leave.
- ☐ Flexibility is for everyone, not just women.
- ☐ We offer our employees a variety of care programs from which they can choose, depending on their circumstances and stages of life and career. We know that one size does not fit everyone.
- ☐ Care is not just a women's issue; it is a business issue.
- ☐ We offer paid parental or family leave in addition to paid maternity leave.
- ☐ We have an extended or an emergency leave plan for employees.
- ☐ We go an extra mile to meet our employees' work-life needs, such as through health services and trainings, campaigns against violence and sexual harassment, and better work environment, facilities, and infrastructure.
- ☐ There is no gender pay gap—and we can prove it!

Source: IFC Gender Secretariat, 2016

and certifications such as the EDGE gender certification, companies can benchmark themselves against other companies in the sector and region to further improve and identify new approaches that benefit employees and the business.

Recruitment

Many companies also make efforts to focus on where it all starts: recruitment. In Mexico, SheWorks member Odebrecht Group's Etleno XXI petrochemical project put in place strategic recruitment policies, gender-inclusive job advertisements, and entry-level skills training programs to increase the employability and labor force participation of women and men in the construction sector. Such measures helped the employer meet skilled labor shortages and minimize hiring and relocation costs through local training and recruitment.

Companies such as Telstra, an Australian telecom company, have trained recruiting managers to identify unconscious bias and evaluate new recruits and their pay on merit relative to the market. Similarly, American information-sharing website Reddit has called for restricting pay negotiation during recruitment to level the playing field for women and men, since men are often considered to be more assertive than women and thus able to negotiate higher salaries.

Technology is a key tool to attract and connect with the best talent. For example, SheWorks member Care.com¹⁰¹ noticed that new applicants and hires researched Care.com's family-friendly policies and benefits on its career website and online social media channels. A LinkedIn post by Care.com announcing its enhanced 12-week paid parental leave benefit for the primary caregiver received 10,853 views, making it one of the company's most popular posts.

Retention

SheWorks members advise that the key to retention is understanding that employees need varying kinds of support and policies at different stages of their careers and lives. However, not every company is large, resourceful, or

knowledgeable enough to offer the full spectrum of work-life and family-friendly policies and practices. If needed, management should return to the assessment stage to gauge the demographics of a company's workforce and evaluate the policies and practices that will be most effective in meeting employees' needs.

SheWorks member Care.com suggests looking at business and employee needs and providing employees a menu of work-life and family-friendly supports as well as the flexibility to choose from different options. According to SheWorks strategic partner ILO, this menu could include (a) ensuring employment protection, (b) creating a family-friendly work culture, (c) providing health protection at the workplace, (d) developing re-entry programs for working parents, and (e) offering parental leave, child and elderly care, and statutory and non-statutory leave packages.¹⁰²

Companies might also consider offering maternity return schemes to facilitate proactive management of female talent and the retention of working mothers. When companies make efforts to ensure that mothers returning from maternity leave are happy, comfortable, and productive, mothers are more likely to stay and still be employed a year after returning from maternity leave.

Best practice shows that companies can take a number of steps to retain mothers and ensure their productivity, such as:

- Phasing them in by starting with part-time work and gradually increasing to a full-time schedule
- Designating a colleague to bring them up to speed and transition work programs
- Ensuring new mothers have fully equipped workspaces
- Providing flexible hours, emergency leave, medical assistance, and childcare support

(See box 2.6 for more innovative practices at Japan's Mitsubishi UFJ Financial Group.)

While designing a menu of benefits and policies for all employees at different stages of their lives and careers, companies are advised to be creative and innovative, while considering a whole range of possibilities, such as:

- Flexible work and paid leave
- Childcare
- Elderly care
- Re-entrance after a long career break
- Equal pay for equal work
- Employee resource groups
- Information and communication technology's (ICT's) role in changing workplace culture

BOX 2.5

SAP SE's Methods to Encourage More Women to Apply to STEM Jobs

SheWorks member SAP SE noticed that a lower number of women applying to science, technology, engineering, and mathematics (STEM) jobs negatively impacts the company's talent pipeline. To address this issue, SAP has started building relationships early on with targeted women candidates who are expected to become employees in the next 12–18 months. The company is also pilot testing a tool that can assess and address the level of gender bias in job descriptions.

Source: SAP SE. (2016). SAP Reveals New Technology Designed to Help Move Business Beyond Bias. https://www.successfactors.com/en_us/about-successfactors/press-releases/2016/sap-successfactors-reveals-new-technology-to-help-move-business-beyond-bias.html



COURTESY OF LI WENGYONG / WORLD BANK GROUP

Skills training in rural China.

How Japan's MUFG Is Retaining Its Top Talent by Helping Parents Return to Work

The Bank of Tokyo-Mitsubishi UFJ (the main banking arm of Japan's largest financial institution, Mitsubishi UFJ Financial Group), with more than 35,000 employees, supports various measures to retain working mothers and fathers:

Before going on maternity or childcare leave, all employees are interviewed and receive training to motivate them to return to work. Employees can take special leave prior to childbirth, choose shorter work hours, receive an exemption from overtime, and schedule hospital appointments during work hours.

During leave, the bank continues to provide information through its "wiwiw," a website that supports skill-building for employees on maternity or childcare leave. Employees are also interviewed before they return from maternity or childcare leave.

After returning from leave, employees receive back-to-work training. This is designed to motivate employees to work efficiently within a limited time and help them consider their mid- to long-term career path and work-life balance. It also eases their worry and encourages them to make their working environment comfortable and positive.

- Parents can take advantage of shorter work hours for childcare, exemption from overtime work, nursing care leave, flex-time, childcare services, daycare subsidy, and babysitter discounts.
- Mothers receive additional childcare benefits when they return to work until their children reach one year to encourage them to return to work.

The bank is now working with IFC as part of IFC's Tackling Childcare Project (refer to box 2.9 for details) to capture the positive impact of these efforts on the bank's maternity return, turnover, and absenteeism rates, as well as other business metrics. The bank operates globally, but the above measures apply only in Japan. Policies and programs differ among other countries depending on their social, cultural, economic, and political contexts.

Source: Bank of Tokyo-Mitsubishi UFJ. (2014). Diversity: Enlighten, Encourage, Empower: Exceed the Expectations of Our Customers. http://www.bk.mufg.jp/csr/employee/pdf/diversity_en_201411.pdf

The rest of the chapter describes how various companies, including SheWorks members, have put these topics into practice.

Flexible Work and Paid Leave

Employees often find that flexible work and extensive parental leave can have a negative impact on their job and career prospects. Indeed, many companies find it difficult to create a culture where all employees, women and men, feel encouraged to take advantage of flexible work and parental leave policies. Many employers are, therefore, making efforts to create a culture where flexible work and paid leave are considered routine. SheWorks members advise making a conscious and continuous effort to frame flexible work and paid leave as benefits that are available to *all* employees, and not just women. Company-wide policies and communications should reinforce that these benefits are also available to men and encourage them to use these benefits. Senior management often has to lead by example and walk the talk to change mindsets and culture around flex work and paid leave. Because terminology can affect behavior and attitude, many companies consider it best practice to offer paid parental or family leave instead of just maternity leave. Many SheWorks members also make extended and emergency leave available to all employees, which they can avail if they face a life-changing event, illness, or tragedy.

SheWorks members suggest regular monitoring to ensure that the arrangements are working successfully for both women and men, the right culture and active support are in place, there is a strong commitment from senior management, and appropriate technology is available to create an agile work environment.¹⁰³ Australian companies Westpac, a banking and financial services provider, and Telstra, a telecommunications and media company, have instituted programs to achieve these goals. More than 63 percent of Westpac employees now work flexibly as part of the All in Flex campaign, which management sees as key to meeting a women-in-leadership target of 50 percent by 2017.¹⁰⁴ Telstra's All Roles Flex policy has seen the company's female representation rise to 42.9 percent in 2016 from 36.7 percent in 2015.¹⁰⁵ The number of women

joining Telstra exceeds the number of women leaving for the eighth successive quarter, and the number of male managers taking primary parental leave has increased from 0.8 percent to 2.3 percent.¹⁰⁶

Childcare

A number of SheWorks members offer a spectrum of childcare solutions for employees, such as on-site daycare, monetary support, vouchers, community partnerships, trainings, and backup care, depending on business needs, resources, and goals. Companies recognize that providing on-site daycare is not the only solution and there are other

BOX 2.7

Care.com's Unique Work Model for a Unique Workforce

SheWorks member Care.com provides a flexible work policy to meet the varied needs of employees and the business. Employees can choose from different options such as (a) working 100 percent from home, (b) working on a reduced work schedule, (c) working from home at least once a week, or (d) relocating to another Care.com office in or outside the United States for family reasons. In addition, the company's corporate call center jobs are also home-based. The company's flexibility has allowed it to create a new workforce model, the Care Force, to meet its business needs and the needs of working parents. This is a team of stay-at-home employees who help resolve member care issues and inquiries and ensure the safety and security of Care.com's online community by reviewing profiles and job posts. The entire Care Force is comprised of women who work from home up to 29 hours a week and come to the corporate office for training four times a year.

Source: Care.com, 2015

ways to save costs and maximize benefits. SheWorks member Intel Corporation, an American multinational technology company, is committed to enhancing childcare solutions for working parents. The company has designed many options to provide the greatest value to employees while remaining flexible enough to meet changing business needs. Its childcare program includes vetted near-site childcare centers and a network of professional family childcare providers who offer extended hours and weekend care in their homes to accommodate compressed and shift work schedules. The benefit offerings include priority enrollment for children of Intel employees, a discount on enrolling in full- or part-time care, along with waived enrollment and registration fees. Employees also have access to emergency backup childcare when their regular childcare arrangements are not available.

Intel enhances its childcare support for employees by providing additional benefits such as a maternity leave program and paid bonding leave of up to eight weeks following a child's birth, adoption, or foster placement. This program is open to all new parents regardless of gender: as a result, Intel's employees—especially mothers—have reported that they do not feel singled out for taking the leave. Intel also provides fertility and adoption support and

has recently significantly expanded these benefits to become best-in-class among peer companies.

The tech industry in India is also rising up to meet the care challenge. HCL Technologies, an IT company, employs more than 100,000 people, of which 24 percent are women. It values diversity and inclusion and currently employs more than 100 nationalities in its global workforce. Central to the company's diversity and inclusion efforts is its support to working parents. The company provides seven on-site daycare centers across its key locations in India; daycare allowances; flexible work arrangements such as telecommuting and a "flexi work hour" policy; and a Work Life Continuity program to support employee well-being through inclusive policies, support systems, and employee assistance programs. Female employees who go on maternity leave are given counselor support to enable them to return from their leave and resume their careers. As a result of these efforts, in FY15, 99.87 percent of HCL's women employees returned to work after maternity leave to resume their careers—a marked increase from 84.78 percent in FY14. Moving forward, HCL has included on-site daycare centers in the infrastructure plans for all new facilities and locations.

Infosys, a multinational software engineering company headquartered in India, knows that to successfully compete with tech giants in the United States and Europe, it needs to implement international best practices to tackle India's low female labor force participation and even lower participation in tech. The company started an innovative crèche program for children aged 2.5 months to 5 years that helped improve talent attraction and reduce attrition. The company hired an on-site childcare consultant who monitors and advises the facility and meets weekly with a committee of management, parents, and the crèche director. Recognizing that men also have childcare responsibilities, the company's childcare support is available to and used by both fathers and mothers. Infosys attributes its high retention and low absenteeism rates in part to the on-site crèche. Employees appreciate the additional childcare training that the company provides and enjoy the freedom from worrying about care.¹⁰⁷

BOX 2.8

Private Sector Partnerships to Support Working Parents

The Working Parent Support Coalition is a Clinton Global Initiative Commitment to Action launched in September 2015 with Barclays, Danone, EY, KKR, and Nestle. Coalition members are committed to implementing a range of parental workplace support practices that ultimately improve health, development, and economic outcomes for both families and companies.

Source: The Working Parent Support Coalition. (2016). <http://workingparentsupportcoalition.launchrock.com/>

IFC Programs that Promote Employer-Supported Childcare

Tackling Childcare Project: IFC, as part of the World Bank Group, recognizes that childcare is an important issue for parents, companies, and economies. The topic features prominently in the World Bank Group's Gender Equality Strategy. To better understand the dynamics of employer-supported childcare, IFC launched the Tackling Childcare Project in partnership with World Bank Group's Women, Business and the Law team to bring together the private and public sector dimensions to address childcare issues. The research project substantiates the business case for employer-supported childcare and identifies suitable childcare delivery mechanisms and innovative approaches. The project also explores how public sector regulations can further hinder or incentivize employers to support childcare.

Tackling Childcare Commitment & Partnership: In addition, IFC recently launched the Tackling Childcare commitment, a unique partnership to promote better career opportunities for working parents and to accelerate the spread of best practices for employer-supported childcare. Through this commitment and partnership, IFC and its partners will produce a report showing:

- How employer-supported childcare promotes productivity
- What type of support works
- Why—in bottom-line figures—companies should help provide childcare for their employees

Participating firms that have made commitments to support childcare include AeroMéxico, Afrifresh, Danone Nutricia Early Life Nutrition Italy, Dialog Axiata PLC, Grupo M, HBL Bank, MAS Active–Al Safi Madaba, Mindtree, Pandurata Alimentos Ltda., Safaricom, and Sumitomo Chemical. IFC is also working with six strategic partners—Care.com, the Institute for Women's Policy Research, the ILO, Kidogo, the UN Global Compact, and UN Women—to help disseminate childcare solutions and frameworks that companies can use to enhance their childcare interventions and measure their impact.

Sources: IFC. (2016). Press Release: IFC Forms Innovative Partnership with Key Global Companies to Promote Better Childcare Plans. <http://ifcext.ifc.org/IFCExt/pressroom/IFCPressRoom.nsf/o/BFAEED7A0783C45D85258033004D724E?OpenDocument>

For more information regarding the Tackling Childcare commitment, please visit <https://www.clintonfoundation.org/clinton-global-initiative/commitments/tackling-childcare-good-business-and-development>

Elderly Care

In many economies, including China and Japan, rapidly changing demographics due to an aging population have created the need for easily accessible, affordable, and good quality elderly care. Many companies that had already been actively providing childcare support are now beginning to understand the nuances of providing elderly care support, which is often tied to long-term and disabled care and more specialized health and medical services. Similar to childcare, this additional side to the care equation can take a toll on employees. According to SheWorks member Care.com's 2016 U.S. Senior Care Survey, 46 percent of respondents stated they would consider dropping out of the workforce to care for an ailing parent or loved one.¹⁰⁸

Care.com has come up with innovative ways to address its employees' care needs as well as the needs of its clients' employees. The company's enterprise arm, Care@Work, custom-designs programs to enable corporate clients to provide employees services that include access to a database of caregivers, subsidized backup care for children and adults at home or in a center, and the services of social workers for senior care planning. The full range of Care@Work services are available at no extra cost to Care.com employees.

Re-entrance after a long career break

Companies are quick to innovate and design new programs to recruit the best talent and reach workforce segments that are often hard to reach through regular recruitment channels. For example, many companies are experimenting with models to make re-entrance a success for parents and other individuals. In recent years, the "returnship" model has gained popularity in a variety of sectors, including banking, insurance, and legal. JPMorgan Chase & Co. noticed that it was challenging to tap into the pool of skilled and qualified professionals who had taken time off to fulfill family responsibilities but wanted to get back on the career track. Therefore, it started a re-entry program in 2013 in its asset management department by offering 10–14 weeks of paid VP-level internships. Based on the program's success, the company expanded it to its legal and investment banking divisions. The internships were an ideal way to train and mentor candidates, with the end goal of offering successful candidates a full-time position.¹⁰⁹

Best practice shows that companies start small and then expand returnship programs based on success and uptake, which makes it easier to get buy-in and build a successful track record.¹¹⁰ Companies also often model their returnship programs on their internship programs instead of starting from scratch, and designate internal advocates and role models to move the program forward. It is also considered best practice to introduce hiring managers to returnship participants to dispel any misconceptions and give managers a chance to see the skills and commitment of participants.

Best practice shows that companies start small and then expand returnship programs based on success and uptake, making it easier to get buy-in and build a successful track record.



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Farm worker in China.

Equal Pay for Equal Work— Issues and Solutions

One of the pillars of top talent retention is equal pay for equal work,¹¹¹ which might also be the most challenging issue to tackle. First, companies may not easily recognize and admit that they might have a gender pay gap, and it is quite rare for companies to publicly disclose this information. (See box 2.1 for more insights on this issue.) Once a gap is identified, however, companies struggle with how to move forward and close the gap. SheWorks member Gap Inc., an American multinational clothing and accessories retailer, tackled these issues in a systematic way. The company, already a leader in women's employment and leadership numbers, had done a meticulous job of tracking, collecting, and analyzing pay gap data. This self-audit revealed that the company did not have a gender pay gap since it pays its female and male employees equally for equal work globally across the

enterprise. To double-check its findings and establish third-party credibility, Gap hired a consulting firm focused on gender and diversity issues to audit the data. The experts also agreed that there is no gender pay gap at Gap. The company now conducts a similar exercise each year to re-verify and confirm that it has no gender wage gap across its global organization. Gap won the 2016 Catalyst Award for its Women and Opportunity global initiative and strategy, which includes the company's organization-wide pay equality analysis.¹¹²

Another company that has made significant efforts to ensure equal pay is Air France. The company produces annual reports on compared pay increases to ensure that female staff, during their pregnancy or maternity leave, benefit from the same pay increases as male staff. In 2008, Air France performed a general pay audit, which led to 350 female staff benefiting from compensation equalization measures.¹¹³ These audits now take place every year.

Similarly, SheWorks member Intel Corporation celebrated the 2016 Equal Pay Day by gaining international recognition for its efforts and announcing that it had achieved 100 percent gender pay parity in its U.S. workforce. The company conducts an annual, comprehensive pay audit in the U.S. to analyze pay by gender and ethnicity (in 2015, it looked at pay across job types and levels as well).¹¹⁴

SheWorks members Intel, Care.com, The Coca-Cola Company, EY U.S., and Gap Inc. have also taken the White House Equal Pay Pledge. As part of this pledge,¹¹⁵ companies have committed to:

- Acknowledge the critical role businesses must play in reducing the national pay gap
- Conduct an annual company-wide gender pay analysis
- Review hiring and promotions to reduce unconscious bias and structural barriers
- Embed equal pay efforts into broader company-wide initiatives
- Pledge to take these steps and promote best practices

Since contributing to the first United State of Women Summit¹¹⁶ in June 2016, the EDGE Certified Foundation has also become a knowledge contributor to the White House Council on Women and Girls for the Equal Pay Pledge,

helping to encourage U.S. companies to take action to advance equal pay.

Best practices suggest that the key to eliminating the pay gap is to gather and analyze data through sound metrics and then identify and address key issues at the recruitment, retention, promotion, and managerial levels. Chapter 5 of this report describes how to conduct a gender pay equity analysis. SheWorks members that have made progress in this area advise companies to focus on how pay and benefits are assigned at entry-level jobs and throughout the career lifecycle. Methods to better achieve these goals include (a) managing the negotiation process; (b) conducting regular pay audits; (c) reviewing job and pay classifications; (d) implementing a transparent and accessible pay policy; (e) training managers to identify unconscious bias while recruiting, promoting, and assigning pay; (f) reviewing promotions and pay raise criteria; and (g) gaining senior leadership support throughout the journey.

It is also considered good practice to embed equal pay in a broader gender equality and diversity and inclusion (D&I) policy framework, which helps remove gender bias in performance and pay-related decisions. SheWorks members Boyner Group, Intel Corporation, and SAP SE have equal pay embedded in their codes of conduct as well as equal employment opportunity policies, which also cover suppliers.

The key to eliminating the pay gap is to gather and analyze data through sound metrics and then identify and address key issues at the recruitment, retention, promotion, and managerial levels.

Employee Resource Groups

Women's networks and employee resource groups (ERGs) also play a critical role in ensuring efficient talent management and provision of work-life and family-friendly policies. When women's networks are transformed into business resource groups aligned with the company's business goals and focused on the D&I strategy, they can become catalysts for gender diversity in an organization while addressing women's career development and work-life needs. These ERGs can also provide critical market intelligence and serve as a platform for diverse talent. SheWorks member SAP SE's Business Women's Network is an example of a successful ERG that is taking steps to ensure that the needs of employees, both women and men, are met.

BOX 2.10

Ways to Get Recognized for Your Efforts

Good work gets recognized and rewarded. To share good practices and distinguish themselves as employers of choice, many companies are working hard to participate in or get featured on national, regional, and international platforms such as:

- The Women's Empowerment Principles (WEPs), a joint initiative of the UN Global Compact and UN Women (CEO Statement of Support and WEPs CEO Leadership Award)
 - Working Mother 100 Best Companies
 - Fatherly's 50 Best Places To Work For New Dads
 - Fortune's list of Best Companies to Work For
- For additional ideas on how companies can gain recognition for their efforts, see Chapter 6 of this report.

This critical link between ERGs, talent management, and D&I is highlighted in the results of the Global D&I Governance Survey 2016 conducted by Mercer in partnership with SheWorks strategic partner EDGE Certified Foundation. Survey respondents include member companies that are part of Mercer's three D&I networks. Survey results show that women's networks remain the most common form of ERGs among members. The results also show that three of the top five metrics used by companies in Mercer's D&I networks to measure the effectiveness and success of their ERGs are recruitment, retention, and promotion numbers. This underscores the critical role ERGs play in advancing gender diversity and business growth.

ICT's Role in Changing Workplace Culture

Changing the culture and ensuring the uptake of policies and benefits depend on strong communication and awareness raising, both internally and externally. SheWorks members are using innovative methods to get their message across. SheWorks member Care.com, for example, does it through its Care@Work blog,¹¹⁷ which promotes the business case for better workplace policies. SheWorks member EY has created effective online tools to communicate about D&I and raise awareness about gender diversity and work-life policies. EY uses D&I Microsite,¹¹⁸ a change management tool to accelerate a cultural evolution within EY globally. It shows current and prospective employees how EY will help employees leverage differences to reach their full potential, while also giving employees the strategies to apply these concepts in their work.

Externally, EY uses this tool to share good practices with other companies as they initiate D&I journeys or enhance ongoing efforts to maximize talent and performance through diversity. Through this tool, EY positions itself as a thought leader, enabling its stakeholders to access a range of academic research and videos that speak to the personal and business impact of D&I, and convey the depth and breadth of EY's D&I focus to new recruits, clients, and employees. The microsite is open to all, including EY's 200,000 plus employees as well as its clients and potential recruits.

Lessons Learned

Putting in place better recruitment and retention policies and then measuring their effectiveness can seem challenging since employers sometimes do not immediately see the returns on their investments. It takes time, sustained effort, and effective monitoring and evaluation to fully realize, quantify, and communicate results. Yet there are many successful programs and methods to speed up the process. Here are a few lessons that SheWorks members learned as they honed their recruitment and retention policies and practices:



DESIGN family-friendly policies in ways that address specific needs of both women and men. When policies are shown to benefit women and men, employers will not tend to perceive these to be just “women’s issues” and as a consequence might not be discouraged from hiring women.



INCENTIVIZE, SUPPORT, AND EDUCATE male employees to take paternity leave so that caregiving responsibilities do not rest with women alone. Senior leadership can set examples for others to follow.



CHANGE THE CULTURE and misconception that flexible work is a “career killer” for men. Make them feel that they are supported by their peers and management and not judged negatively if they ask to move to part-time or off-site work.¹¹⁹ The Australian Human Rights Commission found that 27 percent of fathers and partners have reported experiencing discrimination related to parental leave and return to work, despite taking very short periods of leave. Men are also twice as likely as women to have their request to work flexibly rejected.



COMPLEMENT adequate parental leaves schemes and flexible working arrangements with proactive career management that helps women (and men) stay on or get back on the career track.



EXAMINE and **RE-EXAMINE** policies to make them expansive rather than too rigidly defined, and ensure they meet the needs of both the business and employees.



CONSIDER giving staff more discretion over which benefits to use and how.



ENSURE the use of technology to enable employees to work more flexibly but make efforts to prevent burnout that can result from the feeling of being “on call” and accessible 24/7.



SHARE where possible, talent attraction and retention best practices and policies with other partners for larger scale economic and business impact.



WALK THE TALK. Work-life policies might not have the desired impact if the senior leadership team does not “walk the talk” and devote sufficient time, people, and money to make the company culture more family-friendly.

ENDNOTES

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A scientist conducting tests in a laboratory in Moldova.



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Mechanics receiving training during a vocational training program.

CHAPTER 3

Effective Anti-Sexual Harassment Mechanisms

Sexual harassment is a common form of violence that continues to affect women and men all over the world. Research shows that 68 percent of sexual harassment takes place at work, and people are more likely to be harassed by someone they work with than by a stranger.¹²⁰ Sexual harassment can be more prevalent in jobs where there is an unequal sex ratio and large power differentials between women and men. Jobs characterized by low pay, informality, periods of job and pay insecurity, and the appointment of a new manager can create opportunities for sexual harassment, including harassment of a quid pro quo nature. High-skilled occupational groups are also not immune to sexual harassment.

High prevalence of sexual harassment at work can also be linked to domestic violence. Often domestic violence spills over into the workplace and disrupts the work environment. Domestic violence victims are more vulnerable to different kinds of harassment and violence, including financial, psychological, sexual, and emotional. Moreover, in communities where domestic violence is prevalent and deeply embedded in society, men can be

more prone to thinking that sexual harassment in the workplace is acceptable. Similarly, women who are silent victims of frequent domestic violence might also feel that sexual harassment in workplace is the norm and choose to remain silent there as well. (See box 3.1 for additional statistics.)

Employers around the world recognize the need to eliminate all forms of violence at work because it is not only the right thing to do from a human and labor rights perspective but it also is the smart thing to do in terms of workplace efficiency and profitability implications. Many companies, including SheWorks members, already have comprehensive anti-sexual harassment mechanisms in place and are making efforts to better measure and ensure the effectiveness of these mechanisms.

Companies are relying on innovation, education, and technology to prevent, identify, address, mitigate, and

Sexual harassment can be more prevalent in jobs where there is an unequal sex ratio and large power differentials between women and men.

BOX 3.1

A Not-So-Fun Fact

About Global Anti-Sexual Harassment Laws

The World Bank Group's 2016 *Women, Business and the Law* data show that 41 economies out of the 173 examined have no laws against sexual harassment, and 18 economies, primarily in Africa, have no legal protections against domestic violence or sexual harassment.

Source: World Bank Group. (2016). *Women, Business and the Law*. <http://wbl.worldbank.org>

monitor sexual harassment at work, particularly in sectors that are traditionally dominated by men. Despite these efforts, the proportion of female employees that experience sexual harassment continues to be an issue, and in some parts of the world it continues to increase.¹²¹

Although sound data on sexual harassment are often difficult to obtain because the prevalence of sexual harassment is usually underreported, many organizations have attempted to break the silence around this issue and gain deeper insights into it. Research compiled by SheWorks partner the International Labour Organization (ILO) highlights the ubiquity and urgency of the issue: In the European Union (EU), 40 percent to 50 percent of women have reported experiencing unwanted sexual advances, physical contact, or other forms of sexual harassment at the workplace.¹²² (See box 3.3 for information on how ILO plans to address violence in the world of work at the June 2018 International Labour Conference.) An EU survey revealed that sexual harassment is also experienced by women with a university degree and by women in the highest occupational groups: 75 percent of women in the top management category and 74 percent of those in the

professional occupational category have experienced sexual harassment in their lifetime, compared with 44 percent of women in the occupational category “skilled manual worker.”¹²³

In Latin America, between 30 percent and 50 percent of women workers have suffered some form of sexual harassment at work.¹²⁴ In Asian economies, such as Japan, Malaysia, the Philippines, and South Korea, studies show that 30–40 percent of women experience workplace sexual harassment.^{125, 126} The Australian Human Rights Commission’s third sexual harassment survey, conducted in 2012, found that approximately one in five people over the age of 15 years had experienced sexual harassment in the workplace in the previous five-year period. A study on South Africa by the Sexual Harassment Education Project revealed that 77 percent of women experience sexual harassment at some point during their working lives.¹²⁷ In Nepal, more than 53 percent of women employees reported that they have faced sexual harassment at work.¹²⁸

Even in industries that are traditionally dominated by women, sexual harassment is a key concern. Data from the ILO/IFC Better Work (BW) program in garment factories around the world show that in Indonesia, 82 percent of workers report concerns with sexual harassment; in Jordan, 34 percent; and in Haiti, 38 percent, although the results are highly sensitive to how the question is asked and the language used. A primary reason for these high rates is that the industry often comprises women workers under the age of 30, many of whom migrate from rural areas or abroad and occupy low power positions, which increases the risk of sexual harassment.¹²⁹ BW has been working across factories in these countries to deliver sexual harassment prevention trainings. BW research has revealed that factories participating in BW have seen a decrease in sexual harassment concerns expressed by workers, particularly in Jordan where reports of sexual harassment have decreased by 18 percentage points.¹³⁰ According to BW, similar declining trends in sexual harassment concerns are also apparent in Indonesia, Nicaragua, and Vietnam.¹³¹

Furthermore, sexual harassment while traveling to and from work is a major concern for both women and men; it

BOX 3.2

Violence in Many Different Forms

While violence disproportionately impacts women, it is not solely addressed against them. Many groups suffer from violence based on pervasive stereotypes including racial, ethnic, indigenous, religious, LGBTQ+ and migrant minorities. Physical assault, bullying, mobbing, and sexual and other forms of harassment could be a manifestation of structural discrimination and violence that is embedded in society and targets certain groups of people.

Source: ILO, 2016

is a critical issue for employers as well. A World Bank study in Nepal found that women and men use public transport primarily for work and face similar issues relating to overcrowding and personal insecurity.¹³² The study reveals that one in four women and one in 10 men who mentioned insecurity as an issue had directly experienced “inappropriate touching” while using public transport.

This transport study highlights another important point: men are also at times victims of sexual harassment, although at a lesser scale compared to women. In addition, while the total number of sexual harassment cases in the United States has declined in the past few years, sexual harassment filings by men have consistently increased,¹³³ and doubled between 1990 and 2009.¹³⁴ A key challenge is that many economies do not have specific laws protecting individuals (women and men, including LGBTQ+ individuals) from sexual harassment in the workplace. In countries where these laws are present, the implementation of the law might be inadequate. The 2016 World Bank Group’s *Women, Business and the Law* data show that 41 economies out of the 173 examined have no laws against sexual harassment, and 18 economies, primarily in Africa, have no legal protections against domestic violence or sexual harassment.¹³⁵

One important reason for these challenges might be that sexual harassment at work often gets swept under the rug due to myriad sociocultural taboos and sensitivities in many parts of the world. Research by the Australian Human Rights Commission shows that almost half of workplace sexual harassment stops after a complaint or report is made, yet only 20 percent of victims make a formal report or complaint. Common reasons for not making a report include (a) believing that the behavior was not serious enough, (b) thinking it is easier to keep quiet or resign rather than face the humiliation or discomfort arising from confrontation and conflict,¹³⁶ (c) being unable to substantiate the claim with evidence, and (d) not recognizing that a particular behavior falls under the category of sexual harassment.

BOX 3.3

Good News!

The ILO has a ground-breaking, standard-setting item on *violence against women and men in the world of work* on the agenda of its June 2018 International Labour Conference. In preparation, in October 2016 the ILO held a tripartite meeting of experts to review what is considered to be violence in the world of work (including sexual harassment) and related trends, forms, and incidences—as well as its gender dimensions. The agenda covered the impact of violence in the world of work on workers and enterprises, including on workers’ well-being and productivity. The meeting also focused on identifying groups of workers, enterprises, sectors, and occupations more at risk of experiencing violence. Attendees examined responses to prevent and address violence in the world of work in national and international laws and regulations.

Source: ILO. (2016). Fifth Supplementary Report: Outcome of the Meeting of Experts on Violence against Women and Men in the World of Work. http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_533534.pdf



COURTESY OF WU ZHIYI / WORLD BANK GROUP

After a hard day's work.



WHAT IS SEXUAL HARASSMENT?

Research shows that behavior that qualifies as sexual harassment is often not identified or reported since there is usually a lack of clarity within organizations and employees as to its precise definition. In response, many employers, including multinational clothing and accessories retailer and SheWorks member Gap Inc., consider it best practice to have embedded within their company's code of conduct a strongly worded, broad definition of *harassment* that covers a wide range of behaviors and actions so that these can be easily identified and prevented. (See box 3.4 for ILO's guidelines.)

On a macro level, some organizations are shaping the discourse, substantiating the business case, and creating awareness when it comes to sexual harassment. The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for investigating cases of discrimination, violence, and harassment in the world of work. The agency has led and settled costly lawsuits that are subsequently

cited to strengthen the business case for effective equal employment opportunity policies. The EEOC defines *sexual harassment* as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature such that submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment."¹³⁷

SheWorks partner ILO defines *sexual harassment* as "a sex-based behavior that is unwelcome and offensive to its recipient"¹³⁸ and may take two forms: (a) *quid pro quo*, when a job benefit—such as a pay rise, promotion, or even continued employment—is made conditional on the victim acceding to demands to engage in some form of sexual behavior and (b) a hostile working environment, in which the conduct creates conditions that are intimidating or humiliating for the victim. The International Trade Union Confederation (ITUC) considers forcing women to work unsociable hours, which could make travel to and from work more dangerous, as sexual harassment as well.

According to research conducted by the Australian Human Rights Commission, the most common forms of workplace sexual harassment include sexually suggestive comments or jokes (55 percent), intrusive questions about one's private life and physical appearance (50 percent), inappropriate staring or leering (31 percent), and unwelcome physical contact (21 percent).¹³⁹

THE BUSINESS CASE FOR EFFECTIVE ANTI-SEXUAL HARASSMENT MECHANISMS

It can be challenging to quantify the cost of violence—particularly sexual harassment—at work because it is a sensitive issue for all parties involved, which makes it difficult to identify, monitor, measure, and publicly report on. Yet many employers and organizations are making efforts to substantiate the business case for effective anti-sexual harassment mechanisms by providing qualitative and quantitative data to propel other organizations into action.

It is the right *and* the smart thing to do—for employers, employees, and communities

Many employers find that effectively preventing and managing harassment in the workplace is the right thing to do and ensures that employees are more productive. Sexual harassment often results in high levels of stress, demotivation, decreased morale and job satisfaction, compromised teamwork, and irreparable damage to interpersonal relationships at work; in many cases it leads to job losses. One study found that 25 percent of women who filed a sexual harassment complaint in California resigned because of the stress of the complaint process or of the harassment itself.¹⁴⁰

What hurts employees ultimately hurts businesses and communities. Low levels of motivation, productivity, retention, and job satisfaction can quickly add up to significant costs for businesses, which in many cases are difficult to identify, measure, and curtail before it is too late.

BOX 3.4

"Is a friendly pat on the back OK?"

ILO categorizes behavior that qualifies as sexual harassment into physical, verbal, and nonverbal cues. These may include but are not limited to unnecessary, unwelcome, unwanted, and unasked for:

- Touching, hugging, kissing, pinching, stroking, squeezing, or brushing against someone
- Staring or leering
- Suggestive comments, gestures, innuendos or jokes, winking, whistling
- Invitations for sex or to go on dates
- Inappropriate advances on social network sites
- Sexually explicit websites, posters, calendars, pictures, or screen savers
- Sexually explicit or offensive phone calls, emails, tweets, or social network posts
- Excessive or unnecessary familiarity
- Comments and questions about appearance, lifestyle, or sexual orientation
- Insults or taunts of a sexual nature
- Physical assault

Source: Content adapted from Australian Human Rights Commission (2008) and the ILO (2007).

Women who lose their jobs to sexual harassment no longer have a steady source of income to invest in their children's and families' well-being, health, and education. A study of U.S. federal employees reported that those who have been harassed lose \$4.4 million in wages and 973,000 hours in unpaid leave each year.¹⁴¹ As a result, communities suffer setbacks: sexual harassment can be linked to unemployment, psychosocial problems and health issues,

and lower tax revenues resulting from lower standards of living as more people lose their jobs.

Sexual harassment is linked to high turnover, absenteeism, and “presenteeism”

Sexual harassment is also one of the leading causes of high turnover and absenteeism. One study estimated that sexual harassment costs a typical Fortune 500 company \$6.7 million a year in absenteeism, low productivity, and employee turnover.¹⁴² One issue that does not get as much attention as absenteeism is the cost of “presenteeism,” which is when an employee is present but not fully productive at work because of stress or demotivation associated with being a victim of sexual harassment, for example. Moreover, employees who witness sexual harassment are also susceptible to stress and uncertainty associated with deciding on an appropriate course of action, which can hamper their productivity and add to the overall cost associated with presenteeism. However, the most critical and often overlooked aspect of presenteeism is the perpetrator. Studies conducted by Germany’s Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), Germany’s international development agency, in Bolivia¹⁴³ and Peru highlight the importance of measuring presenteeism among perpetrators and aggressors. This is the time they spend at work planning, executing, and covering up sexual harassment offenses.

One study estimated that sexual harassment costs a typical Fortune 500 company \$6.7 million a year in absenteeism, low productivity, and employee turnover.



COURTESY OF ARNE HOEL / WORLD BANK GROUP

Sexual harassment comes with a high price tag

Effective anti-sexual harassment mechanisms can also protect employers from costly litigation processes. In many countries, including in Australia and the United States, employers are subject to vicarious liability for unlawful harassment committed by employees, supervisors, and agents,¹⁴⁴ particularly if it culminates in a tangible employment action related to hiring, firing, or demotion. Even if it does not result in a tangible employment action, employers can still be held liable unless “all reasonable steps,” including active, preventative measures, were taken by the employer to prevent sexual harassment from occurring.¹⁴⁵ Although individual harassers may still be liable for their behavior, and can be ordered by a court to pay compensation, employers are more likely than individuals to have the means to pay compensation.¹⁴⁶ Hence, employers are encouraged to exercise reasonable care to prevent and promptly correct any harassing behavior, and employees are encouraged to avoid harm and take

advantage of any preventive or corrective opportunities provided by the employer.¹⁴⁷

In some countries, employers can also be subject to accessory liability. For example, in a situation where a manager is aware or should have been aware that an employee is being sexually harassed, or there was a real possibility of sexual harassment occurring and yet nothing was done to prevent it, the manager, and ultimately the employer under conditions of vicarious liability, may be held liable as an accessory to the harassment.¹⁴⁸

As a result, when employers fail to take preventative and corrective measures and do not provide opportunities to their employees to report and address sexual harassment, employers can be held responsible for the sexually harassing behavior of its employees and face substantial lawsuits. In 2011 alone, the U.S. EEOC received 11,300 sexual harassment charges, and settled about 1,400 of them for a total of \$52 million.¹⁴⁹ Companies that are found guilty at trial can face debilitating verdicts as judges tend to side with the accusers: sometimes a seven-figure settlement is not out of the question.¹⁵⁰ In recent years, the average amount awarded to plaintiffs has skyrocketed to \$350,000.¹⁵¹ In Australia, a large employer and union were ordered to pay \$92,000 in damages to two female employees who were sexually harassed while working on the construction of an offshore platform with over 600 men.¹⁵² Public lawsuits and pervasive sexual harassment

can lead to a number of nonmonetary costs as well, such as a tarnished image, brand, and reputation, and difficulties in accessing a diverse talent pool if potential applicants fear harassment.

The benefits far outweigh the costs

The costs of sexual harassment can easily derail employers, particularly companies that lack the capacity to accompany lengthy lawsuits and pay the high legal fees associated with settling sexual harassment lawsuits. Whether the company is big or small, one thing is certain: an unsafe, toxic work environment makes everyone unhappy and unproductive, which ultimately impacts the bottom line. Compared to these costs, investments in measures companies can take to prevent sexual harassment often come at a bargain. For example, the cost for an online program can be less than \$50 per employee.¹⁵³ Although traditional in-person classroom training sessions are pricier, they are often more effective and economical compared to legal fees and settlements in the event of a claim.¹⁵⁴ Many companies are quick to recognize these issues and transition from instituting mere policies to implementing more sophisticated anti-sexual harassment mechanisms. The question that many struggle with is how to ensure and measure the *effectiveness* of these mechanisms?

The costs of sexual harassment can easily derail employers, particularly companies that lack the capacity to accompany lengthy lawsuits and pay the high legal fees associated with settling sexual harassment lawsuits.

FIGURE 3.1

The 5 Steps Involved in Building an Effective Anti-Sexual Harassment Mechanism



Source: IFC Gender Secretariat, adapted from content produced by the Australian Human Rights Commission

PROMISING PRACTICES

When designing approaches to combat sexual harassment, management should consider anti-sexual harassment *mechanisms* instead of only policies. The term *mechanisms* implies that management should examine and enhance not only its strategies and policies but also its company culture. Then if deemed necessary, the company should make systemic organization-wide adjustments to motivate all staff to work together to identify, prevent, and eliminate sexual harassment. SheWorks members note that the key to preventing sexual harassment is for employers and senior management to make it clear to every employee and workplace participant that sexual harassment is unacceptable. The experiences and approaches shared by SheWorks members and experts are categorized into five steps outlined in figure 3.1.

Step 1: Develop a Strongly Worded Policy Statement

Step 1 entails instituting a clearly defined, strongly worded, and readily accessible company-wide anti-sexual harassment policy. This serves as a clear statement of the organization's commitment to nondiscrimination and a

safe working environment free of harassment. Best practice suggests to either have a stand-alone policy or embed the policy in the overall company code of conduct. However, if the policy is integrated then it should be clearly defined so that it does not get obscured within the broader company code of conduct. Companies in industries or certain regions that are more prone to sexual harassment often have stand-alone anti-sexual harassment policies.

A clear definition of *sexual harassment* should be accompanied by a list of prohibited actions, illustrative examples, and possible scenarios to give employees a complete picture. Many companies, including SheWorks members, also make it clear in their policies that they have *zero tolerance* toward harassment of all kinds. This has more impact when CEOs and senior management endorse it, including launching and revisiting the policy during company-wide meetings. The policy text should state (a) clear steps of how to report or seek help if sexual harassment has occurred and (b) all possible disciplinary actions, up to and including termination, which will be taken if sexual harassment is found to have occurred.

Given the regional context and legal framework, the policy should emphasize to employees that sexual harassment is

against the law (when such laws exist), although not all countries outlaw sexual harassment at work (see the 2016 *Women, Business and the Law* report¹⁵⁵ for a list of countries and their regulations related to sexual harassment). The policy should clearly state that employees have a *responsibility* to prevent workplace harassment and will be *supported* if they witness harassment and decide to intervene. The policy may be signed by all employees as record that they have received and understood the policy and its implications.

These policy practices are reflected in SheWorks member and clothing retailer Gap Inc.'s experience with preventing and addressing workplace sexual harassment. Gap Inc. operates in an industry that often faces a number of reputational, health, safety, and labor rights risks and challenges, which places the industry under intense scrutiny. Despite women constituting three-fourths of the global garment industry workforce,¹⁵⁶ they still face sexual harassment in the form of both physical and verbal abuse. Garment factory workers often have a lower employment status (based on skill sets and wages), which compounds their vulnerabilities and susceptibility to sexual harassment.

Rising to this challenge, Gap Inc. developed and instituted a Zero Means Zero policy, which underscores the company's zero tolerance toward harassment of all kinds. The policy applies to directors, employees, applicants, customers, and business partners (including independent contractors, vendors, and suppliers) operating in the company's headquarters and in all its locations around the world. The policy is anchored in Gap Inc.'s overall ethics program and sustainability initiatives. It clearly outlines what constitutes as sexual harassment and lists the behaviors and actions that are not tolerated.

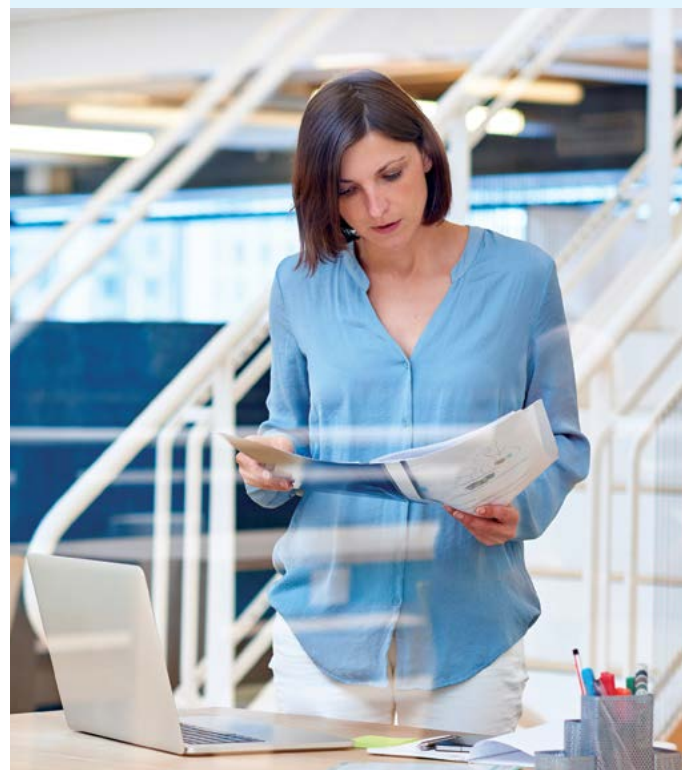
Companies also realize that a policy document is often not enough. Effective policies require defined governance roles (in both the HR and legal departments), supported by appropriate infrastructure. Most important, the policy has to be fully integrated into company culture so that organizational behaviors are aligned with company values. The remaining four steps in the mechanism ensure that this happens.

BOX 3.5

Using Technology to Tackle Sexual Harassment

Technology can further enhance the efficiency of the complaints procedure, ensure confidentiality, and in many cases anonymity, depending on the complainant's preferences. SheWorks member EY encourages employees to report sexual harassment incidents first to their manager or counselor, but if employees do not feel comfortable doing so, they can make a report through the EY/Ethics website or by calling their local EY/Ethics Hotline number. The web-based report is initially routed to EthicsPoint, an independent third-party host for the EY/Ethics Hotline. It is then promptly forwarded to the appropriate Quality & Risk Management personnel or internal legal counsel at EY for review and investigation. Calls to EY/Ethics may be answered by EthicsPoint or by EY hotline personnel, depending on the country.

Source: EY, 2016



Step 2: Develop a Complaints Procedure

Step 2 entails establishing a fair, efficient, and transparent complaints procedure and ensuring confidentiality and security while reporting an incident. Best practice dictates that complaints procedures should be:

- **Fair**, so that both complainant and respondent have opportunities to present their version of events
- **Confidential**, whereby information about the incident is known to only those who need to know
- **Transparent**, so that the process and possible outcomes are clear to all parties
- **Accessible**, easy to understand, and available in local languages
- **Efficient**, since delay is unfair, causes loss of evidence, and can adversely impact the workplace environment

Usually companies appoint a person or team to handle all complaints. Individuals are carefully selected from different departments and backgrounds based on their track record in the company and good reputation. Overall, complaint procedures must protect employees from malicious complaints and being (further) victimized because they

Complaint procedures must protect employees from malicious complaints and being (further) victimized because they have made a complaint.

have made a complaint. The following company examples show some of these best practices in action.

American multinational medical devices, pharmaceutical, and consumer packaged goods manufacturer Johnson & Johnson has a complaints procedure in place through which employees can report incidents to their immediate supervisor, a higher level manager, or a human resources leader. Employees also have the option to call the Common Ground Unit in the corporate office or use the Employee Voice Hotline. Johnson & Johnson investigates all reported incidents and while doing so keeps the source of the report confidential except where the company finds disclosure necessary for resolution. Once the investigation is complete, the company takes specific disciplinary actions, including dismissal, and protects from retaliation all employees who have reported such behavior in good faith.

SheWorks member Gap Inc.'s Zero Means Zero policy includes detailed guidance on how to report a concern or lodge a complaint. The company places the onus on employees to report discrimination, harassment, or retaliation as soon as it occurs so that appropriate steps can be taken to resolve the issue. Employees are reassured that every complaint will be promptly and thoroughly investigated, and no action can be taken against employees for raising a concern or cooperating in an investigation. The policy explains that if any employee has violated the Zero Means Zero policy, appropriate corrective action will be taken, which may include termination.

Step 3: Define Consequences and Remediation

Step 3 involves defining consequences and remediation measures that are serious, powerful, and tailored to the nature of the offense, running the gamut from warnings to dismissals and applicable to all staff members and value chain participants. For example, given that almost 75 percent of SheWorks member EY's workforce is consistently out in the field working with clients, this creates potential for third-party sexual harassment concerns. EY has had a zero tolerance policy on sexual harassment that applies to members of its workforce and its client base. The organization will sever relationships if a



DMITRY KALINOVSKY / SHUTTERSTOCK

reasonable solution to sexual harassment cannot be worked out with another firm whose employee has committed sexually harassing behavior. EY India developed a series of master classes to prevent sexual harassment aligned with the country's Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act 2013. These workshops help participants understand the intricacies and variations of dealing with sensitive cases. Participants are made aware of their enhanced responsibility in ensuring timely recording and reporting of information and other investigative procedures. Master classes have taken place across India six times in 2016.

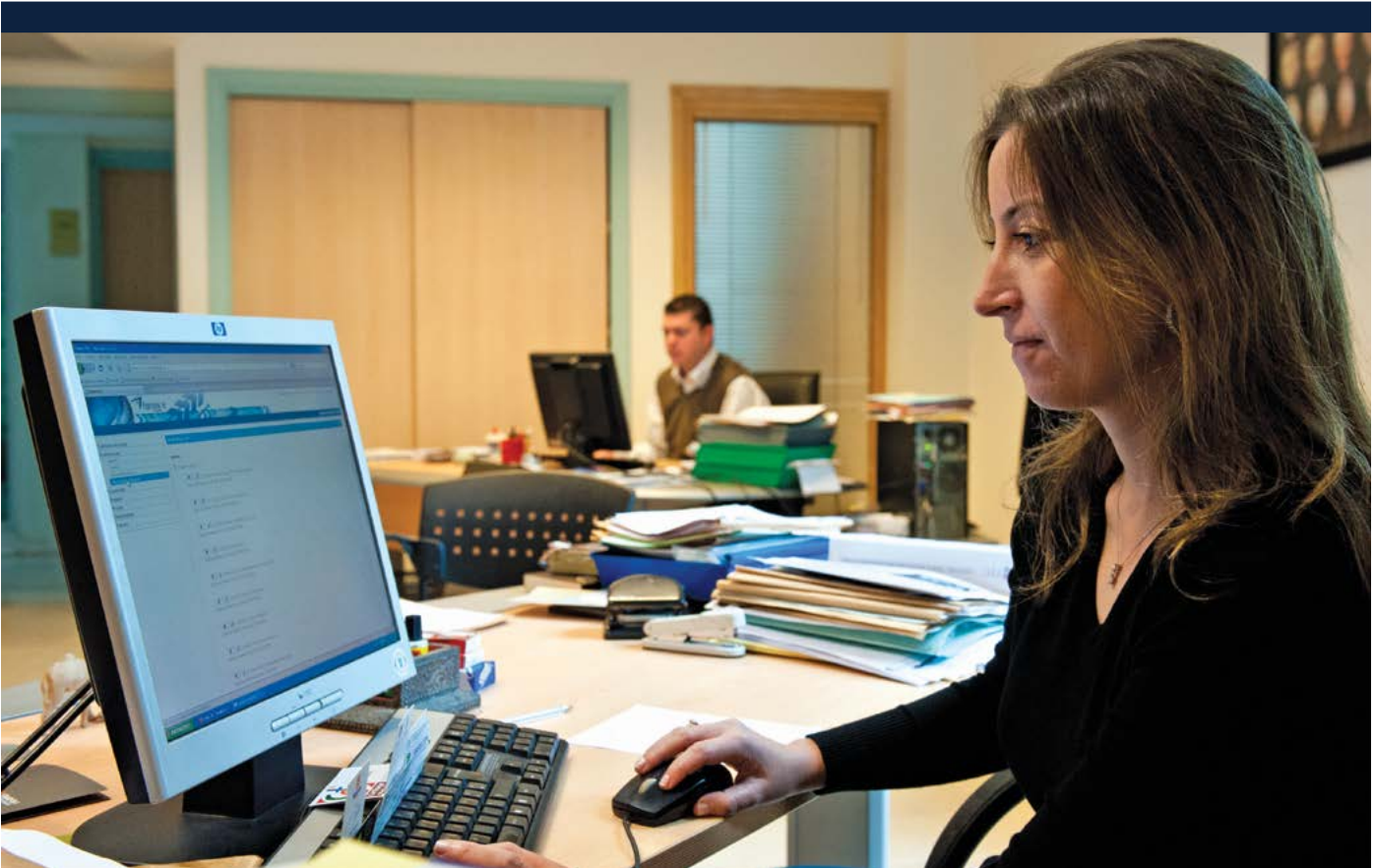
Complainants also need adequate support after consequences have been defined. Many companies provide a range of benefits to complainants, including additional leave; counseling; or a change in the work environment, team, or location as requested. Many also offer participation in mediation to restore relationships in the workplace.

BOX 3.6

Remediation Measures

- Disciplinary counseling
- An official warning
- A requirement to attend harassment awareness training
- A requirement to provide a formal apology to the complainant
- Disciplinary action (e.g., demotion, transfer, suspension, probation, or dismissal)
- Participation in mediation to restore relationships in the workplace

Source: IFC Gender Secretariat, with content adapted from the Australian Human Rights Commission.



Yosr works as a consultant for an export promotion agency in Tunisia.

BOX 3.7

Inadequate Training Strengthened Case against Australian Employer

In *Richardson v. Oracle Corporation Australia* the court ruled that an Australian employer was liable for sexual harassment because the training it provided was insufficient as it was only an online training with yes/no questions. The training failed to mention that sexual harassment is against the law in Australia. The training also did not make it clear that the employer could be “vicariously liable” in the event that its employees sexually harass employees of its company’s business partners, as was the case in this particular lawsuit.

Source: *Richardson v. Oracle Corporation Australia*. (2013). <http://www.judgments.fedcourt.gov.au/judgments/judgments/fca/full/2014/2014fcafc0082>

In many cases, companies find that sexual harassment allegations are not admitted or substantiated. In this case, companies often provide refresher training for all staff regarding appropriate workplace behavior or reissue the discrimination and harassment policy or code of conduct to all employees, which highlights the importance of step 4.

Step 4: Train and Raise Awareness

Step 4 emphasizes training and raising awareness among staff at all levels—including HR personnel, senior leadership, and managers—on how to recognize, prevent, manage, and mitigate harassment of all kinds. Many companies consider it best practice to integrate sexual harassment content into the organization’s core trainings, including in its workplace induction programs, so employees are aware upon entry. SheWorks members advise conducting these trainings periodically, particularly when employees are promoted to management.

In terms of content, successful companies suggest using anonymous, firm-specific case studies delivered through effective learning techniques. Trainings should include information on the complaints procedure and details about who to contact if a complaint needs to be made. Contact persons and teams also require specialized training to stay abreast of issues since complaints can be complex, sensitive, and potentially volatile.

Best practices suggest a variety of strategies to increase and sustain awareness among employees. Anti-sexual harassment policies, procedures, and resources can be posted in easy-to-find and accessible locations, such as the intranet, email communications, corporate induction packets, paper or electronic notices and message boards, cafeterias, and even bathrooms. Some companies require all staff to sign copies of the policy acknowledging they understand and agree to abide by it, while others have experimented with including regular reminders with the pay slip.

Country Bird, a poultry and stock feed agribusiness company in South Africa, has a defined code of conduct that governs behavior at the workplace, helping to embed fair treatment. All staff are trained on the code of conduct at induction, including a simple “20 rules” summary. The code, introduced years ago, is firmly implemented and enforced. Employees feel it is a valuable, easy-to-understand tool that has created unity of purpose at the site. This consistent training, awareness raising, communication, and implementation have helped to make Country Bird’s workplace culture one of recognition and respect, with no tolerance for sexual harassment. Country Bird has also introduced night transport as a preventative response to attacks on staff traveling home after night shift. The minibus service is paid for by a negotiated pay increment on staff salaries. Both men and women value this service, since the threat of attack after night shifts is experienced by all staff. As a result, reinforced by the presence of closed-circuit television (CCTV) cameras in some areas of the processing plant, workers feel secure during and after work and confident that sexual harassment complaints are taken seriously.*

BOX 3.8

A Corporate Partnership that Addresses Sexual Harassment for Increased Impact

The IFC-sponsored Business Coalition for Women (BCWF) is a group of around 60 companies and corporate leaders who are working together to drive positive change for women and businesses in Papua New Guinea. BCFW helps PNG’s private sector to recruit, retain, and promote more women. Member companies have exclusive access to relevant and practical tools, model policies, good practices, case studies, and other resources to support women’s economic empowerment and career development while also benefiting from women’s economic participation and enhanced community efforts. BCFW recently launched a model workplace policy on sexual harassment, which member companies can easily replicate and apply to their own workplaces. The model policy outlines the purpose, principles, and parameters of the policy; provides a clear definition of sexual harassment; highlights the complaints procedure; and gives additional guidance on formal versus informal investigations, false accusations, protection against reprisals, and record keeping.

For more information, please visit Business Coalition for Women: <http://bcfw.org.pg/>

Step 5: Monitor and Evaluate

Step 5 requires that once the policy, complaints procedure, remediation measures, and trainings have been developed and implemented, companies should regularly monitor and evaluate them to ensure and enhance effectiveness. Best practice shows that companies that maintain thorough and confidential records of all sexual harassment reports—even those complaints and reports that do not proceed

* IFC. (2016). *The Business Case for Women’s Employment in Agriculture*. Forthcoming.

through the full complaints process—are better able to successfully monitor and evaluate their anti-sexual harassment programs. Companies might also consider keeping complaint records separate from employees’ personnel records to avoid conscious or unconscious bias or retaliation. In terms of data collection, companies leading the way in combating sexual harassment track numbers of complaints by department, gender, outcomes, and remedies. They then analyze data and look for patterns across worksites or departments where additional training or awareness raising may be needed. These companies also periodically review their anti-sexual harassment policies to ensure that they are operating effectively and contain the most current information about, for example, the law, who to contact in the event of an incident, and remediation measures.

BOX 3.9

An Impressive Private Sector Response to Domestic Violence in Papua New Guinea

According to Human Rights Watch, an estimated 70 percent of women in Papua New Guinea experience rape or assault in their lifetime. The Anitua Group of Companies, a landowner company in Papua New Guinea, decided to do something about this. The employer used its convening power and expertise to design and implement a comprehensive approach, including the following:

- Implementing the BCFW’s Model Policy on Family and Sexual Violence in its subsidiary with the largest number of employees
- Championing and committing to fund the construction of a Meri Seif Haus (women’s refuge) in the community near its headquarters on Lihir Island
- Lobbying other businesses and the mining industry to introduce their own initiatives
- Keeping the problem of violence against women in the public eye through media, activities, and events
- Assisting other businesses to introduce initiatives through the IFC-sponsored BCFW.

For more information, please visit <http://bcfw.org.pg/ourwork/addressing-violence/>

Lessons Learned

Companies can combine many resources into an effective, adaptive program to address sexual harassment in the workplace catered to their industry, workforce demographics, region, value chain, and markets. Each policy and supporting mechanism should be tailored to the company's context. In this section, SheWorks members, partners, and experts share general guidance and tips to consider while designing anti-sexual harassment mechanisms:



FOCUS on building stronger relations between supervisors and workers, revising incentives and benefits structures, and making performance assessment and reward systems more equitable so that there is no room for sexual harassment. Research conducted by ILO/IFC BW program in participating factories in Haiti, Jordan, Nicaragua, and Vietnam has shown that sexual harassment often results from an asymmetry of incentives and power between female workers and their male supervisors. In circumstances where the performance of employees is assessed based on a supervisor's subjective measures, there is a greater risk of quid pro quo sexual harassment.



DEVELOP perceptions of trust, fairness, and pay transparency and frequency. For example, BW research shows that Haitian workers who do not trust they will be paid on time are over one-third more likely to be concerned with sexual harassment than those who believe they will be paid on time.



PROVIDE support to employees to address their vulnerability to sexual harassment. For example, women in the garment industry often work long hours, which leaves them vulnerable to sexual harassment late at night when safe transport is not readily available. As a result, many BW factories are providing safe and reliable transport to their employees.



CONDUCT research to better understand sociocultural issues and more effectively address sensitive and taboo issues in certain regional contexts.



PARTNER with government and civil society organizations (CSOs) to drive greater impact. The government can play a critical role in ensuring the effectiveness of anti-sexual harassment mechanisms by enacting new laws, revising old ones, and starting nationwide campaigns such as the Australian government's *Know Where the Line Is* campaign and the *Traveling Safely (Viajemos Seguras)* program launched in Mexico City to prevent violence and harassment in public transport.¹⁵⁷ The French government conducted a poll in which 100 percent of women surveyed said they had experienced sexual harassment on public transportation. To address this issue, the government has now introduced measures such as an emergency telephone number to report harassment and the creation of an app to geo-locate reported incidents.¹⁵⁸

continues on next page

Lessons Learned continued



SUPPORT bystanders and witnesses since research shows that 82 percent of them take some sort of action, and they are four times more likely than victims to make a report.



CONSIDER instituting digital wage and salary payments where possible to contribute toward ensuring women employees' security and control over their income.



ENSURE that policies and programs to increase women's entry into traditionally male-dominated sectors are accompanied by robust monitoring, training, and redressing mechanisms to ensure that the workplace is free from sexual harassment and violence.



BE CAREFUL. Companies operating in female-dominated sectors often assume that sexual harassment is not an issue. Female employees may still be exposed to sexual harassment from clients and male supervisors, including in the health services and education sectors.



CHECK OUT Great Britain's Equality and Human Rights Commission's toolkits and resources for employers and employees to effectively identify, prevent, and handle sexual harassment.¹⁵⁹

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- 154 Ibid.
- 155 See the 2016 Women, Business and the Law report, <http://wbl.worldbank.org/>
- 156 Garment Industry Supply Chains. (2004). http://www.women-ww.org/documents/www_education_pack.pdf
- 157 World Bank Group et al. (2015). Violence Against Women and Girls Resource Guide: Transport Brief. http://www.vawgresourceguide.org/sites/default/files/briefs/vawg_resource_guide_transport_brief_formattedv3.pdf
- 158 World Bank Group. (2016). Women, Business and the Law. <http://wbl.worldbank.org/~media/WBG/WBL/Documents/Reports/2016/Women-Business-and-the-Law-2016.pdf>
- 159 See the Great Britain's Equality and Human Rights Commission's toolkits and resources, including <https://www.equalityhumanrights.com/en/advice-and-guidance/domestic-abuse-workplace-policies-and-managing-and-supporting-employees>



CHAPTER 4

Supporting Women in the Value Chain as Employees and Entrepreneurs

Many companies, including SheWorks members, understand the business case for greater gender diversity in their value chains.¹⁶⁰ They recognize that women are not only a critical part of their workforce but also present in global value chains as employees, entrepreneurs, and community members. Leading companies that are reaping the business benefits of their workplace gender equality policies are making efforts to expand these policies to cover their value chains and support women as employees and entrepreneurs.

A growing number of companies and governments are doing this by eradicating barriers to market growth and financial access for women entrepreneurs. Many companies are sourcing their products from women-owned businesses and encouraging their suppliers to also implement policies and practices that help to recruit, retain, and promote women in the value chain. Companies from around the world have shown that supporting value chain diversity—and women's employment and entrepreneurship in the value chain—can result in a win-win for companies and communities since it contributes to business and economic growth. This chapter will expand upon these examples as well as outline the business case and best practices for supporting women as employees and entrepreneurs in the value chain. (See box 4.1 for statistics highlighting the need to support women in these efforts.)

To better support women's employment and entrepreneurship in their value chains, leading companies consider the opportunities for and benefits of extending their internal equal opportunity policies and practices to their suppliers and value chain workers. Companies often start by identifying where it would make the most sense for them to focus their value chain diversity efforts. For example, some companies in the retail industry often find it

beneficial to support women-owned businesses in their value chains since this is where they can have the most impact. Other companies that operate in a relatively male-dominated sector might find it beneficial to support women as employees in their value chains to promote better community engagement and to strengthen their relationships with key stakeholders.

In addition to the business case, companies' impetus for supporting women's employment in global value chains is rooted in better development outcomes. Research from the HERproject (2016) shows that jobs in global value

BOX 4.1

A Not-So-Fun Fact

Top Women Supply Chain Executives in Fortune 500 Companies

6%

of supply chains functions are held
by women executives ^A

Even though

women globally wield significant purchasing
power

< 1%

of sales to large, multinational corporations are
from women-owned vendors ^B

Sources:

^A Industry Week. (2014). Women in Supply Chain: Value in Diversity. <http://www.industryweek.com/supply-chain/women-supply-chain-value-diversity>

^B Industry Week. (2011). The Business Case for Supply Chain Diversity. <http://www.industryweek.com/leadership/business-case-supply-chain-diversity>

chains typically offer disproportionate opportunities for empowering women and improving their working and living conditions.¹⁶¹ Low-income women working in global value chains are particularly vulnerable since they often lack mobility and access to markets, equipment and technologies, trainings, workplace support, and basic health, safety, and financial knowledge and services that can improve their standard of living. Overall, women tend to be less integrated in value chains than men.¹⁶² Supporting women's employment and entrepreneurship in the value chain, therefore, makes development *and* business sense, as the next section will elaborate.

THE BUSINESS CASE FOR GENDER DIVERSITY IN VALUE CHAINS

We already know that gender diversity in the workforce is linked to better firm performance, profitability, and market growth. Research shows that gender diversity in the value chain can positively impact the bottom line in the same way as gender diversity in the workforce. Benefits of gender-diverse value chains include stronger relationships with the supply base, new business opportunities, and a more agile value chain.¹⁶³ A large pool of diverse, financially strong, and long-term suppliers introduces qualified women-owned vendors (and therefore greater competition) in the value chain, which adds value, increases innovation, and improves purchasing options for all, leading to superior cost economies.^{164, 165}

Secure Greater Market Access and Growth through Social Compliance

In recent years, many companies and their suppliers have been gearing toward complying with international labor

standards and voluntary codes of conduct on labor standards. A 2003 World Bank Group/IFC study found that nondiscrimination on the grounds of gender was a requirement in virtually all codes of conduct in key sectors such as apparel, footwear and light manufacturing; agribusiness; mining; and oil and gas.¹⁶⁶ Many companies that adopt such codes are often required by their buyers to carry out audits to assess their social performance. Demonstrating commitment to women's employment, therefore, often helps companies to maintain their market share and differentiate themselves from other companies.

Compliance also enables companies to gain access to new, premium markets, such as those in Europe and the United States, where many retail brands and their shareholders and consumers are sensitive to social issues. Various European supermarkets, for example, want to source high-quality produce from suppliers that can demonstrate compliance with equal opportunity requirements within voluntary codes of conduct.

For other retailers, mere compliance is not enough. In its 20 by 20 Sustainability Plan, U.K.-based supermarket chain Sainsbury's has outlined actions and goals to enable its suppliers to meet or exceed the company's existing social and environmental standards. One example is through engaging in good human resource management and instituting equal opportunity policies and practices to comply with Sainsbury's code of conduct.¹⁶⁷ Sainsbury's has also instituted a Code of Conduct for Ethical Trade, which covers the employment practices that the company expects from all its suppliers, both in the United Kingdom and abroad, which includes nondiscrimination in hiring, compensation, access to training, promotion, termination, or retirement on the basis of gender and other identity

Research shows that gender diversity in the value chain can positively impact the bottom line in the same way as gender diversity in the workforce.

markers.¹⁶⁸ Such requirements and expectations from retailers operating in premium markets are important to companies that primarily rely on exporting their goods and services. Afrifresh Group, a South African producer and exporter of citrus fruit and table grapes, for example, became a preferred supplier for markets in the EU by complying with a number of international labor standards.*

Similarly, Finlays Horticulture, a U.K.-based agribusiness company with operations in Kenya and South Africa, has made efforts to provide professional development opportunities to its female employees and improve its worker-manager dynamic. Through these initiatives, Finlays aimed to embed equal opportunity into the company's values and culture, making it less likely for discrimination and harassment to occur and more likely for it to be detected and reported if it does.¹⁶⁹ Over time, these efforts paid off and made the company's social compliance program more robust—while also supporting its Fairtrade Standards certification. The experience of Afrifresh and Finlays shows that when suppliers adhere to equal opportunity practices and policies, they are able to access bigger, often more lucrative markets.

There is another economic rationale behind why companies are committing to gender equality and urging their suppliers to do the same: end consumers. As the proportion and purchasing power of women consumers continue to grow, companies are striving to innovate and come up with new ways of accessing, serving, and meeting the needs of this powerful market segment. When the U.S. Women's Business Enterprise National Council (WBENC) surveyed 1,227 female consumers between the ages of 35 and 55,¹⁷⁰ almost 80 percent of them said that knowing a company purchases from women-owned businesses was likely to compel them to try its products or services. Survey findings also confirmed that awareness of a company's commitment to buy from women-owned businesses can enhance consumers' brand loyalty. Responding to this demand, over 80 percent of U.S. multinational corporations are now requiring supplier diversity efforts from their tier one and tier two suppliers.¹⁷¹ There is a growing understanding that it is critical to integrate more women in

BOX 4.2

Increasing Sales at GM through Gender-Diverse Supplier Networks

U.S.-based car manufacturer General Motors (GM) started its supplier diversity program to create jobs for the local community and with the hope that more diverse suppliers in GM's network will be able to hire employees who will in turn purchase GM vehicles. The program now includes more than 200 women- and minority-owned businesses that supply to GM. The company also created a diverse supplier development program that provides mentoring and training to high-value partners. Participating suppliers make efforts to promote GM vehicles in diverse communities. Efforts include "ride and drive" events, which give people an opportunity to test drive and then purchase GM vehicles. Such efforts, made possible through a diverse supplier network, have resulted in increased GM car sales.

Sources:

Industry Week. (2011). The Business Case for Supply Chain Diversity. <http://www.industryweek.com/leadership/business-case-supply-chain-diversity>

GM Supplier Diversity. <http://www.gmsupplierdiversity.com/>

the value chain so it mirrors the women's market and addresses their needs. Many companies are also instituting special labels to highlight products that are sourced sustainably from businesses that are owned or led by women.

Achieve Business and Development Impact

Gender diversity in the value chain can also enhance women's income generating capacity, which has a positive demand-side impact. It is well-documented that more income in the hands of women has wider socioeconomic benefits at the employee, employer, community, and national level. When women earn more income, they tend to invest it in their families and purchase more products

* IFC. (2016). *The Business Case for Women's Employment in Agriculture*. Forthcoming.

Etileno XXI: An Example of Community Engagement as a Long-Term Social Investment and Risk Management Strategy

In Mexico, SheWorks member Odebrecht Group's Etileno XXI petrochemical project initiated the *Acreditar* or Believe training program and a community engagement plan to meet local labor shortages and mitigate social and operational risks from the impact of construction on local communities. The project focused on strengthening its value chain and building partnerships with the municipalities, firms in the industrial zone, and civil society. Recognizing women's role in the communities, the project focused on including women in its value chain and community engagement efforts, whether through direct employment, value chain participation, or community relations initiatives. These community engagement efforts formed the foundation of the project's long-term social investment and risk management strategy, and strengthened the project's presence and social license to operate in the community.

An analysis of Etileno XXI's socioeconomic footprint shows that 92.2 percent of unskilled positions were filled by local labor trained by the project through 32 Believe training workshops between 2013 and 2015. Women maintained a zero percent dropout rate throughout these trainings, compared with a 3.2 percent male dropout rate, and a higher number of women became Believe-certified as compared with men. Also, 53 percent of the women hired by the project were hired in nontraditional occupations, such as technician, guard, supervisor, engineer, and coordinator. Women constituted 8 percent of the workforce employed to build Etileno XXI, which is much higher than the Mexican construction industry's average of 3.5 percent.



In surrounding communities, 46 new small businesses received indirect support from the project, and five formalized cooperatives benefiting 255 women were set up to provide goods and services to the project. Etileno XXI's social license to operate is evident in the fact that 81 percent of the community members surveyed during the project reported that it had a positive influence on their lives.

Source: IFC. (2015). The Business Case for Advancing Women's Employment in Construction: Etileno XXI, Mexico

A welder at Etileno XXI.

and services, which is good for communities and businesses. Over time, successful women employees and entrepreneurs in global value chains can serve as role models for other women and inspire women in their communities to become economically active.

Recognizing these benefits, many governments have put in place supplier diversity programs, targets, and quotas to encourage more women-owned businesses to apply for contracts issued by government agencies and, at times, private sector companies. For example, companies that do business with the U.S. federal government must meet government-mandated supplier diversity requirements. The U.S. government aims to reach its 5 percent goal for contracting from women-owned businesses, from a baseline of 3.4 percent in 2010.¹⁷² Latest U.S. trends show that employment in women-owned businesses has increased by 18 percent since the recession, while employment among all businesses has declined by 1 percent since 2007.¹⁷³ Business revenues among women-owned firms have increased by 35 percent since 2007, compared to 27 percent among all U.S. firms: thus, at a rate 30 percent higher than that of the national average.¹⁷⁴

Other governments that emphasize gender equality in procurement include the Swiss government, which requires its contractors to (a) assess their gender pay gaps by using the Logib gender pay gap assessment tool developed by the Swiss Federal Office for Gender Equality (FOGE) and (b) rectify inequities in pay schedules before bidding on government contracts. The rule is clear: suppliers and contractors cannot do business with the Swiss government if they do not pay their employees equally.

In emerging markets, policy makers in India and Mexico are redirecting government procurement policies to promote small- and medium-sized enterprises (SMEs). Mexico established a public procurement set-aside of 25 percent, albeit without a gender focus. In India, the Micro, Small and Medium Enterprise (MSME) Agency found that when comparing similar companies owned by women and men, companies owned by women employ more people. The

Indian government asks all registered companies to disclose whether they are women-owned.¹⁷⁵ The Kenya Public Procurement and Assets Disposal Act of 2015 requires each public procurement entity to ensure that at least 30 percent of its procurement value in every financial year is allocated to women, youth, and persons with disabilities.¹⁷⁶

Engage Communities, Mitigate Risks, and Eradicate Barriers

Many companies operate in sensitive regions and industries, such as mining, energy, chemicals, construction, and garments, which can be prone to strikes, unrest, lack of skilled labor, and other socioeconomic risks and barriers that disrupt operations. For such companies, programs to include more women in the value chain can provide a social license to operate; create a conducive business-enabling environment; and enable more effective community engagement. Companies operating in these industries often see these programs as a way to expand the pool of skilled labor and suppliers and mitigate social and operational risks. As a result, community members feel more informed and engaged in the company's operations and start to develop a vested interest in its growth and progress, which is ultimately beneficial for all stakeholders involved. (See box 4.3 for an example of the community engagement and training efforts of Etileno XXI in Mexico.)

International Trade Center's Global Platform for Action on Sourcing from Women Vendors

This initiative aims to increase the amount of procurement secured by women vendors in developing countries. So far, policy makers, international organizations, buyers, women's business associations, and women business enterprises from 48 countries have participated in Global Platform activities. Participants have benefited from training and opportunities linking them to untapped markets through Buyer Mentor Groups and participation in the annual Women Vendors Exhibition and Forum. SheWorks strategic partner the UN Global Compact is a partner in this initiative.

The International Trade Center (ITC) has also developed a tool called the Procurement Map through which users in developing countries can search by country and sector more than 150,000 public tenders, government legislation for women vendors, government legislation for SME vendors, and sustainability standards. This tool reveals that some countries, such as Botswana, India, Kenya, Namibia, South Africa, and Zambia, have policies in place for women-owned businesses.

Sources:

International Trade Center. (2016). The Global Platform for Action on Sourcing from Women Vendors. <http://www.intracen.org/projects/women-and-trade/the-global-platform-for-action-on-sourcing-from-women-vendors/>

International Trade Center. (2016). Procurement Map. <http://procurementmap.intracen.org>

PROMISING PRACTICES

Data Collection, Analysis, and Sharing

Despite the business case, many companies do not fully comprehend the critical role women play in the business ecosystem or how women can contribute as employees, suppliers, and consumers. In addition, companies are struggling with reporting on supplier diversity, according to a reporting analysis conducted by SheWorks strategic partner UN Global Compact in 2015.¹⁷⁷ To address this challenge, many companies start their gender-focused value chain programs by assessing women's roles in the businesses from which these companies source and in the communities in which they operate. This puts companies in a better position to design gender-inclusive community and value chain development programs that are responsive to the needs of the business and the value chain.

Companies also note that to reap the benefits of value chain diversity and attract the best suppliers, they must communicate and provide clarity to stakeholders—including women employees and entrepreneurs in the communities—regarding value chain operations and entry points for participation in the value chain. Research shows that 93 percent of most companies' value chains often seem to be invisible to people who are not directly involved in value chain operations.¹⁷⁸ Therefore, it is important to understand and communicate what a value chain is, its integral role in business operations and strategy, how it is organized, and what opportunities it presents. Making the value chain more visible can attract better investment and capacity strengthening support from public and private sector partners that can enable companies to further strengthen their ongoing gender diversity efforts.

In the Dominican Republic, for example, all public procurement tenders and information are publicly shared online via the SIGEF portal, which allows companies to present bids directly online without interference of third parties.¹⁷⁹ This further facilitates the participation of micro companies that are often owned or led by women.

The Link between Diversity in the Workforce and Diversity in the Value Chain

An important element of supporting women in value chains is to explore if greater gender diversity in the company's workforce can be linked to greater gender diversity in the value chain. When there is diversity in value chain management roles, including in product planning, procurement, production, transport, storage, and distribution of products, employees have more opportunities to drive greater gender diversity in the value chain. Strengthening the capacities of women employees, managers, and leaders can help ensure that their company's value chain management and corporate procurement work is more gender-inclusive.

In addition, getting more women to lead value chain management can be a basis for getting more women in the C-suite, according to Beth Ford, the chief supply chain and operations officer at the U.S.-based agricultural cooperative Land O'Lakes.¹⁸⁰ This is because value chain management is increasingly becoming important for innovation and strategy and provides executives with a window into various business units and roles that have a profit and loss (P&L) function.

Partnerships to Create More Diverse Value Chains

To be more effective and efficient, many SheWorks member companies recommend partnering with local and global organizations from the private and public sectors to pool financial resources and expertise to provide educational,

vocational, and health services to enhance women's (and men's) employability. Through such programs, companies can meet skilled labor shortages, and women can have a greater chance of being integrated into global value chains. SheWorks member Odebrecht Group's Etleno XXI project in Mexico contracted the World Council of Credit Unions to lead the process of establishing cooperatives in five productive processes: poultry, tilapia, uniforms, cleaning products, and recycling. Over 100 community members, 92 percent of them women, participated in this initiative. These cooperatives, which are primarily run by women and employ a majority of women, now provide a range of goods and services to the Etleno XXI petrochemical complex. Sustainably supporting women in its value chain in a region of Mexico that experiences gender-based violence and is characterized by low socioeconomic development ultimately benefitted the company and the community.

Companies may also form partnerships with other companies working on similar issues to exchange knowledge and support public and private sector efforts to establish nationwide gender procurement targets. Bloomberg, Cisco, H&M, Hewlett-Packard, the Levi Strauss Foundation, Microsoft, Samsung, the Walt Disney Company, and other leading companies are partnering and participating in projects such as Business for Social Responsibility (BSR)'s HERproject¹⁸¹ to support the health and financial access needs of women working along their value chains. These companies understand that strengthening their suppliers and supporting female workers in their value chains—thus making their value chains more stable and profitable—can ultimately benefit their business. One garment manufacturer and supplier

Making the value chain more visible can attract better investment and capacity strengthening support from public and private sector partners, which can strengthen gender diversity efforts.

Direct Sales as a Path to Gender Diversity in Belcorp's Value Chain

SheWorks member Belcorp's value chain model is uniquely positioned to benefit and empower women. The Peruvian cosmetics company uses a direct sales model to sell its products based on a belief in the entrepreneurial spirit of women. The company operates through a sales network of beauty consultants, primarily women, and gives these women an opportunity to have a business of their own, strengthen their business management skills, and build their capacities through mentorship and skills training.^A

In 2000, Hindustan Unilever Limited (HUL) created Project Shakti, a direct-to-consumer sales initiative that taps into the power of India's nearly 1 million women's self-help networks to reach remote rural markets. The project now includes more than 65,000 Shakti Entrepreneurs who distribute Unilever's products in some 165,000 villages, reaching more than 4 million rural households and strengthening the company's sales and revenue generating functions.^B

Between 2013 and 2014, SheWorks member Ooredoo, in partnership with the Cherie Blair Foundation for Women (CBFW), committed to recruiting and training 30,000 women in Myanmar as mobile retail agents. Ooredoo worked with the CBFW and local entrepreneurship-focused organizations to recruit, train, and provide tools to rural women so that they could serve as retail sales agents within their communities.^C

Sources:

^A Belcorp, 2016

^B Hindustan Unilever Limited. (2016). Enhancing livelihoods through Project Shakti. <https://www.hul.co.in/sustainable-living/case-studies/enhancing-livelihoods-through-project-shakti.html>

^C Ooredoo, 2016

participating in the HERproject experienced reduced absenteeism and turnover rates and measured a 4:1 return on investment (ROI) in health services provided to female value chain workers.¹⁸²

In 2013, WEConnect International,¹⁸³ the Vital Voices Global Partnership, and partners such as SheWorks members The Coca-Cola Company, EY, and Intel announced a Clinton Global Initiative (CGI) Commitment to Action to track and measure \$1.5 billion in global contract opportunities for women-owned businesses based outside the United States between 2013 and 2018.¹⁸⁴ The partners also committed to developing more effective channels to identify and expand high-growth women-owned businesses, and implementing supplier-readiness initiatives targeting at least 15,000 women-owned businesses outside the United States.

Gender-Inclusive Supplier Codes

Companies might consider providing incentives to their suppliers to encourage them to employ more women and source from women-owned businesses and businesses that are committed to gender equality. Many companies, including SheWorks members, know that perhaps the biggest incentive that they can provide to their suppliers is their continued patronage and business. As a result, a growing number of companies are including equal opportunity provisions in their supplier codes.

OLAM INTERNATIONAL

In its detailed supplier code, Olam International, a global agribusiness operating in 70 countries, lays down a comprehensive set of conditions to support its goal of "purchasing raw materials and products that are produced in a manner that is socially responsible, economically profitable, and environmentally sustainable."¹⁸⁵ For example, all suppliers must adhere to uphold labor standards and human rights within their operations by, among other things, encouraging gender equality, equal access, and empowerment of women.



COURTESY OF DOMINIC CHAVEZ / WORLD BANK GROUP

Quality control at a garment factory in Bangladesh.

UNILEVER

Multinational consumer goods manufacturer Unilever knows that women represent 70 percent of the buyers of its products and control nearly two-thirds of consumer spending.¹⁸⁶ Thus, the company is committed to gender equality not only in its workforce but also along its value chain. Unilever's Responsible Sourcing Policy requires its suppliers to satisfy specific and measurable targets for achieving equality between women and men, and take affirmative action to attain these targets.¹⁸⁷ As part of its efforts to involve more women in its extended value chain, Unilever conducts supplier audits and tracks the number of supplier operations that are owned or led by women. Unilever is thus able to identify and address issues so suppliers can be in compliance with Unilever's equal opportunity policies. For example, Unilever worked with a supplier in Thailand to make its job advertisements more gender-inclusive.¹⁸⁸ At another location in Malaysia, a supplier audit revealed that staff were conducting pat down searches to prevent workers from bringing their mobile devices to the production area. Unilever worked

with the supplier to halt this practice and conduct training for managers to help them understand why this practice was unacceptable, particularly for female employees.¹⁸⁹

VALEO

France-based global automotive supplier Valeo regularly conducts supplier evaluations to gauge their compliance in terms of sustainable development practices. The evaluation entails a thorough assessment of the suppliers' social, corporate governance, and environmental practices, which include gender diversity and equal pay.¹⁹⁰

Certifications

Another incentive for companies to improve their supplier gender diversity is to receive a gender certification at the regional or international level. Starbucks, one of the largest global coffee producers and retail chains, also runs a supplier diversity program that supports women farmers. It believes that certification increases a company's visibility for opportunity.¹⁹¹ Women-owned businesses can attain

Gap Inc.'s P.A.C.E. Program to Support Women Workers in the Global Value Chain

SheWorks member Gap Inc. launched its P.A.C.E. (Personal Advancement & Career Enhancement) program for women employees along its value chain. Launched in 2007 in partnership with vendors and global and local NGOs, P.A.C.E. leverages Gap Inc.'s resources, expertise, and partnerships to provide life skills, education, and technical training to female garment workers to enable them to advance in work and in life. Women who participate in the program go through two phases of training over two years. The first gives them a foundation and focuses on such life skills as communication, time management, and health. The second phase offers technical training and aligns with each woman's professional aspirations. More than 35,000 women in 12 countries have participated in the program to date, and the company has now committed to educate 1 million women and girls by 2020.

Source: Gap Inc. (2016). P.A.C.E. program. <https://www.bewhatspossible.com/pace>

credibility. Multinational companies interested in partnering with women-owned businesses can find potential leads through WEConnect International. Many companies, such as French hospitality company Sodexo, have partnered with WEConnect International to strengthen and support women in its value chain. WEConnect has also developed the Gold Standard Checklist,¹⁹² a self-assessment tool to help multinational corporations and multilateral organizations assess their global supplier diversity and inclusion programs and identify potential areas for improvement. The checklist covers five areas: (a) policy assessment; (b) planning; (c) processes and standards; (d) measurement, tracking, and reporting; and (e) accountability. Each item on the checklist is scored. The goal for any multinational corporation or multilateral organization dedicated to supplier diversity and inclusion is to reach 100 points: the Gold Standard.

Strengthening Capacities

In efforts to support women in the value chain, companies tend to focus on enabling access to finance for women-owned businesses. However, a growing number of companies realize that this is not enough. Women entrepreneurs often need nonfinancial services and skills to be able to access opportunities higher up in the value chain. Three SheWorks members have taken this realization to the next level and made efforts to strengthen the women-owned businesses they work with, ultimately strengthening their own business and value chain.

TURKISH ECONOMY BANK

SheWorks member Turkish Economy Bank (TEB) noticed that few women-owned businesses were utilizing its credit lines and services for SMEs. Through assessments and partnerships with institutions such as IFC and WEConnect International, TEB launched a set of services and products targeted to the specific needs and requirements of women entrepreneurs in Turkey. The TEB Women Banking program is premised on four pillars: (a) access to finance, (b) access to information, (c) access to markets, and (d) access to mentoring. TEB's Women Academy initiative tackles the issue of women entrepreneurs' lack of access to information.

certifications to expand their market access and linkages. Certifications such as the ones offered by SheWorks strategic partner EDGE Certified Foundation at the global level and KAGiDER in Turkey at the regional level can help companies along the value chain expand their access to new markets, investors, and customers.

WEConnect International, a nonprofit organization formed in 2009, certifies business that are at least 51 percent owned, managed, and controlled by one or more women. This allows these businesses to demonstrate to multinational corporations their strengths and establish



COURTESY OF BOYNER GROUP

Boyner Group's "Good for Business" program trains female managers and owners of companies that are suppliers of Boyner Group.

The first TEB Women Academy session was held in Istanbul in 2015 and reached more than 300 women entrepreneurs. Since then, a number of TEB Women Academies have taken place in Turkish cities, providing training and networking opportunities for women-led or -owned SMEs. TEB has also launched a Women Channel to provide useful information to SMEs through broadcast media.

BOYNER GROUP

SheWorks member Boyner Group assessed that 17 percent of its suppliers are women, which is double the national average in Turkey. However, the company realized that a number of barriers prevent women from starting and succeeding in their own businesses—in addition to the common challenge of accessing finance. To remedy this, Boyner Group partnered with IFC and created *Good for Business*, a 12-week training program to support women entrepreneurs in the company's value chain and help them enhance their businesses. The company then connected the participants of this program to other role models and mentors, and introduced them to banks and brands with whom they could work. As a result, the women gained the skills and resources necessary to diversify their products, find new global buyers, and gain valuable business connections and partners. At the same time, they became reliable, profitable, and strategic partners for Boyner Group, adding to the effectiveness and vigor of the company's

value chain. In the words of a female supplier who benefitted from the training's product diversification component:

"I learned during the program that the market demand for men's and children's knitwear is bigger than for women's knitwear. I did not know that. So I asked one of the buyers, AyMarka, and they confirmed. And so I talked to my producer to also produce some men's knitwear. And the next season we will sell it. This information was important to diversify my product portfolio. If it were not for the Good for Business program, I would not know that."

"Placing women and men throughout our operations allows us to tap into a much wider and more diverse pool of resources."

—Ümit Boyner, Member of the Board,
Boyner Group (SheWorks member)

IFC's Efforts to Support Women Entrepreneurs: Financial and Nonfinancial Services

IFC's research shows that several barriers can hinder women's prospects of becoming successful entrepreneurs, including limited or no access to business-management skills, confidence, networks, finance and markets, and technology. IFC estimates that as many as 70 percent of women-owned SMEs in the formal sector in developing countries are unserved or underserved by financial institutions. This amounts to a financing gap—and a missed business opportunity—of approximately \$260 billion to \$320 billion a year.

IFC's Banking on Women (BoW) program is playing a catalyzing role for partners, corporations, and financial institutions to increase access to finance for women-owned businesses. To further support the capital needs of women-owned businesses, a new IFC Women Entrepreneurs Opportunity Facility has been established, which is the first debt fund for investments in financial institutions that targets women-owned SMEs. This debt fund intends to give investors the opportunity to empower women entrepreneurs in emerging markets and participate in IFC's pipeline of senior loans to commercial banks that are committed to meeting the financing needs of women-owned SMEs. Because of these efforts, IFC clients—both financial institutions and real sector corporates—have expanded their portfolios to reach women entrepreneurs.

In terms of nonfinancial services (NFS), IFC assessed existing training and leadership programs in the market that target women entrepreneurs and concluded that these programs have shown limited impact results because they lack or demonstrate a limited use of:

- Formal modules that enhance women's confidence, leadership, and presentation skills
- Formal coaching and mentoring opportunities built into program frameworks
- Successful entrepreneurs as roles models, trainers, and coaches
- Blended learning platforms
- Post-training support mechanisms

In addition, there is often a missing linkage between training and financial products, and little access to corporate value chains. In response to these challenges, IFC has developed a new master content program that can be customized to the needs of IFC client companies and women entrepreneurs, responding to conditions in the local business climate. Industry practitioners deliver the program in short modules through classroom, online, and peer-to-peer learning. So far, the program has been successfully implemented with the Bank of Palestine and SheWorks member Boyner Group, with great results for both companies and the women-owned businesses with which they do business.

Sources:

IFC. (2016). Banking on Women. http://www.ifc.org/wps/wcm/connect/Industry_EXT_Content/IFC_External_Corporate_Site/Industries/Financial+Markets/MSME+Finance/Banking+on+Women/

IFC. (2016). Women's Entrepreneurship. http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Gender+at+IFC/Priorities/Entrepreneurship/

THE COCA-COLA COMPANY

SheWorks member The Coca-Cola Company and its various bottlers have a number of initiatives to support women working along their value chain. 5by20 is The Coca-Cola Company's global commitment to enable the economic empowerment of 5 million women entrepreneurs across the company's value chain by 2020. Through 5by20, the company enables women's access to markets, business skills training courses, financial services, confidence, and connections with peers and mentors.¹⁹³ 5by20 focuses on women's involvement along six elements of the value chain: as producers, suppliers, distributors, retailers, recyclers, and artisans. The business case for 5by20 is clear: through this program, The Coca-Cola Company has been able to reduce costs (transport and import duties), increase sales (small scale retail), reduce environmental impact, and enhance its corporate reputation.

For example, about 95 percent of the sales volume of Coca-Cola Kwanza, a Tanzanian bottling company with annual net sales of approximately \$100 million, is distributed through Micro Distribution Centers (MDCs), 65 percent of which are owned or managed by women. As part of its business strategy, Coca-Cola Kwanza has focused on expanding the recruitment of women in its network and has provided them with coaching and mentoring. As a result, owners of participating MDCs have seen their sales increase by an average of 12 percent; the average ROI for an MDC in the Kwanza network is 20 percent; and the average monthly profit for an MDC is \$2,000. These factors have boosted Coca-Cola Kwanza's efficiency and profitability.¹⁹⁴

IFC's Banking on Women program collaborated with The Coca-Cola Company's 5by20 program in an initiative to support increased access to finance and business training for women entrepreneurs in developing markets. As part of this collaboration, IFC provided funding to local and regional banks in an aggregate amount of up to \$100 million, the proceeds of which will be used to provide finance to women-owned enterprises in Coca-Cola's value chain.

BOX 4.8

Women along Marks and Spencer's Global Supply Chain

Marks and Spencer (M&S) is a global retailer of food, clothing, and home products. The company is headquartered in the United Kingdom, has more than 1,300 stores worldwide, and employs 83,000 people.

"The social and business case for promoting women's work is clear for M&S: women perform an essential role in our global value chains, making up 70 percent of our employees, the majority of our customer base, and over half of the workers in our supply base. Making sure that supply chains are inclusive for women leads to better outcomes both in individual workplaces and in the wider community from which workforces are drawn. This resonates exactly with our stated aims, to increase the resilience of our supply chains, and therefore the security and quality of supply."

—Helen McTaggart, Ethical Trade Manager (Food), Marks & Spencer

Sources: Marks & Spencer, 2016. <http://corporate.marksandspencer.com/>; information provided by M&S, taken from IFC. (2016). The Business Case for Women's Employment in Agriculture. Forthcoming.

Lessons Learned

Including more women in the value chain as employees and entrepreneurs can be challenging in the absence of gender-disaggregated baseline data and a commitment to diversity throughout the company. Best practices from different regions and industries show that creating and sustaining gender-diverse value chains should be at the core of companies' strategic business development goals and not just a corporate social responsibility (CSR) initiative. SheWorks members recommend taking small steps and starting initiatives in one region or location and then expanding efforts to include other business locations. Here are a few lessons that SheWorks members have learned as they strived to make their value chains more gender diverse:



PROMOTE companies' workplace gender equality efforts in the value chain as part of a long-term risk management strategy and socioeconomic investment in people, communities, and sustainable business.



CONSIDER training and employing more women in procurement and value chain management functions so that they can help foster greater gender diversity in value chains and make procurement processes more gender inclusive.



DISTINGUISH your company and your suppliers from other market players, and attract investors and buyers by attaining a global, firm-level gender equality certification.



ESTABLISH a baseline of how many suppliers are women-owned or -led businesses to more effectively monitor the progress of value chain diversity efforts.



ACTIVELY SUPPORT women-owned businesses along the value chain to expand their market access and diversify their customer base, because a diverse, profitable value chain is critical to business growth and profitability.



PARTNER with banks and financial institutions to provide credit lines and other financial and nonfinancial services tailored to the needs of women entrepreneurs.



PROMOTE technical trainings and business skills so women can effectively and efficiently invest their capital, reap returns, and pay off their loans.

ENDNOTES

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COURTESY OF SIMONE D. MCCOURTIE / WORLD BANK GROUP

Health worker in Sri Lanka.

CHAPTER 5

Measuring and Reporting

Among SheWorks members, conducting firm-level gender assessments is a common step in their efforts to advance women's employment. These assessments serve as the starting point to enhance recruitment, retention, and promotion practices and policies.

Why are assessments fundamental to advancing women's employment and improving their working conditions?

Gender gaps in recruitment, retention, and promotion are often the result of unconscious biases and hidden stereotypes embedded in company cultures. As a result, management and staff are at times unaware that these biases exist or unprepared to effectively address and eradicate them. Firm-level gender assessments allow companies to identify biases and corporate gender gaps. Companies can then prioritize gender-smart solutions that benefit employees and the business, uncover business

Gender gaps in recruitment, retention, and promotion are often the result of unconscious biases and hidden stereotypes embedded in company cultures.

BOX 5.1

A Not-So-Fun Fact

Corporate Gender Assessment Gap

Many companies aspire to create a gender diverse workplace for their employees. Yet despite their numerous efforts, there continues to be a significant gap between commitment and results. SheWorks strategic partner EDGE (Economic Dividends for Gender Equality) Certified Foundation calls this the "Corporate Gender Gap", which can be seen in three main areas: the underrepresentation of women in senior positions, the gender pay gap, and different career advancement opportunities. Assessments are the key to uncovering and addressing these gaps. Yet Mercer's 2016 *When Women Thrive, Businesses Thrive* report, prepared in collaboration with SheWorks partner EDGE Certified Foundation, shows these results:

Only 22%

of companies conducted analyses to identify women's specific health needs

Only 28%

of organizations globally say women are as represented in profit and loss (P&L) roles as in functional roles

Only 29%

of organizations routinely review performance ratings by gender to check for disparities that translate into differences in opportunity

Only 41%

of organizations make pay equity adjustments as part of the annual compensation review process

This report covers 583 companies in 42 countries with data on 3.2 million employees.

Sources:

EDGE Certified Foundation. (2016). <http://www.edge-cert.org/>

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benefits, and gauge how their performance compares to that of their peers in the market and region. Simply stated, assessments help companies *measure* more effectively where they stand, which is critical because *what gets measured more likely gets done*.

One of the ways to deal with deep-rooted corporate gender gaps and biases is by making laws that promote gender equality. But meeting legislative requirements is just one part of the solution. Companies often require and benefit from additional market-led solutions to close gender gaps and gain a competitive edge in the market.¹⁹⁵ These market-led solutions can be informed by assessment and diagnostic tools including:

- Employee surveys
- Baselines
- Firm-level gender assessments
- Gender-gap analyses
- Reviews of HR data, policies, and practices

Private sector companies, including SheWorks members, are increasingly using analytic tools to assess if their HR policies and practices are having the desired impact and to identify and address their corporate gender gaps. Many companies also recognize that once an assessment has taken place, it is equally important to follow it up with an action plan focused on accountability and business impact. When action plans are supported by comprehensive results measurement frameworks, they can enable companies to more effectively measure their progress toward gender equality against established baselines. Many companies also benchmark their progress and results against those of other market players in their industries and regions and against established international standards.

Many forward-looking companies are going a step further. They are seeking gender equality certifications and publicly reporting on their progress to key internal and external stakeholders. For many companies, reporting on gender is

a key component of their overall sustainability reporting. According to SheWorks member EY, 95 percent of the Global 250 issue sustainability reports,¹⁹⁶ which allow companies to report on their economic, environmental, social, and governance impact. These reports are often based on the widely adopted framework developed by the Global Reporting Initiative (GRI), discussed later in this chapter.

SheWorks members believe that conducting assessments, measuring, and reporting are critical to their work. As part of the CGI SheWorks commitment, more than 50 percent of members committed to and delivered on either conducting an employee survey or a firm-level gender assessment, or making efforts to measure and report on their progress. SheWorks strategic partner EDGE Certified Foundation, a market leader in the field of global gender assessment and firm certification, provided knowledge and support to help member companies deliver on this commitment. (See further discussion later in the chapter.)

THE BUSINESS CASE

Previous chapters expanded upon the business case for closing gender gaps in recruitment, retention, and promotion. Research has shown that these gaps adversely impact gender diversity in the workforce, which can result in a number of economic losses for employees, employers, and communities. Hence, closing corporate gender gaps makes business sense. Administering assessments, measuring, and reporting are essential first steps that companies should take to identify and address these gaps and to maintain a competitive edge in the global marketplace.

Why Assess and Measure?

There are three main ways in which companies can experience the business benefits of conducting firm-level gender assessments:

IMPACT

Assessments are a good way to develop and track relevant indicators—such as gender-disaggregated retention,



DED PIXTO / SHUTTERSTOCK

absenteeism, turnover, promotion, and maternity return rates—and evaluate if existing policies and practices are having the desired impact. During assessments, companies ask themselves critical questions:

- Have current initiatives unlocked greater gender diversity in recruitment, retention, and promotion?
- Have these initiatives led to better firm performance and cost savings and strengthened the corporate brand?

Through this exercise, companies can then gauge which initiatives are working and which should be scaled up or rolled back.

Assessments, particularly employee satisfaction and engagement surveys, can also reveal if existing gender equality policies and practices have the right *tone*. Often, implementing well-meaning initiatives that raise the gender flag too high (or too low)—without providing a clear context—can create resentment. Hence, it is important to identify potential blockage points and assess if the anticipated cultural change is widely accepted and endorsed by employees.

FOCUS

In instances where a company is at the beginning of its gender equality journey and does not have specific policies or practices in place, assessments can help identify strategic business areas and the types of policies or practices that could have the most impact. Companies can then effectively and efficiently work through their gender gaps and decide between implementing different options. For example, would it be more beneficial for employees and the business, and more cost-effective, to focus on investing in a state-of-the-art childcare facility or expanding flexibility and paid family leave? Strategizing and prioritizing actions can enable companies to more easily minimize costs and optimize resource allocation toward higher impact initiatives.

ENGAGEMENT

Employees often feel valued knowing that their employer is making efforts to assess and collect their ideas and feedback regarding gender equality. When employees feel valued and satisfied, they are often more engaged and productive. From an employer perspective, employee

Financial Benefits of Publicly Reporting on Progress

With the link between gender diversity and better firm performance becoming clearer, many investors are realizing the benefits of establishing and investing in funds that are exclusive to companies that meet certain gender diversity criteria. Investors are increasingly interested in companies that source from women-owned businesses as well as companies that have equal opportunity policies in place and employ a high number of women. Benchmarking, publicly reporting on progress, and becoming gender certified can therefore allow companies to show to their investors, consumers, and stakeholders that they are committed to gender equality, in principle and in practice.

A number of indices, such as the Calvert Responsible Index Series, provide investors with critical knowledge necessary for making investment decisions premised on sustainability, responsibility, and impact, including a gender angle. Companies can actively strive to improve their gender equality indicators and be featured on indices to attract even greater and more lucrative investments from external sources. The Pax Global Women's Leadership Index, for example, is the first index of its kind to feature the highest-rated companies in the world in terms of advancing women.^A The Pax Ellevest Global Women's Index Fund, also the first of its kind, gives investors the chance to invest in this index, which in turn allows them to invest in these "critical mass" companies that are embracing gender diversity.

On the consumer side, the BUY UP Index is an app that helps consumers make purchasing decisions based on a company's demonstrated commitment to gender equality assessed according to four key areas: women employees, women leadership, corporate citizenship, and marketing. Policies and practices—such as appointing more women to the C-suite, making stereotype-busting ads, disclosing paid maternity leave of at least eight weeks, and tracking supplier diversity—can help companies achieve a higher rating and a competitive advantage in the market. SheWorks members The Coca-Cola Company and Gap Inc. have consistently achieved high ratings on the BUY UP Index.^B

Sources:

^A Ratings by Pax World Gender Analytics are based on multiple gender-smart criteria, including whether the companies are Women's Empowerment Principles (WEPs) signatories.

Pax World Investments. (2014). Why Gender Diversity Should Matter to Investors. http://paxworld.com/system/storage/19/62/e/3851/connection_summer14.pdf

^B The BUY UP Index (2016). <http://www.buyupindex.com/>

A company's leadership on gender equality can be particularly relevant to millennials who are now the largest segment of the global workforce.



COURTESY OF WORLD BANK GROUP

Skills training in Turkmenistan.

surveys can be an effective assessment tool to capture employees' workplace experiences and perceptions regarding gender equality. Surveys can provide important clues regarding how "gender equal" a company is in the eyes of its employees. This information can help companies decide what can be done to improve that perception, include employees in the process, and create a better work environment for all. This is particularly important since the 2016 *When Women Thrive, Businesses Thrive* report reveals that only 38 percent of organizations surveyed say their male employees are engaged in gender diversity efforts.¹⁹⁷ Results measurement can also help HR to further strengthen the business case for gender equality and sustain senior management buy-in for ongoing and future efforts.

Why Benchmark, Report on Progress, and Get Certified?

Benchmarking is an effective approach to establish and communicate credibility and market leadership in fostering workplace gender equality. By examining where they stand in comparison to other companies in the sector or region, companies can gain useful insights that can be

incorporated into their targeted gender equality strategy development process. In addition to benchmarking and publicly reporting on progress, getting gender equality certified allows companies to gain third-party credibility, visible global recognition, and a competitive advantage over others in the market. (See box 5.2 for a description of the potential financial benefits of publicly reporting on progress and box 5.3 for a list of what companies might measure in their reporting process.)

Internally and externally reporting on assessment, benchmarking, and certification results can help companies inform their employees, customers, investors, and future employees that they value gender equality and are committed to reaching the highest standards of excellence when it comes to fostering workplace gender equality. Reporting can also result in more support from local communities, increased sales, better access to export markets, and attraction of new investments.¹⁹⁸ Nowadays when companies want to attract new talent and retain existing high-performing talent, benchmarking, certifications, and reporting allow companies to engage and communicate to their stakeholders that they are not

What Should Companies Measure?

Sample checklist of indicators^A

- ☐ Number and share of:
 - Full-time women employees over total full-time employees
 - Women in senior management (reporting to CEO)
 - Women on boards (where boards exist)
 - Women in management over total full-time employees
 - Women in profit and loss (P&L) positions of all P&L positions
 - Women in nontraditional positions^B
 - Men in nontraditional positions
 - Women promoted of all promotions
- ☐ Absenteeism rate by gender
- ☐ Turnover rate by gender
- ☐ Average employee tenure by gender
- ☐ Maternity return rate^C
- ☐ Employee satisfaction by gender (for companies that conduct employee surveys)
- ☐ Gender wage gap

^A Source: IFC Gender Secretariat, 2016

^B Definition of nontraditional positions will vary by industry.

^C As per the Global Reporting Initiative (GRI) definition, *maternity return rate* refers to women who are still in the company after one year upon return from maternity.

only doing well but also are one of the leading companies when it comes to fostering gender equality. A company's leadership on gender equality can be particularly relevant to millennials who are now the largest segment of the global workforce. Millennials often decide among jobs based on the job's overall quality, job satisfaction, and its benefits package, including the emphasis on gender equality, work-life support, and family friendliness.¹⁹⁹ A PricewaterhouseCoopers (PwC) research study (2014)²⁰⁰ covering 40,000 millennials across 18 countries also confirms this point: 82 percent of female millennials identified an employers' policy on diversity, inclusion, and gender equality as an important factor when deciding whether to work for a company.²⁰¹

While there are many business drivers for improving reporting on gender issues, companies also prioritize reporting to fulfill legal and ethical requirements—for example, as set out in international human rights legal and policy frameworks.²⁰²

PROMISING PRACTICES

We know that assessments allow companies to gain a deeper understanding of the state of gender (in)equality in their workforce. The question is *what* should companies assess and *where* should they begin? SheWorks members share that as a rule of thumb, companies should always focus on collecting and analyzing **gender-disaggregated data**, no matter where they are on their assessment, measuring, and reporting journey. Gender-disaggregated data (a) provide a more complete and accurate picture of the different workplace experiences, specific cultural contexts, and needs of women and men and (b) allow companies to come up with better, more informed solutions to address corporate gender gaps. With strong leadership and senior management support, HR departments can often lead the process for collecting and analyzing such data and communicating results. In order to achieve this, HR departments often collaborate with other relevant departments in the organization, such as the sustainability, communications, and operations departments. Companies can also work with HR

consultancy firms and use external assessment tools and frameworks to collect data.

SheWorks members recognize that **recruitment** is where an employee's career lifecycle begins. Issues experienced at this stage often stay with employees, particularly women, throughout their careers. At recruitment, employers can collect data annually to analyze, for example:

- How hiring managers select candidates
- How employees are recruited and assigned to jobs
- How pay is assigned to different job grades
- How salary negotiation impacts women and men differently
- Whether the hiring process fosters diversity and inclusion in the qualified applicant pool

Assessments can reveal whether gender gaps in recruitment are impacted by (a) demand-side issues (for example, recruiting managers are unable to recognize or manage any unconscious bias); (b) supply-side issues (for example, there are not enough women being trained as petrochemical engineers in a certain location of a company's operations); or (c) a combination.

With respect to **retention** of high-performing talent, companies can assess a number of key workplace issues by developing and applying innovative indicators and metrics. SheWorks members suggest that these metrics should be chosen wisely so they can provide the most detailed insights instead of turning into a "box-ticking" exercise. Senior management buy-in is also key to streamline the process and make it mandatory for all departments and employees to participate in or contribute to assessments. By taking these steps, companies can get a better understanding of retention issues, such as absenteeism, "presenteeism,"²⁰³ and maternity return rates,²⁰⁴ and the average length of tenure disaggregated by gender to determine who is leaving the company and why.

BOX 5.4

Ooredoo's Pilot Assessments in Algeria and Kuwait Provide Deeper Insights

SheWorks member and Qatar-based telecommunications company Ooredoo conducted pilot gender assessments in its sales and retail outlets in Algeria and Kuwait. The company looked at a number of data points, including recruitment, performance, and exits, disaggregated by gender. The company found that gender-balanced teams, which include around 45 percent to 55 percent women, achieved higher performance scores and scored higher on innovation. However, too many women in a team was not an ideal scenario since balance was important.

As a result of the assessment, Ooredoo instituted an action plan outlining staff roles and responsibilities and a number of gender-smart measures accompanied by key performance indicators (KPIs) to measure and report on progress. Gender-smart measures currently being implemented at Ooredoo include (a) a cross-mentoring program, (b) incorporating gender modules in all leadership training, (c) internal communication exercises to raise awareness and promote gender equality, (d) unconscious bias and inclusive leadership training for leaders and board executives, (e) additional studies on the impact of gender-balanced teams on the bottom line, and (f) a closer look at the effectiveness of HR policies, such as anti-sexual harassment and paternity leave. Ooredoo's diversity and inclusion KPIs include, among others, the number of women employees, retention of top female talent, employee perception of equal opportunity, and number of women at the top.

Source: Ooredoo, 2016

Similarly, gender-disaggregated data related to promotions can help companies understand whether women and men spend equal time in job grades before being promoted, and how they access various training and career development opportunities. It also allows companies to understand whether the way in which the top-talent identification process, the performance reviews, and promotion process are designed might inadvertently put a part of their employee population at a disadvantage.

Employee Surveys

A critical component of any firm-level gender assessment is an employee survey. As part of its SheWorks commitment, Odebrecht Group developed a gender equality policy to serve as internal guidelines for ensuring that men and women have equal rights and opportunities in the work environment, and to address the specific needs and issues of its female employees and working parents. As the first step, the company conducted an employee survey across its various companies and invited staff to participate in a “listening and perception process” regarding gender. The aim of this survey was to start an internal discussion on gender and gauge staff perceptions regarding how the Odebrecht Group, through its various companies, addresses gender equality. The survey included questions on many issues, including career opportunities, training and leadership development, employee health, well-being and safety, adequacy of infrastructure and facilities for women and men, sexual harassment and discrimination, maternity, paternity, flexibility, and valuing women’s work.

The insights, feedback, and suggestions resulting from this survey helped Odebrecht Group make its gender equality policy more targeted, strategic, and relevant for its employees. Moving forward, the company has made specific plans, in tandem with staff, to address:

- Recruitment and training practices
- Wage and career evaluations
- Work-life support

- How leaders approach and discuss gender issues
- Facilities and work environments that are appropriate for women and men
- Women’s and men’s health issues
- Maternity, paternity, and family issues
- Empowerment of women at the community level
- Staff motivation and commitment
- Engagement of stakeholders along the value chain

The company also conducted a review of best practices, identified companies to benchmark itself against, and publicly reported on its progress using GRI sustainability indicators.

Gender Pay Equity Analysis

Actively managing pay equity is associated with a faster trajectory to higher current female representation at the professional through executive levels. Research led by SheWorks partner EDGE Certified Foundation (2015) suggests that while communicating and documenting gender equality and pay equity are important, actively managing pay equity is a critical driver of gender diversity: it improves women’s household income in relation to men with the effect that women are more likely to stay in the labor force.²⁰⁵ As part of their regular gender assessment process, companies are encouraged to conduct a gender pay gap analysis to come up with ways to create a fair compensation and reward system and promote pay transparency. During a SheWorks learning event on equal pay for equal work, SheWorks partner the International Labour Organization (ILO) presented steps that companies can take to conduct an effective pay gap analysis. For example, as part of their firm-level gender assessments, companies can:

Perform regular pay equity analysis, during which they can:

- Identify and apply suitable pay equity analysis tools, such as Logib,²⁰⁶ a free app developed by the Swiss Federal Office for Gender Equality (FOGE) to test wage equality in companies
- Gather comprehensive company pay data, including data on hourly, monthly, and annual as well as part-time and full-time wages, salaries, and benefits packages
- Find gendered pay differences within the company at different levels and functions
- Perform thorough pay equity analyses and review results to gain insights into prevalent pay gaps
- Conduct reviews periodically to consistently ensure equal pay for equal work

Determine equal value of jobs by looking at numerical value of jobs based on skills and qualifications, responsibilities, level of effort, and working conditions. Companies can then more strategically:

- Decide which jobs to compare
- Pick a job evaluation method that is most suitable and feasible for the company

- Collect gender-disaggregated data on jobs to be evaluated, for example, through surveys, focus groups, interviews, and HR data
- Analyze questionnaire results by gender
- Determine the value of jobs
- Make pay adjustments accordingly

A gender pay equity analysis can help companies come up with ways to create a fair compensation and reward system and promote pay transparency. An assessment might reveal, for example, the need for a company to set a threshold, target, and maximum for pay increases or bonuses to ensure equitable, merit-based distribution. Other ways in which companies can use the results of their gender pay gap analysis are to discuss findings in group settings and come up with clear, objective, and readily accessible criteria to determine promotions. Companies might also choose to publish their criteria used to determine pay and merit and support government efforts to promote pay transparency, such as the U.S. Lilly Ledbetter Fair Pay Act 2009²⁰⁷ and the U.K. Equality Act 2010.²⁰⁸

Assessment, Benchmarking, and Certification—A Winning Combination

As part of their gender assessment and results measurement process, many companies find it useful to benchmark their results and performance against other companies in the market and region as well as against

Companies are encouraged to conduct a gender pay gap analysis to come up with ways to create a fair compensation and reward system and promote pay transparency.

international standards of excellence to compare performance and credibly communicate successes.

SheWorks strategic partner EDGE Certified Foundation leads a global gender assessment and certification system that draws on employee survey results, HR data, and company policies and practices; it combines the benefits of assessment and benchmarking with third-party certification. EDGE assesses five key workplace areas: recruitment and promotion, leadership development, equal pay, flexible work arrangements, and overall company culture.²⁰⁹ Companies going through the EDGE gender assessment process are able to benchmark and compare their assessment results against established international standards of excellence and the results of other companies around the world. Based on companies' performance on gender equality, an EDGE-approved third-party auditing firm then grants companies one of three levels of certification, which helps companies gain international credibility and recognition for their gender equality efforts.

As part of its SheWorks commitment, German technology company SAP SE committed to completing the EDGE gender assessment and certification process. SAP is now the first technology company to become EDGE gender certified at a global level, with 13 countries of SAP's operations now EDGE gender certified.²¹⁰ SAP focused on recruitment and women in leadership, as well as tracking gender-disaggregated workforce, leadership, and promotions numbers. SAP also included in its People's Survey key gender-related questions to gauge staff perceptions regarding gender equality.

Becoming EDGE gender certified helped the company gain recognition and show its commitment to fostering a gender-balanced workforce, which SAP believes is instrumental to a strong bottom line. With this gender certification, SAP believes that it is holding itself to the highest, most transparent international standards while also creating a road map that others in the tech industry can emulate.²¹¹

Recognizing the business benefits of assessments, benchmarking, and certifications, IFC, a member of the World Bank Group and the largest development institution focused on the private sector, is working with its client companies to help them go through and get the most out of their gender assessment and certification processes. (Box 5.5 provides an illustrative example of an IFC client in Papua New Guinea that benefited from the EDGE gender assessment framework.)

In addition, IFC embarked on its own EDGE gender assessment and certification process in an effort to “walk the talk” in regard to its clients' and stakeholders' efforts and to support internal corporate gender diversity. This process involved conducting a staff survey and reviewing HR data and organizational policies and practices. In January 2016, IFC headquarters, along with the World Bank HQ, became the first international financial institution to attain the EDGE gender certification. This was followed by IFC country offices in Colombia, India, Mexico, and Turkey being certified in June 2016.

Companies can choose from a range of assessment and diagnostic tools depending on their needs, timelines, and resource availability. Most of these tools are often country-specific or regional, which might not allow companies to benchmark themselves against other companies in the region or sector. In addition, these tools might not provide independent, third-party gender equality certifications. (For an in-depth look at the gender assessment tools and certification landscape, please refer to box 5.6; see also IFC's Women's Employment Advisory Offering, described in box 5.7.)

EDGE Gender Certification in Action— The Journey of NCS in Papua New Guinea

NCS, an IFC client and the largest catering services company in Papua New Guinea, used the EDGE gender assessment methodology to identify areas of the business where it could support and drive greater gender equality. NCS, already a market leader in terms of gender equality in an otherwise challenging environment for women, had achieved a record 100 percent retention rate of women 12 months after return from maternity leave, gender parity through middle management, a strong record of promoting women, and a perception among staff that gender equality is important for the company to remain competitive in the market.

NCS also became the first company in Papua New Guinea to adopt the Business Coalition for Women's (BCFW) model policy on Family and Sexual Violence and embark on the White Ribbon Workplace Accreditation—bold and important steps in a country where an estimated 70 percent of women experience rape or assault during their lifetime.

In addition to the EDGE gender assessment, NCS worked with IFC to further understand the root causes of gender inequality and develop an action plan. The IFC team conducted focus group discussions in three work sites, key informant interviews, a firm-wide staff engagement survey, and a literature review of good practices and companies that NCS could benchmark itself against. Following this comprehensive assessment, NCS developed a prioritized action plan focused on recruiting, retaining, and promoting talent, including getting more women in nontraditional roles. The company is now moving ahead with the implementation, monitoring, and evaluation of this action plan—and aims to seek the EDGE gender certification in the near future.

Source: IFC Gender Secretariat, 2016

Companies can choose from a range of assessment and diagnostic tools depending on their needs, timelines, and resource availability.

Overview of Firm-Level Gender Equality Assessment and Certification Systems

World Bank Group's Gender Equity Model

In 2003, the World Bank Group developed the Gender Equity Model (GEM) to promote gender equality in the private sector by building on good practices in four key areas: recruitment, career development, family-work balance, and sexual harassment policies. Since then, a fifth area was added for efforts to promote a nonsexist public image, such as through advertising campaigns. GEM was piloted in Mexico in 2003, followed by GEM replications and adaptations over the next eight years in 10 more countries, namely Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Egypt, Paraguay, Turkey, and Uruguay, where it was often implemented in partnership with an overseeing government body. These GEMs are regional and do not provide an opportunity for companies to benchmark themselves globally and compare their gender equality progress with their peers and competitors around the world.

GEM has perhaps been most successful in Turkey, where in partnership with KAGİDER, the Women Entrepreneurs Association of Turkey, and with technical assistance from the World Bank Group, FEM (the Turkish version of GEM) was launched in 2011. Leading Turkish companies, such as Boyner Group, The Coca-Cola Company, IBM, Siemens, and Vodafone, are now FEM certified. Other firm-level gender equality assessment and certification systems include Social Accountability International and UN Women's Gender Equity Seal Certification System, which has so far certified companies in Jordan, and UNDP's Gender Equality Seal Certification Programme for Public and Private Enterprises, through which the UNDP supports governments to help them reduce inequalities in the workplace by leveraging the role of the private sector. Similar to GEM, these certification systems are, for now, limited to specific regions and sectors.

Self-Assessment Tools without Certification

Companies can use free self-assessment tools such as:

- Australia's Workplace Gender Equality Agency's Gender Equality Scorecard and Strategy Toolkit
- InterAction's Gender Audit Handbook
- ILO's Manual for Gender Audit Facilitators: the ILO Participatory Gender Audit Methodology (PGA)
- Opportunity Now's Diversity and Wellbeing Benchmarking Survey
- The Portuguese Commission for Equality in Labour and Employment (CITE)'s Self-Assessment Guide on Gender Equality in Companies
- San Francisco Department on the Status of Women, Calvert Investments, and Verite's Gender Equity Principles Self-Assessment
- The Gender Equality Principles Assessment Tool (United States)
- UN Global Compact's tools, pioneered in Brazil and Serbia, to put the Women's Empowerment Principles (WEPs) into practice. The UN Global Compact, UN Women, and the Inter-American Development Bank are in the process of developing a business-friendly, practical, and standardized diagnostic tool that enables WEPs signatories and other companies to assess their performance against the seven WEPs, identify gaps and opportunities in existing gender equality policies and programing, and benchmark progress against peers and industry standards.

continues on next page

BOX 5.6 CONTINUED

Other tools delve deeper into certain topics and aspects of gender equality. For example, the Swiss Federal Office for Gender Equality's free Logib statistical tool calculates whether a firm is paying its female and male employees the same based on variables such as education and training levels, experience, seniority, function, and job profile. These tools do not provide an opportunity for companies to become gender equality certified and gain market credibility through third party verification or endorsement.

Assessment and Certification: Gaining an EDGE over Competitors

Economic Dividends for Gender Equality (EDGE), led by the EDGE Certified Foundation, is the leading global assessment methodology and business certification standard for gender equality at the workplace. Launched at the World Economic Forum in 2011, EDGE uses the following three sources of data to assess critical workplace areas: (a) statistics including HR data, (b) implemented policies and practices, and (c) experience as gauged by an employee survey. EDGE then triangulates these sources of information to examine the alignment and gaps between them so that a more holistic and effective gender equality strategy can be designed and implemented. The EDGE gender certification can be granted only by an approved third party auditing and certification body. The EDGE Certified Foundation is currently working with more than 150 companies in more than 40 countries and 22 industries.

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REPORTING ON PROGRESS

Gender-Disaggregated Data and Sustainability Reporting Initiatives

We know that reporting on progress is critical to fostering workplace gender equality and getting the most out of gender assessments, benchmarking, and certifications. One of the ways in which companies are successfully and meaningfully reporting on their gender equality initiatives is through the Global Reporting Initiative (GRI), which is an established, globally recognized framework for reporting

on gender equality, gender-disaggregated data, and gender-related indicators. Reporting on GRI indicators allows companies to understand and communicate at an international level their impact on gender equality not only in the workforce but also along the supply chain and in communities. Reporting mechanisms such as GRI can be critical for companies that want to attract and retain employees and consumers. For example, many consumers express their preference for buying products and services from companies that promote gender equality and produce their products in a sustainable manner. Many socially responsible investment funds screen for gender

IFC Women's Employment Advisory Offering

The assessment and results measurement journey of NCS, a catering company in Papua New Guinea, is an illustration of IFC's Women's Employment Advisory Offering, which is focused on conducting diagnostics and providing technical assistance to companies across multiple sectors in emerging markets. This offering includes a menu of diagnostic and advisory services that allow companies to assess where they stand in terms of workforce gender equality. It then helps companies develop, implement, and monitor the results of an action plan to address corporate gender gaps. (Companies can select positioning, branding, monitoring, and evaluation activities from the menu as well.) This advisory offering also incorporates (a) a firm-level gender assessment; (b) development of a gender action-plan and assistance with plan implementation; and (c) capacity strengthening support as well as assistance with creating strategic partnerships. The assessment phase provides the data necessary for developing an action plan to implement gender-smart measures for increasing women's employment opportunities and improving their working conditions.

Tools used as part of the IFC Women's Employment Advisory Offering include:

- Women in Leadership and Unconscious Bias Training Tool
- Mentoring and Networking Skills Building Tool
- Effective Anti-Sexual Harassments Policies, Practices and Grievance Mechanisms Tool Kit
- Gender-Smart Occupational Health and Safety Tool
- Absenteeism, Presenteeism, and Turnover Estimation Modelling Tool
- Financial Literacy and Management Training Tool

Source: IFC Gender Secretariat. (2016). For more information, please visit IFC Women's Employment http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Gender+at+IFC/Priorities/Employment/

performance when selecting companies in which to invest, and rating agencies have also started applying gender-related criteria.²¹³

In its 2013–2014 *Annual Report*, SheWorks member Odebrecht Group's Agroindustrial sugarcane and ethanol business dedicated a chapter on its gender diversity and sustainability work. The section featured gender-disaggregated data based on the GRI framework, including data on salaries and remuneration, training, occupational health and safety, as well as diversity indicators related to job roles and functions, race, minority groups, and age.²¹⁴

Biosev, another Brazilian sugar cane and ethanol company and the world's second largest sugarcane processor, also reports on gender indicators based on the GRI framework as part of its annual sustainability report.²¹⁵ Indicators include equal remuneration for women and men, diversity and equal opportunity, staff turnover by gender, gender-disaggregated data on employees by type and employment contract, and occupational health and safety data by gender.*

Women's Empowerment Principles: Reporting on Progress

Many companies—including SheWorks members Boyner Group and The Coca-Cola Company and IFC client Schneider Electric—have gained international recognition for their work to support gender equality because they are able to measure and demonstrate evidence of their progress over time. For companies seeking guidance on how to publicly report on the progress they have made toward putting the WEPs into practice, the UN Global Compact and UN Women have jointly produced gender-specific guidelines in the *Women's Empowerment Principles: Reporting on Progress*.²¹⁶ These guidelines offer practical advice, general reporting approaches, and specific examples of disclosures and performance indicators for operationalizing the seven WEPs. Importantly, these guidelines are aligned with established reporting frameworks such as the Global Reporting Initiative (GRI), and can be integrated into the UN Global Compact Communication on Progress.

*IFC. (2016). *The Business Case for Women's Employment in Agriculture*. Forthcoming.



MONKEY BUSINESS IMAGES / SHUTTERSTOCK

Reporting on progress is therefore central to the WEPs, and business leaders who have signed the WEPs CEO Statement of Support have explicitly stated their intention to measure and publicly report on their gender equality progress through WEPs Principle 7: “Measure and publicly report on progress to achieve gender equality.”²¹⁸ They realize that tracking and reporting on progress allows them to publicly demonstrate to their stakeholders their commitment to gender equality and fulfillment of compliance requirements to governments and others.²¹⁹ It is also a prime opportunity for them to strengthen community relations and trust by reporting on gender-related community impacts and initiatives.²²⁰ With a wide array of reporting frameworks out there, businesses can build on existing management systems or tailor new ones to routinely gather gender-disaggregated data and monitor and benchmark their performance over time. Business leaders can take this process a step further and publicly communicate high-level results and impact, backed by strong evidence.

BOX 5.8

*The Seven WEPs Principles*²¹⁷

PRINCIPLE 1: Establish high-level corporate leadership for gender equality

PRINCIPLE 2: Treat all women and men fairly at work—respect and support human rights and nondiscrimination

PRINCIPLE 3: Ensure the health, safety and well-being of all women and men workers

PRINCIPLE 4: Promote education, training and professional development for women

PRINCIPLE 5: Implement enterprise development, supply chain, and marketing practices that empower women

PRINCIPLE 6: Promote equality through community initiatives and advocacy

PRINCIPLE 7: Measure and publicly report on progress to achieve gender equality

Source: Women’s Empowerment Principles. (2016). <http://weprinciples.org/>

Lessons Learned

Assessments can be quite a lot of fun when the whole organization is involved and all employees—from senior leaders to managers and staff—are committed to making the assessment a success. In fact, often it is the process itself that can be more important than the end product (for example, an assessment report). This level of engagement can allow companies to see progress toward gender equality and diversity. For example, IFC's communications campaign accompanying its EDGE gender assessment and employee survey announcement allowed IFC to benefit from a high survey response rate from both female and male employees. SheWorks members and partners, particularly the EDGE Certified Foundation, offer the following lessons and tips for companies seeking to conduct their own assessments:



TRIANGULATE and gather data from a number of different sources, such as employee surveys, a review of company policies and practices, and HR data, to verify and confirm findings. Companies may have the best policies and HR data, but if employee perceptions and survey tell a different story then there is a need for further action.



DISAGGREGATE data by gender to get an accurate picture of gender (in)equality in an organization. This important point cannot be reiterated enough.



CONDUCT gender assessments by location, taking into account geographical and cultural contexts that may impact the work environment and corporate gender gaps. This is particularly valuable for companies that have their operations in multiple locations within a country and around the world.



ENSURE that gender assessments are authentically referring to all employees, not just women. Including men in assessments and employee surveys is as critical as the role they play in enhancing and supporting gender equality.



MEASURE AND ARTICULATE the specific benefits of gender assessments and equality for men as well. They should feel encouraged to participate in gender equality initiatives.



ASK FOR HELP. Sometimes a third party working with the HR, diversity and inclusion, and sustainability staff can provide a more objective and neutral gender equality and corporate gender gap analysis.



PRIORITIZE. Some assessment and measurement tools are complex and sophisticated and might not be suitable for smaller companies or companies that do not have sufficient resources. Those companies need to prioritize their assessment needs and see what they can reasonably accomplish given their resource constraints.



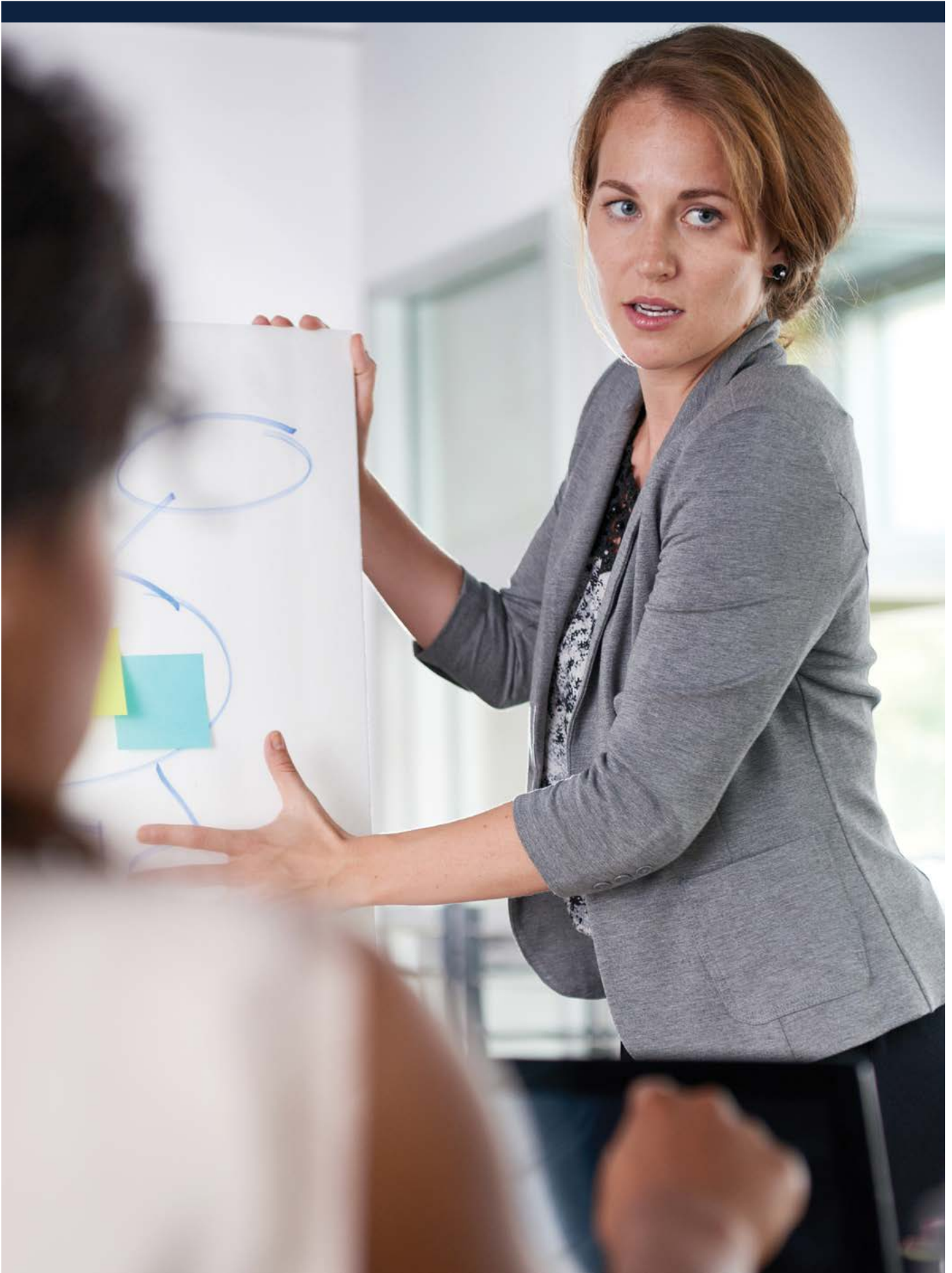
BE READY and able to follow up on key gender priority areas that emerge from the assessment. It is important to continue to assess and address these issues regularly.



REMEMBER the journey is often more rewarding than the destination. An inclusive assessment process can start conversations and provide deeper insights and fresh takes on old issues.

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CHAPTER 6

Leadership's Public Commitment to Women's Employment as a Smart Business Strategy

Many companies come up with innovative, gender-smart measures to promote women's recruitment, retention, and promotion. These measures are often backed by evidence and sound business case data and based on the results of rigorous and comprehensive diagnostics. Yet the best intentions can fail to have the desired impact because they lack one crucial ingredient: strong leadership commitment and tone at the top.

SheWorks members agree: all business leaders—from board directors to CEOs and other members of senior management teams—have a critical role to play. By laying out the vision for what gender equality should look like in their organizations, they are able to promote effective change. This vision is unique to the culture and needs of each organization and serves to unite leadership, management, and staff efforts to move forward on achieving gender equality in the workplace.

The good news is that many business leaders recognize that equal treatment of women and men in the workplace is the right thing to do and good for business.

The good news is that many business leaders recognize that equal treatment of women and men is the right thing to do and good for business. Many business leaders are “walking the talk”—dedicated to promoting gender equality within their organizations and cultivating it in the larger business community. Leaders often encourage and inspire their peers, stakeholders, and partners to join the effort and raise awareness about the issue through national and international platforms. Such platforms give business leaders the opportunities to speak about their gender

BOX 6.1

A Not-So-Fun Fact

Perceived Leadership Commitment to Gender Equality

The 2015 *Women in the Workplace* study is a comprehensive look at the state of women in corporate America. The study is the result of a partnership between LeanIn.Org and McKinsey & Company to encourage female leadership and foster gender equality in the workplace. Armed with data collected from more than 100 U.S. companies and nearly 30,000 employees, the study shows that one of the key barriers to gender equality in the workplace is the lack of leadership commitment.

74% of companies reported that their CEOs are committed to gender diversity

< 50%

of employees believed it to be true

Source: *Women in the Workplace*. (2015). <https://womenintheworkplace.com/2015>

equality efforts to a larger audience and gain recognition and support for their ongoing efforts.

One such global platform is provided by the Women's Empowerment Principles (WEPs), a joint initiative of SheWorks strategic partner the UN Global Compact and UN Women that was launched on International Women's Day in 2010. These seven principles, forged through a global multi-stakeholder consultative process and informed by real-life business practices, offer holistic guidance to business on how to empower women in the workplace, marketplace, and community.²²¹

The WEPs emphasize the business case for workplace gender equality and provide a "gender lens" through which businesses can analyze and improve their current gender initiatives, benchmarks, and reporting practices. To date, more than 1,300 CEOs from around the world have signed the WEPs CEO Statement of Support, demonstrating their commitment to gender equality in the workplace, marketplace, and community. CEOs who sign this Statement commit to using the WEPs in their efforts to advance gender equality, while encouraging other business leaders to implement the WEPs and use gender-disaggregated data in sustainability reporting. This chapter focuses on WEPs "Principle 1: Establish high-level corporate leadership for gender equality,"²²² and outlines the steps

Without leadership support, companies can have difficulties in getting their gender equality efforts off the ground and reaping the associated business benefits.

business leaders can take to leverage their influence and strengthen their organization's commitment to gender equality.

THE BUSINESS CASE FOR LEADERSHIP COMMITMENT AND PUBLIC AWARENESS

Staying Ahead of the Curve

For SheWorks members, garnering and publicizing senior leadership's commitment to women's recruitment, retention, and promotion is so critical that 10 out of 13 SheWorks members initially made and then fully delivered on this commitment. From Brazil to Kuwait to the United States, SheWorks members continue to make efforts both at the national and international levels to build leadership support and momentum around the topic of gender equality in the world of work. It allows companies to stay ahead of the curve, be recognized for their efforts, and gain a competitive advantage over other companies that are trying to do the same.

Power, Influence, and Accountability

One of the main reasons why SheWorks members place such high value on leadership support, endorsement, and commitment is because of their powerful position to bring about change. Members recognize that senior business leaders can influence key decisions and ensure that gender-smart policies are implemented throughout the organization. If the policies do not have the desired impact, business leaders can hold staff accountable and provide strategic direction and vision for addressing corporate gender gaps in attracting, retaining, and promoting the best talent. Business leaders can influence ideas, opinions, and outcomes. Without leadership support, companies can have difficulties in getting their gender equality efforts off the ground and reaping the associated business benefits.

At EY, a SheWorks member, a strong "tone at the top" from senior leaders holds executives accountable for the development and advancement of women.²²³ EY's commitment from the top can also be seen through its

“Be the change...”

U.K.-based global gender consulting firm 20-first revealed in its 2014 annual gender balance scorecard study that men hold 83 percent of the executive committee positions within top U.S. companies, with 11 percent of women in staff roles and 6 percent in line roles.^A In Europe’s top 100 companies, men hold 89 percent of executive committee jobs, and women hold 6 percent of staff roles and 5 percent are in line roles. In Asia, men hold 96 percent of senior roles, leaving 3 percent of women in staff roles and 1 percent in line roles. In these three regions combined, women hold only 11 percent of the 3,000 executive committee spots in the 300 companies surveyed. When asked to highlight the main cause of this global corporate gender imbalance, Avivah Wittenberg-Cox, 20-first’s CEO, advises those in corporate leadership roles to lead the change and reframe gender balance not as a women’s issue but a business issue.^B

Sources:

^A A line role is one that directly advances an organization in its core work. Line roles often include production, sales, and marketing functions. Staff roles support organizations with specialized advisory and support functions. Not all organizations follow this classification but most large companies are organized in this manner.

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Women. Fast forward initiative,²²⁴ which is supported by top EY leaders including Global Vice Chair Beth Brooke-Marciniak, Global Vice Chair and Chair of Global Accounts Committee Uschi Schreiber, and Global Diversity and Inclusiveness Officer Karyn Twaronite.

Setting an Example—Attracting and Retaining the Best Talent

Business leaders often lead by example, internally and externally, and model the behaviors and competencies to reflect the culture they would like to create within their organizations. Research and the actions of recent high-profile leaders have shown, for example, that when male leaders take steps toward instituting and then availing paid parental leave, staff follow suit. In these cases, leaders become role models and contribute to breaking

stereotypes around women’s and men’s traditional roles in the workplace and society. Senior management’s public commitment to gender equality and family-friendly policies can contribute toward reinforcing the corporate brand and positioning the company as an employer of choice, thereby attracting (and retaining) the best talent in an increasingly challenging talent management landscape.

The Ripple Effect

Often the roles and contributions of leaders extend beyond the organizations that they lead. By making a public commitment to gender equality and by endorsing and raising awareness about the importance of women’s employment as a smart business strategy, leaders can change mindsets of other leaders in the larger business ecosystem and secure external financial and technical

support necessary to realize their vision for gender equality. This ultimately results in benefits and cost savings for their businesses, employees, and communities.

External and internal communications and awareness raising efforts can also lead to strategic partnerships and communities of practice centered on sharing knowledge, resources, and best practices. This process can enable business leaders and their organizations to effectively deliver on their corporate responsibility, equal opportunity, and sustainability commitments. This can not only enhance the competitiveness of their companies but also create the broader economic and social conditions that provide equal opportunities for women and men, and foster sustainable development in the regions in which the companies operate.

Lower Hanging Fruit

Public awareness efforts—in tandem with business leaders making a public commitment to support, endorse, and discuss the business benefits and various approaches to gender equality—are one of the easier things companies can do while on the journey to better, more inclusive talent management. Internal and external media campaigns, meetings, and other messaging can jump-start gender equality programs, launch policies, secure staff and stakeholder buy-in, and gain momentum. Companies have a range of options at their disposal to make this happen.

PROMISING PRACTICES

With latest advances in technology and connectivity, the range of options available to companies (and their leaders) to communicate and raise awareness about gender equality has significantly expanded. For example, to save time and resources, many companies are opting for webinars that often include senior leadership remarks and question and answer sessions. Webinars are useful because they can reach a wide audience spread across multiple geographies and time zones. The business community is also becoming more active in raising awareness, which is why various regional and international initiatives and

awards have emerged to meet this growing demand and need for public awareness, support, and recognition.

Signing the CEO Statement of Support for the WEPs²²⁵

CEOs of over 1,300 big and small companies operating in different sectors and regions have signed onto the WEPs and are demonstrating progress in putting the seven WEPs into practice. More than half of all SheWorks members are also signatories of the WEPs, achieving new heights in their progress on gender equality. Inspired by the WEPs mission and ability to bring together like-minded companies to share knowledge, SheWorks members Care.com, Gap Inc., and Odebrecht Group's petrochemical arm Braskem signed the WEPs CEO Statement of Support after joining SheWorks.

Gaining Recognition—Awards and Lists

Awards present a perfect PR opportunity for companies to benchmark, share knowledge, gain recognition for gender equality efforts, and energize their existing and future employees. Companies should therefore be alert for award opportunities and apply to ones that are most aligned with their mission and vision for gender equality. When leaders receive awards, they can highlight good practices and inspire other companies to do better and more to foster workplace gender equality.

SheWorks members have won external awards and gained recognition on regional and international platforms for their efforts to foster workplace gender equality. For example, Cem Boyner, the CEO of SheWorks member and one of Turkey's largest retailers, Boyner Group, was the recipient of the 2014 WEPs CEO Leadership Award at the WEPs Annual Meeting at the UN Headquarters in New York City. The WEPs CEO Leadership Awards recognize business leaders for their championship of gender equality and their concrete and innovative actions to put the WEPs into practice, such as community engagement, cultural change, and benchmarking.

"In Turkey, Gender Equality is one of the main issues that lies ahead for our socio-economic advancement. There is still a lot to be achieved in this area and I sincerely hope that the WEPs Leadership Award will influence others to take action and spread a culture of democracy in both working and political spheres."

—Cem Boyner, CEO, Boyner Group (SheWorks member) upon receiving the 2014 WEPs CEO Leadership Award²²⁶

Boyner Group was recognized with this prestigious award in the "Benchmarking for Change" category for its efforts to embed accountability through meaningful metrics and reporting to monitor the inclusion of women at all levels of its operations. The award recognized that embedding gender equality into overall corporate sustainability through its Workplace Democracy initiative and creating specific targets for this integration worked to strengthen Boyner Group's gender equality strategy. This integration resulted in a larger female employee base (51 percent in 2013) and 50 percent female representation in Boyner's top management positions.²²⁷

Since the 2010 launch of the WEPs, seven out of 17 signatory corporations in Turkey, as of 2014, have been Boyner Group companies.²²⁸

In 2014, SheWorks member The Coca-Cola Company's CEO Muhtar Kent received the WEPs CEO Leadership Award in the "Community Engagement" category. The company was recognized for applying the business case to long-term community investments and leveraging community engagement to build participatory local programs, particularly the inclusive economic empowerment initiative, 5by20.^{229, 230} Such awards provide companies with the opportunity to solidify and publicize their leadership commitment and gain public recognition and support for their gender equality work.

"There's just no way to address the global employment challenge without greater gender equality. Indeed, we will need everyone contributing if we are to reinvigorate worldwide economic growth. As for Coca-Cola, our system is one of the world's largest private employers,

with more than 700,000 employees. And, with our 5by20 program, we're striving to enable the economic empowerment of 5 million women entrepreneurs outside our system by 2020."

—Muhtar Kent, Chairman of the Board and CEO, The Coca-Cola Company (SheWorks member) upon receiving the 2014 WEPs CEO Leadership Award²³¹

Other global awards include the Catalyst Award, which annually honors innovative organizational approaches with measurable results that address the recruitment, development, and advancement of women. Since 1987, Catalyst has recognized 85 initiatives at 79 organizations around the world.²³² SheWorks member Gap Inc. won the 2016 Catalyst Award for its global initiative Women and Opportunity, which leverages Gap Inc.'s culture of equality and inclusion as a business tool to attract top talent, advance women's representation globally, increase employee engagement and retention, and drive business results.²³³ SheWorks member Ooredoo received the Women Empowerment Award at the Global CSR Awards in 2015 for its work in Indonesia and the GSMA Leadership in Industry Award 2015 for its work to empower women in Myanmar.

Some countries and industries have their own awards to reward and motivate companies and business leaders to do more and better on gender. The Belgium-based Wo.Men@Work Award recognizes CEOs who work hard to achieve gender equality within their companies.²³⁴ NASSCOM, India's software and IT trade association, in partnership with PricewaterhouseCoopers (PwC), runs the annual NASSCOM Corporate Awards for Excellence in Gender Inclusivity. These awards encourage, recognize, and honor companies in India's information technology (IT) industry that have implemented policies to promote inclusion.²³⁵ SheWorks member EY received the Business of the Year Award at the United Kingdom's 11th Annual Real Business First Women Awards ceremony for going beyond statutory requirements in promoting and developing its female workforce.²³⁶ EY also won the 2016 Top Employer for Working Families Award in the United Kingdom in the "Organizational Policy and Practices" category.

The UN Global Compact Panel Pledge

At the 2016 WEPs Annual Event, Lise Kingo, Executive Director of the UN Global Compact, announced the organization's commitment to ending all-male panels by taking the #PanelPledge. As part of this pledge, the UN Global Compact will help advance gender equality by its commitment to not organizing or participating in all-male panels. When male employees from the organization are invited to speak at external events they are asked to call attention to the organization's commitment to the panel pledge and inquire about the gender balance of the panel. In the event that it is an all-male panel, male employees can:

- Insist that as a condition of acceptance, women are invited to participate in the panel in a meaningful way
- Offer names of female colleagues that could speak on the relevant topic
- Decline the speaking invitation
- Attend the event and use the speaking opportunity to raise the importance of gender equality and point out the lack of gender diversity on the panel

Organizations such as Chief Executive Women, International Geneva Gender Champions, Male Champions of Change, and the Women's Leadership Institute Australia have also made similar pledges.

Source: UN Global Compact. (2016). The End of All-Male Panels. <http://www.unglobalcompact.org.au/2016/03/16/the-end-of-all-male-panels/>



Companies can also institute internal awards to recognize individuals and teams that are committed to fostering gender equality in their workplace as well as in their work with clients. Internal awards can motivate employees and celebrate teams and individuals that are working hard to foster gender equality. Internal awards can serve as signals to employees that gender equality matters to business, internally and externally. IFC's CEO Gender Award is an example of an internal corporate gender-focused award. This annual award presented by IFC's Executive Vice President and CEO, recognizes IFC teams that have created new business potential by addressing gender gaps and integrating gender in their work with more than 2,000 IFC client companies around the world. The success and strategic importance of this award contributed to its growth and led to steps being taken to mainstream it as part of IFC's overall Corporate Awards Program.

Awards are just one of the many ways companies can publicize their leadership's commitment and efforts to achieve gender equality. Being featured on global, prestigious lists and indices is also an effective approach and PR opportunity for companies to attract skilled employees, since it sends a clear message that the company and its senior leadership is committed to fostering equal opportunities for women and men in the workplace.

SheWorks members have been featured on a number of lists since they joined the SheWorks partnership. For example, SheWorks members EY and Intel were recognized for their efforts to support working parents and featured in

the 2015 Working Mother 100 Best Companies in the U.S. list, with EY ranked in the top 10. EY was also recognized by the *Sunday Times* as one of the Top 50 Employers for Women and one of the Best Places to Work for Women. At the regional level, SheWorks member Odebrecht Group's petrochemical arm Braskem was featured as one of Love Mondays' top 10 companies to work for in Brazil.²³⁷

Partnering with Stock Exchanges

Historically, stock exchanges have played an important role in highlighting best practices and providing direction to companies to advance social performance through voluntary sustainability disclosures, which often include disclosures related to gender.²³⁸ In fact, many exchanges are making such disclosures a requirement for listed companies. As a result, companies are reaching out to stock exchanges for additional guidance and collaboration. Below are a few examples of how stock exchanges can help:

- As of 2012, the New Zealand Stock Exchange (NZX) started to require companies to report data on the gender breakdown of their boards and executives.²³⁹
- The Australian Securities Exchange (ASX) requires listed companies to report on their diversity policies, goals, and progress, or explain why they do not have such policies in place.²⁴⁰
- The Hong Kong Stock Exchange has adopted a board diversity policy.²⁴¹

SheWorks members find it valuable to communicate and raise awareness about the benefits of and their approach toward investing in women's employment around International Women's Day.



COURTESY OF ZULEKHA HOSPITALS

Zulekha Hospitals' senior management team and staff members celebrated their SheWorks membership on International Women's Day 2015.

Ring the Bell for Gender Equality

Harnessing the power of global stock exchanges, in 2016 IFC partnered with 33 stock exchanges around the world—as well as the Sustainable Stock Exchanges Initiative, the UN Global Compact, UN Women, the World Federation of Exchanges, and Women in ETFs²⁴² to raise awareness about the importance of gender equality to sustainable development and business by ringing an opening or closing bell at “Ring the Bell for Gender Equality” events. “Bells ringing” across the globe highlighted the importance of women's economic empowerment to business growth and development, as well as the role the private sector can play in creating opportunities for women in the workplace, marketplace, and community.²⁴³ These events were attended by business leaders across regions and industries who reinforced their commitments, shared and celebrated progress, and stressed the importance of fostering gender equality and equal opportunity in companies. The

cumulative efforts of all these leaders—as well as the sharing of knowledge—have influenced how other business leaders and stock exchanges can help advance gender equality within the workplace, throughout value chains, and in the communities in which they operate.

Raising Awareness through Multiple Channels

Publicly communicating about a company's leadership commitment and gender equality efforts to its diverse stakeholders builds trust and enhances the corporate brand and reputation by positioning the company as women- and family-friendly. This can attract, motivate, and retain talented female and male employees, particularly millennials who are known to prefer working for gender-sensitive, family-friendly employers. Communication, positioning, and awareness raising can therefore become critical tools as the competition for talent intensifies. Many

SheWorks members and their senior management teams recognize the importance of communicating about the benefits of investing in women's employment. As a result, senior management teams across all SheWorks members and strategic partners frequently speak about the importance of women's employment as a smart business strategy and publicly showcase their company's efforts on national and international media platforms, events, and conferences.

SheWorks members find it particularly valuable to communicate and raise awareness about the benefits of and their approach toward investing in women's employment around International Women's Day. SheWorks members have celebrated the occasion with senior management interviews and print and social media campaigns. SheWorks member and Turkish retailer Boyner Group, for example, earned international recognition for its special advertisements published on social media and in national newspapers to mark International Women's Day. The company's "What Women Want in Business Life" ad, published on March 8, 2012, won the Gold Award in the full-page press ad category in the 2012 Spotlight Awards—Global Communication Competition organized by the

League of American Communications Professionals. The ad also placed 46th in the Top 100 Communication Works of 2012.

SheWorks member and UAE-based healthcare group Zulekha Hospitals' consistent communication efforts and senior leadership commitment have been raising the company's profile as an employer of choice for women. Zulekha Hospitals is not only very active on social media but it also holds annual celebrations to mark International Women's Day. The company's senior management team regularly collaborates with other stakeholders in the Middle East and North Africa (MENA) region, and participated in the Women in Business and Management in MENA conference organized by SheWorks strategic partner the International Labour Organization (ILO) in Muscat, Oman. At this conference, Zulekha Hospitals Director of HR Vijaya Sen discussed practical solutions for businesses in MENA to attract and retain qualified women in business and management, such as through public-private partnerships and better policies to support working parents. Sen also shared insights regarding how Zulekha Hospitals is promoting more women in senior leadership by identifying and creating more avenues for women's active leadership participation. When business leaders share knowledge, best practices, and lessons learned, it benefits the entire business community.

SheWorks member Care.com's Founder, Chairwoman, and CEO Sheila Lirio Marcelo is also very active when it comes to sharing knowledge and best practices. She writes frequently as a LinkedIn Influencer²⁴⁴ and has spoken on the importance of supporting the care economy to increase women's economic participation at various conferences, including Alibaba's Global Conference on Women and Leadership, A.T. Kearney's annual CEO Retreat, the Digital-Life-Design (DLD) Conference, the White House United State of Women Summit, and the Women's Private Equity Summit, among others.

Senior management is also uniquely positioned to endorse and enable the implementation of family-friendly policies within their organizations and at the national level. For example, SheWorks member EY's Global Chairman and



Sara Akbar (right), CEO of Kuwait Energy, a SheWorks member and oil and gas company based in Kuwait, speaking at the Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC)'s Women in Industry Conference in 2015, which for the first time included both women and men. During her one-on-one interview on stage, Akbar urged the audience to recognize the pivotal role of women in the growth and future success of oil and gas. She also shared stories from her 20-plus year career in oil and gas, which included being the only female on the Kuwait Wild Well Killers team, which was instrumental in extinguishing the Kuwait oil well fires in 1991.

COURTESY OF KUWAIT ENERGY



SheWorks members and partners EDGE Certified Foundation, Care.com, SAP, and Gap Inc. in a panel discussion on women's employment at the 2015 WEPs Annual Event.

CEO Mark A. Weinberger participated in the White House Summit for Working Families. He delivered remarks during the opening plenary panel "Family Matters" about the importance of workplace flexibility and support for working parents. Zulekha Hospitals' senior management is also committed to building a workplace that supports and nurtures families. During a ceremony held to reveal the results of the Sharjah Baby-Friendly City Campaign (SBFC), Dr. Zulekha Daud, founder and chairperson of Zulekha Hospitals, and Zanubia Shams, co-chairperson of the company, were recognized for their contributions toward the Mother Friendly Workplace initiative, which led to Zulekha Hospitals being named as the most "mother-friendly" healthcare facility by the Sharjah Baby-Friendly City Campaign.²⁴⁵

SheWorks members are also at the forefront of organizing conferences to bring experts together to discuss how to move forward on the gender equality agenda. SheWorks

member SAP SE, for example, co-sponsored the Women's Leadership Summit 2015 with PwC, which focused on building women's leadership skills and entrepreneurial spirit.²⁴⁶ SheWorks member Ooredoo, in partnership with mobile operator association GSMA (Groupe Spéciale Mobile or GSM Association), organized Myanmar's first conference to connect women with technology, since technology and innovation are key drivers for greater empowerment of women in Myanmar.²⁴⁷ In Qatar, Ooredoo and Qualcomm Wireless Reach held a major event to launch a women-only mobile platform and app called SmartWoman that offers educational content, social networking, and social impact information for women. The app's purpose is to enable women to connect and share knowledge; it will include stories and articles from experts in various fields to help women pinpoint what they need to do to improve their business performance and generate employment opportunities.²⁴⁸ Such efforts have helped companies position themselves as thought leaders and best practice experts that are paving the way for other companies to scale efforts and deepen impact.

Overall, since joining SheWorks, senior management teams across the diverse SheWorks membership have participated in (and at times organized) more than 100 national and international events and given multiple interviews to promote women's employment as a smart business strategy. These international events and conferences include the ones organized by the Clinton Global Initiative, ILO, the World Economic Forum, and the UN, as well as other international, regional, and industry-specific events such as the Ceres Conference, Mobile World Congress, Women's Foodservice Forum's Annual Leadership Development Conference, and Women's Forum for the Economy and Society. Many SheWorks members attend these international events and conferences to raise awareness and influence policy makers and private sector companies beyond the SheWorks partnership. The awareness raising efforts of SheWorks members and their business leaders have been covered by renowned business magazines such as *Forbes* and print and TV platforms from San Francisco to London and Dubai.

We Need More Male Champions of Change!

A number of unique and innovative global initiatives are bringing together multiple stakeholders to make real progress on gender equality. One that stands out in terms of its impact, outreach, and novelty is the Male Champions of Change initiative,²⁴⁹ which has now been replicated in various countries and contexts. This initiative brings together powerful male leaders and employers to better understand and advocate for eradicating gender gaps and inequality and take concrete action to create a more gender equal world and workplace. To date, these champions have highlighted such topics as tackling domestic violence as a workplace issue, gender sustainability reporting, workplace flexibility, supporting working parents, signing the WEPs, public advocacy for gender equality, and encouraging other male peers and counterparts to join the initiative.

"We need decent, powerful men to step up beside women to create a more gender equal world. The Male Champions of Change strategy is about male leaders advocating for and acting to advance gender equality. As one of the Male Champions of Change said: 'Let's not pretend that there aren't already established norms that advantage men. Men invented the system. Men largely run the system. Men need to change the system.'"

—Elizabeth Broderick, former Australian Sex Discrimination Commissioner and Founder of Male Champions of Change²⁵⁰

Another movement to engage men and boys in gender equality efforts is the HeForShe solidarity campaign created by UN Women. This campaign provides a platform on which men and boys can become change agents and partners for gender equality while acknowledging the ways in which they also benefit from it. HeForShe's IMPACT 10X10X10 is a three- to five-year pilot effort to advance and realize gender equality through top-down change, engaging global leaders across governments, the private sector, and academia to serve as public champions for change.²⁵¹ As part of IMPACT 10X10X10, each leader has developed commitments that aim to deliver impact within his organization. Leaders are also transparently reporting on progress throughout the IMPACT 10X10X10 pilot. At the World Economic Forum Annual Meeting in Davos, Switzerland, in 2016, 10 male CEOs and executives participating in IMPACT 10X10X10 released the inaugural *HeForShe Parity Report*,²⁵² a product of UN Women's HeForShe initiative that aims to mobilize men and boys to achieve gender equality. Along with this report, the 10 male leaders—from AccorHotels, Barclays, Koç Holding, McKinsey & Company, PwC, Schneider Electric, Tupperware Brands, Twitter, Unilever, and Vodafone—disclosed four key data points: the share of women in their companies, the percentage of women in senior leadership roles, board representation, and the percentage of new hires who are women.²⁵³ In doing so, the leaders publicly reaffirmed their commitment to gender equality, transparency and accountability, measuring and reporting on progress and impact, and inspiring action from other employers.

Lessons Learned

Leaders who are champions for gender equality can often be inundated with requests to participate in events and public speaking engagements, which can be taxing. SheWorks members advise companies and their leaders to be strategic, unique, and intentional when it comes to making and publicizing their commitment to gender equality. Being strategic also ensures that messages get to the right target audience. In this section, SheWorks members and partners share a few lessons that can help companies get the most out of their outreach efforts:



PICK the right medium to have the right impact: whether it is print, broadcast, or social media, or whether business leaders choose to make public appearances and speeches to support gender equality, choose the right medium depending on the situation, message, and target audience.



REGULARLY COLLECT AND PRESENT to senior management sound, gender-disaggregated business case data and evidence of impact to sustain their buy-in and to support the leadership's efforts for workplace gender equality.



APPOINT female and male spokespersons in the organization to be the leading voices on the topic of workplace gender equality.



MAINSTREAM leadership messages internally and externally by developing a set of talking points and compiling business case data and examples ready for use by senior management.



INVOLVE multiple stakeholders and partners. SheWorks members have collaborated with a number of internal and external partners and organizations, such as the Clinton Global Initiative (CGI), GSMA, ILO, Mercer, and PwC to further enhance their impact and outreach.



ENCOURAGE others to sign up for the WEPs and share knowledge and best practices with like-minded business leaders to achieve sustainable change.

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Afterword: The Work Is Never Done

Two years. Thirteen companies. Forty-one commitments in six topic areas. The SheWorks global private sector partnership for women's employment accomplished a lot in two years: it advanced employment opportunities and improved working conditions for more than 300,000 women by putting in place new and strengthening existing gender-smart recruitment, retention, and promotion policies and practices. Women's employment numbers increased in more than 60 percent of SheWorks member companies. Despite their achievements, SheWorks members and partners recognize that there is more to do. There is a particular need to address the disruptive changes²⁵⁴ brought on by the Fourth Industrial Revolution. The World Economic Forum (WEF) expects these changes to result in a net loss of over 5 million jobs in 15 economies between 2015 and 2020, projected to adversely impact more women than men.²⁵⁵

A few examples of where SheWorks members and partners envision other large-scale partnerships and private, public, and civil society actors can unite to reduce economic gender gaps include:

- Leveraging the public sector's role in supporting the private sector's efforts to advance women's employment globally.
- Eradicating existing legal barriers to women's employment, which have been well-documented by the World Bank Group's Women, Business and the Law initiative.²⁵⁶
- Gauging and mitigating the negative impact of climate change on women's employment and access to natural resources such as water in emerging markets. UN (2009) research shows that women and their livelihoods, especially in rural areas and in professions that rely on

natural resources, can be more vulnerable to climate change.²⁵⁷ Hence, more gender-sensitive strategies are required to counter the adverse impact of climate change on women's employment opportunities and working conditions.

- Helping redistribute childcare and elderly care responsibilities evenly between members of households to reduce women's time spent on unpaid care work and enhance their income earning potential.
- Advancing women's employment in fragile and conflict-affected regions.
- Strengthening the role of businesses in meeting the Sustainable Development Goals, particularly goal number 5 pertaining to gender equality.

SheWorks members and partners hope that the SheWorks partnership model and knowledge will inspire others to continue to take the lead and tackle these issues by leveraging resources, networks, and knowledge to make the world a better place for employees and business.

ENDNOTES

²⁵⁴ The World Economic Forum (WEF) states that a number of disruptive changes will accompany the Fourth Industrial Revolution. The WEF states that: "Developments in previously disjointed fields such as artificial intelligence and machine learning, robotics, nanotechnology, 3D printing and genetics, and biotechnology are all building on and amplifying one another. Smart systems—homes, factories, farms, grids or entire cities—will help tackle problems ranging from supply chain management to climate change. Concurrent to this technological revolution are a set of broader socio-economic, geopolitical and demographic developments, with nearly equivalent impact to the technological factors." Source: World Economic Forum. (2016). The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution. http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

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Appendix B: Reading Guides

This section consolidates the reading guides that were produced to support the learning events and webinars organized during the two-year SheWorks partnership. These events aimed to enhance SheWorks members' knowledge on topics of interest related to investing in women's employment. These events also provided members and partners a platform to exchange ideas, share knowledge, and collaborate. The reading guides are in the following order:

- Sponsorship and Mentorship Programs to Advance Women in Leadership
- Effective Women's Networks and Employee Resource Groups (ERGs)
- Parental Leave and Maternity and Parental Leave Return Schemes
- Effective Anti-Sexual Harassment Mechanisms
- Equal Pay for Equal Work

SPONSORSHIP AND MENTORSHIP: A READING GUIDE

What Is Sponsorship?

Center for Talent Innovation. (2011). *The Sponsor Effect: Breaking Through the Last Glass Ceiling*. New York, NY: CTI.

EY. (2011). *Corporate Sponsor as a Hero: Advancing Women into Leadership Roles*. [http://www.ey.com/Publication/vwLUAssets/EY-The-corporate-sponsor-as-hero/\\$FILE/EY-The-corporate-sponsor-as-hero.pdf](http://www.ey.com/Publication/vwLUAssets/EY-The-corporate-sponsor-as-hero/$FILE/EY-The-corporate-sponsor-as-hero.pdf)

This EY report explores the meaning of sponsorship and the characteristics of sponsors. Senior leaders—male and female—interviewed in this report are taking concrete steps to advance women into leadership positions in their organizations, often in the face of cultural and social challenges.

The Business Case

Barsh, J., and L. Yee. (2011). *Changing companies' minds about women*. McKinsey & Company. http://www.mckinsey.com/careers/women/~media/Reports/Women/Changing_companies_minds_about_women.ashx

In this report, McKinsey reveals that the experience of companies making progress toward advancing women into senior leadership suggests that greater rigor in people processes—more data, targets that push women into consideration for key roles, a company-specific business case for women, better sponsorship approaches—can make a difference to the bottom line: companies gain business benefits from a diverse senior team. The authors also offer suggestions on how to rethink sponsorship for women.

Workplace Gender Equality Agency, Government of Australia. (2013). Supporting careers: mentoring or sponsorship? A Perspective Paper. http://apo.org.au/files/Resource/WGEA_SupportingCareersMentoringOrSponsorship_Mar_2014.pdf

This paper illustrates the business case for gender diversity and the goals, expected outcomes, and benefits of sponsorship to organizations. It also provides a list of recommendations for organizations seeking to implement sponsorship programs. Fostering a workforce that promotes gender equality can help organizations:

- Attract the best employees
- Reduce cost of staff turnover
- Enhance organizational performance and reputation
- Improve access to target markets
- Minimize legal risks
- Engage men

For more information on the business case for gender diversity, visit <https://www.wgea.gov.au/sites/default/files/2013-04-29%20BRANDED%20FINAL%20businesscase%20for%20web.pdf>

Road Maps

Hewlett, S. A. (2013). Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career. Boston, MA: Harvard Business Review Press. <http://www.sylviaannhewlett.com/find-a-sponsor.html>

In this practical book, economist Sylvia Ann Hewlett mixes data with real-life narratives and reveals the “two-way street” that makes sponsorship a strong and mutually beneficial alliance that can help individuals fast-track their careers. A seven-step map guides readers toward finding and retaining sponsors, getting the best out of the relationship, and avoiding pitfalls.

Hewlett, S. A., M. Marshall, and L. Sherbin. (2011). The Relationship You Need to Get Right. Harvard Business Review. <https://hbr.org/2011/10/the-relationship-you-need-to-get-right>

The authors delve into the dynamics of the sponsor-protégé relationship and their distinct roles and responsibilities by presenting real-life examples from the corporate world. The authors also present an easy-to-follow sponsor-protégé checklist.

Hewlett, S. A., M. Marshall, L. Sherbin, and B. Adachi. (2012). Sponsor Effect 2.0: Road Maps for Sponsors and Protégés. New York, NY: Center for Talent Innovation.

This detailed publication charts out separate road maps for sponsors and protégés and highlights the importance of fostering a corporate work environment that is conducive to sponsorship and ensures that the best and most qualified talent rises to the top. Effective programs:

- Make clear the sponsorship imperative
- Generate awareness and understanding of the sponsorship dynamic
- Create opportunities for senior management to engage with up-and-comers

Media Articles

Fisher, A. (2012). Got a mentor? Good. Now find a sponsor. Fortune. <http://fortune.com/2012/09/21/got-a-mentor-good-now-find-a-sponsor/>

Citing research from Catalyst, a nonprofit that promotes inclusive workplaces for women, the author highlights five practical ways in which women find sponsors.

Zimmerman, A. (2013). Sponsorship: it's not who you know, but who knows you. Guardian. <http://www.theguardian.com/women-in-leadership/2013/jul/08/sponsorship-who-knows-you>

The author makes a case for sponsorship and provides tips for attracting a sponsor.

Case Studies

UNITED STATES

Schulte, B. (2013). Major national companies try 'sponsorship' as new hammer to break glass ceiling. Washington Post. <http://wapo.st/174Azlk>

This article presents Washington, DC, law firm Crowell & Moring as a case study. The firm recognized the importance of sponsorship and partnered with the Center for Talent Innovation and 16 other private sector organizations to establish successful sponsorship programs for women. The article highlights how the firm dealt with unconscious bias, the "Tiara Syndrome," the "Marzipan layer," and other challenges while ingraining a culture of sponsorship.

GLOBAL

Kohler, J., H. Foust-Cummings, and S. Dinolfo. (2011). Sponsoring Women to Success. Catalyst. http://www.catalyst.org/system/files/sponsoring_women_to_success.pdf

For this research study, Catalyst conducted one-hour interviews with 93 executives and high performers at six top global organizations to better understand sponsorship, its associated benefits, and how organizations can build more transparency around sponsorship. Other related resources: Catalyst has a Knowledge Center Resource on sponsorship and mentoring that allows companies seeking to establish sponsorship or mentorship programs, to search and access reports, tools, and other materials by year, regional focus, and resource type: <http://www.catalyst.org/knowledge/topics/sponsorshipmentoring>

EFFECTIVE WOMEN'S NETWORKS AND EMPLOYEE RESOURCE GROUPS: A READING GUIDE

What Are Employee Networks (Affinity Groups or Business-Employee Resource Groups)?

Diversity Inc. (2012). Resource Groups 101: A Primer on Starting Them and Using Them for Business Goals. <http://www.diversityinc.com/resource-groups-2/resource-groups-101-a-primer-on-starting-them-using-them-for-business-goals/>

This guide provides key definitions (including why top companies have chosen to use the word resource to emphasize the value of employee resource groups or ERGs to driving the business mission) and advice on how to start ERGs, appoint an executive sponsor, increase membership, and measure success.

Mercer. (2011). ERGs Come of Age: The Evolution of Employee Resource Groups: A study by Mercer's Global Equality, Diversity, and Inclusion Practice. Mercer & Industrial Relations Counselor. http://www.hr.com/en/communities/employee-affinity-groups-see-resurgence-in-popular_gjf2iqps.html

In this study, Mercer surveyed 64 employers (from Australia, Japan, the United Kingdom, and the United States) and interviewed ERG program managers in 10 of those organizations. The study reveals that ERGs are thriving and companies are committing substantial capital and human resources to ERGs. The most dynamic ERGs attribute their growth to aligning their mission with the corporate interests through activities with (a) direct impact on business operations (e.g., marketing, product development), (b) talent acquisition and development, and (c) workforce diversity and inclusion. For example, input from the women's leadership network at McDonald's led to the introduction of innovative products such as salads and smoothies. The study also highlights that the business case needs to be communicated to senior management so that more resources can be dedicated to ERGs. Nonfinancial recognition can be powerful motivators for involvement in ERGs, especially public recognition from senior management.

The Business Case

Brown, J. (2012). The Best Opportunity You've Never Heard About: ERGs and the Development of Next Generation of Women Leaders. Jennifer Brown Consulting. http://jenniferbrownconsulting.com/wp-content/uploads/2010/08/JBC_Unlocking_Potential_of_ERGs.pdf

In this brief, Jennifer Brown, CEO and founder of Jennifer Brown Consulting firm, focuses on workplace and talent and provides five insights for women on utilizing the power of ERGs for leadership development. Cutting-edge ERGs can result in a win-win situation for the company and network participants. The company wins because ERGs have the ability to create and support new business opportunities. Network members, particularly women, benefit because these opportunities require an intense level of project management, collaboration, and leadership, which present executive development opportunities.

Diversity Inc. (2012). The Business Benefits of Resource Groups. <http://www.diversityinc.com/resource-groups-2/the-business-benefits-of-employee-resource-groups/>
This article highlights four key reasons (business benefits) why companies need resource groups: recruitment, retention, talent development, and market outreach.

McCarthy, H. (2004). Girlfriends in High Places: How women's networks are changing the workplace. http://www.thresholds.co.uk/files/8713/5109/2747/Girlfriends_in_High_Places.pdf

Helen McCarthy discusses how women's networks are a resource for both staff and employers, rich in human, intellectual, and social capital. ERGs foster diversity and give employees a voice while (as McCarthy states in chapter 5, "The Bottom Line") resulting in business benefits for employers. This research was conducted through case studies of women's networks in the British senior civil service, expert interviews, and a survey of 235 professional women drawn largely from the British public sector.

The “How To”

Jennifer Brown Consulting and Cisco. (2010). Employee Resource Groups that Drive Business. <https://www.cisco.com/web/about/ac49/ac55/docs/ERGreportEXTERNAL.pdf>

The section “Best Practices to ‘Next’ Practices” provides steps to help companies take their ERGs to the next level. These include:

- Positioning and rebranding ERGs as a core cultural competency engine required for business expansion
- Expanding executive sponsor support and building strategic partnerships within and outside the organization
- Raising the profile of ERG leadership positions and providing leadership training and support to them
- Mentoring, sponsoring, and including a percentage of ERG strong performers in talent reviews
- Including “diversity and inclusion” competencies and ERG participation in performance appraisal criteria
- Establishing metrics in every ERG’s strategic plan

Next-generation metrics can include tracking business development opportunities and sales revenue; encouraging product development, marketing, recruitment, and retention; and diversifying the supplier base without losing sight of basic metrics, such as number of network events, attendance, size of membership, and more. Things like a sense of community, common purpose, learning enhancement, and relationship building are difficult to measure, yet can make all the difference in retaining an employee or emerging leader. The absence of a defined mold is an opportunity for ERGs and their companies to create metrics that appropriately reflect their specific customer segments, culture, and business goals.

Llopis, G. (2012). 7 Ways to Enable Your Employee Resource Groups into a Powerful Advancement Platform. Forbes. <http://www.forbes.com/sites/glennllopis/2012/06/18/7-ways-to-enable-your-employee-resource-groups-into-a-powerful-advancement-platform/>

Glenn Llopis, founder of Glenn Llopis Group (a thought leadership, human capital, and business strategy consultancy), offers guidance on how ERGs can move beyond being social networks to becoming powerful platforms that

drive talent and business. To realize this commitment, ERGs should:

- Build trust
- Define value proposition
- Become a cultural competency engine
- Expand executive sponsorship and accountability roles
- Cultivate strategic relationships
- Become part of corporate governance
- Educate and reach out to diverse members

Global Case Studies

Jennifer Brown Consulting & Cisco. (2010). Employee Resource Groups that Drive Business. <https://www.cisco.com/web/about/ac49/ac55/docs/ERGreportEXTERNAL.pdf>

This analysis highlights ways in which various ERGs worldwide and across industries are supporting business. Case study examples include Best Buy, Cisco, Colgate-Palmolive, Deloitte, Johnson & Johnson, among others and highlight the impact of ERGs on a host of business areas, including product development, marketing, government relations and policy, recruitment and retention, HR and professional development, global presence, community outreach, assimilation, and supplier diversity.

Marcel, M. (2013). How Women’s Resource Groups Around the World are Driving Business Outcomes. Language and Culture Worldwide, LLC. <http://www.slideshare.net/LCWslideshare/how-womens-resource-groups-around-the-world-are-driving-business-outcomes-ppt>

In this PowerPoint presentation, Marcel, the co-founder of consulting firm Language and Culture Worldwide, presents data and case studies of how different companies in countries across the world are driving business success through women’s networks. Examples include Accenture in India, Commonwealth Bank in Australia, HP in Saudi Arabia, Procter & Gamble in China, Siemens in Germany, and a host of other companies, countries, and contexts where women’s networks have improved recruitment, retention, promotion, training, and coaching opportunities, and ultimately, the bottom line.

PARENTAL LEAVE AND MATERNITY/ PARENTAL LEAVE RETURN SCHEMES: A READING GUIDE

Overview

Grimshaw, D., and J. Rubery. (2015). The motherhood pay gap: A review of the issues, theory and international evidence. ILO Geneva and the University of Manchester. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_348041.pdf

This study discusses measurement issues with the motherhood pay gap, provides evidence of a wage premium for fathers, and explains the motherhood pay gap. Part six includes recommendations, such as:

- Job-protected parental leave
- Accessibility of childcare
- Right to flexible work
- Progressive cultural context supportive of maternal employment
- Tax benefits
- Affirmative action hiring and promotion practices
- Addressing the implementation gap in family and social policies

Lewis, S., B. Stumbitz, L. Miles, and J. Rouse. (2014). Maternity protection in SMEs: an international review. ILO. http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_312783/lang--en/index.htm

This report addresses the questions of how, to what extent, and under what conditions maternity protection in SMEs can generate positive outcomes for larger enterprises and the broader society, considering implications for policy and practice.

Marinier, C. (2015). Workplace and money worries thwart dads' wish to stay home with kids. [http://www.smh.com.au/national/workplace-and-money-worries-thwart-dads-wish-to-stay-home-with-kids-20150904-gjf3ra.html?stb=fb&post_id=10153671606166337_10153671606126337#_="](http://www.smh.com.au/national/workplace-and-money-worries-thwart-dads-wish-to-stay-home-with-kids-20150904-gjf3ra.html?stb=fb&post_id=10153671606166337_10153671606126337#_=)

Women feel more confident returning to work once their baby is six months old if the father is taking over as primary caregiver, according to Monash University lecturer Samone McCurdy, who surveyed 950 fathers and 14 couples to establish what prevents men from becoming primary caregivers and what would enable them to do so.

McGregor, J. (2014). When "good" maternity leave programs can actually hurt women. Washington Post. <http://www.washingtonpost.com/news/on-leadership/wp/2014/11/06/when-good-maternity-leave-programs-can-actually-hurt-women/>

According to Mercer's research, the initiatives can have a negative effect when companies institute benefits such as generous maternity leaves and flexible work arrangements but don't follow them up with proactive management that helps women get back on the leadership track.

Miller, C. C. (2015). When Family-Friendly Policies Backfire. New York Times. <http://www.nytimes.com/2015/05/26/upshot/when-family-friendly-policies-backfire.html?smprod=nytcore-ipad&smid=nytcore-ipad-share&r=0&abt=0002&abg=1>

Family-friendly policies can help parents balance jobs and responsibilities at home but can discourage employers from hiring women because they fear women will leave for long periods or use expensive benefits. One strategy is to make these policies gender neutral.

U.K. Equality and Human Rights Commission. (2014). Pregnancy and Maternity-Related Discrimination and Disadvantage. First findings: Surveys of Employers and Mothers. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/448162/BIS-15-447-pregnancy-and-maternity-related-discrimination-and-disadvantage.pdf

The results of this report are based on interviews with 3,034 employers and 3,254 mothers in the United Kingdom and touch upon issues such as (a) employers' and mothers' experiences of the management of pregnancy, maternity, and mothers, return to work; (b) pregnancy issues at recruitment; (c) support during pregnancy, maternity and return to work; (d) health and risks; (e) maintaining contact during maternity leave; (f) requests for flexible work; (g) redundancy and dismissals; and (h) raising complaints.

The Business Case

Clement, D. (2015). Firms get wise to parental leave. New Zealand Herald. http://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11439961

Firms such as Vodafone and Coca-Cola Amantil (bottlers in New Zealand) are going above and beyond statutory leave requirements for their working parents. They acknowledge it costs more to employ and train a replacement worker than it does to give paid parental leave.

Gillett, R. (2015). The science behind why paid parental leave is good for everyone. Business Insider. <http://www.businessinsider.com/scientific-proof-paid-parental-leave-is-good-for-everyone#ixzz3iQVDZhx7>

The rate at which new mothers left Google fell by 50 percent when in 2007 it increased paid maternity leave from 12 weeks to 18 weeks, avoiding costly turnover. Paternity leave has a direct impact on women's earnings (for example, in Sweden). More than 90 percent of employers affected by California's paid family leave initiative reported either positive or no noticeable effect on profitability, turnover, and morale.

Guilford, G. (2014). The economic case for paternity leave. Quartz. <http://qz.com/266841/economic-case-for-paternity-leave/>

Giving men an incentive to take paternity leave can get women back in the workforce quicker and boost their long-term earning potential. If women worked at the same rates men do, according to Organisation of Economic Co-operation and Development (OECD) calculations, average GDP across the OECD would go up by 12 percent. For companies, losing workers to motherhood limits the return on investment in those lost workers' training and hits productivity, as companies spend resources on replacing lost employees and then training new workers.

ILO. Work and Family: Creating a family-friendly workplace. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/briefingnote/wcms_410189.pdf and ILO. Maternity, Paternity at Work: Baby steps towards achieving big results. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/briefingnote/wcms_410183.pdf

These brochures highlight the business benefits of creating effective maternity packages and family-friendly workplaces and include different ways in which employers can succeed in doing so. Recommendations include (a) ensuring employment protection, (b) creating a family-friendly work culture, (c) providing health protection at the workplace, (d) developing re-entry programs, (e) offering paternity leave, (f) offering child and elderly care, and (g) implementing statutory and non-statutory leave packages.

Miller, C. C. (2015). The Economic Benefits of Paid Parental Leave. New York Times. http://www.nytimes.com/2015/02/01/upshot/the-economic-benefits-of-paid-parental-leave.html?_r=0&abt=0002&abg=1

Economists have found that with paid leave, more people take time off, particularly low-income parents who may have taken no leave or dropped out of the work force. Paid leave raises the probability that mothers return to employment and then work more hours and earn higher wages.

U.S. Department of Labor. (2015). The Cost of Doing Nothing: The Price We All Pay without Paid Leave Policies to Support America's 21st Century Working Families. <http://www.dol.gov/featured/paidleave/cost-of-doing-nothing-report.pdf>

This report provides a detailed cost-benefit analysis of providing paid parental leave and confirms that even modest investments in such policies can lead to much larger benefits (and cost savings) for workers, families, businesses, and economies.

The "How To"

Giang, V. (2015). The Case for Creating a Re-Entrance Program for New Mothers. Fast Company. <http://www.fastcompany.com/3044475/second-shift/the-case-for-creating-a-re-entrance-program-for-new-mothers>

Companies are figuring out how to make re-entrance work, including JPMorgan Chase's re-entry program, MetLife's Act 2 program, and Goldman Sachs' "Returnship" model.

Great Britain's Equality and Human Rights Commission. Employer Toolkit: Guidance and responsibilities if your employee is expecting a baby. <https://www.equalityhumanrights.com/en/managing-pregnancy-and-maternity-workplace/help-and-support-employers/pre-pregnancy-and-pregnancy>

This toolkit is useful for HR and managers in ensuring that good communication happens before, during, and after an employee's return to work. Additional employer resources and tools from the Commission are available at www.equalityhumanrights.com/worksforme.

Hein, C., and N. Cassirer. (2010). Workplace solutions for childcare. ILO. http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_110397.pdf

This book reviews existing literature and provides overviews of childcare policies and programs in ten countries (four industrialized and six developing countries) and case studies of workplace initiatives for childcare support in these countries.

IBEC (Irish Business and Employers Confederation). (2010). Maternity and Parenting Tool. <http://agenda.ibec.ie/11fop6zx8oi>

Tools and guidance for positively managing maternity and parenting in an organization.

ILO. (2015). Maternity Protection Resource Package. <http://mprp.ilo.org/pages/en/introduction.html>

This Maternity Protection Resource Package is designed to consolidate tools, expertise, and knowledge concerning maternity protection at work. It serves as a resource guide for launching information campaigns and planning, designing, or monitoring programs that will bring about improvements in maternity protection at work. Module 10 specifically addresses breastfeeding at work.

McGregor, J. (2015). A smart way to help mothers return to work after maternity leave. Washington Post. <https://www.washingtonpost.com/news/on-leadership/wp/2015/05/07/a-smart-way-to-ease-mothers-return-to-work-after-maternity-leave/>

Companies such as Johnson & Johnson, consulting firm Strategy&, Vodafone, and a few Silicon Valley companies are implementing innovative programs and policies to help mothers return to work.

Medard, A. (2015). Five workplace pregnancy tips for mothers (and another five for managers). ANZ Blue Notes. <https://bluenotes.anz.com/posts/2015/07/five-workplace-pregnancy-tips-for-mothers-and-another-five-for-managers/>

Andrew Medard, founder of amge+, a boutique recruitment firm, provides tips for managers to manage pregnancy at work: keep an open mind, don't make assumptions, pay fairly, if faced with pregnancy news during a hiring process, do not let it influence your decision, and talk openly about it.

Yost, C. W. (2015). 5 Ways Executives Can Make Work-Life Balance Better for Their Employees. Fast Company. <http://www.fastcompany.com/3044095/second-shift/5-things-high-profile-dads-can-do-for-work-life-balance-before-they-leave-their>

Embracing the work-life fit and flexibility business case, and devoting time, people, and money to change culture, are some of the ways in which executives can help employees achieve work-life balance.

GLOBAL CASE STUDIES

ILO. (2014). Maternity and paternity at work: Law and practice across the world. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_242615.pdf

Employers and employees jointly funding maternity benefits is the most common pattern in the majority of countries, both developed and developing (e.g. Algeria, Belize, Greece, France, Morocco, and Pakistan).

AUSTRALIA

The Australian Human Rights Commission has launched a website and online resources to help employers understand their legal obligations. These online resources were developed as a result of the 2014 *Supporting Working Parents: Pregnancy and Return to Work National Review Report*. The website will feature a compilation of leading practices and strategies being implemented in Australian workplaces to retain and support working parents. For more information, visit: <http://www.supportingworkingparents.gov.au/for-employers>; https://www.humanrights.gov.au/sites/default/files/document/publication/SWP_Report_2014.pdf

AUSTRIA

Austrian Broadcasting Corporation: ORF. (2012). Equal Opportunities Plan. http://zukunft.orf.at/rte/upload/texte/2013/recht_grundlagen/en_gleichstellungsplan.pdf

ORF won the 2015 UN WEPs Leadership Award for using gender-neutral communication and providing equal opportunities to employees, including focusing on “parental leave” instead of maternity leave, and engaging male employees in discussions around parental leave and part-time work. Read sections 3 and 5 of ORF’s Equal Opportunities Plan to learn more.

UNITED STATES

Working Mother. (2014). Working Mother 100 Best Companies. <http://www.workingmother.com/best-companies/2014-working-mother-100-best-companies>

The 2014 Working Mother 100 Best Companies, such as pharmaceutical company Boehringer Ingelheim and consumer goods company SC Johnson, support new parents in their workforce with paid leave strengthened by benefits like childcare support, flexible schedules, telecommuting, and career advancement programs. Congratulations to SheWorks members EY and Intel for featuring on the list.

Venture Beat. (2015). Adobe joins Netflix, Microsoft in expanding maternity leave. <http://venturebeat.com/2015/08/10/adobe-joins-netflix-microsoft-in-expanding-maternity-leave/>

U.S. tech companies such as Adobe, Microsoft, and Netflix have expanded their parental leave.

EFFECTIVE ANTI-SEXUAL HARASSMENT MECHANISMS: A READING GUIDE

Understanding the Scope and Prevalence of Sexual Harassment

Australian Human Rights Commission. (2014). Recognizing and responding to sexual harassment in the workplace: Information for employees. https://www.humanrights.gov.au/sites/default/files/document/publication/EWSH_Factsheet_2014_Web.pdf

This factsheet, focused on Australia, provides a useful framework for understanding and managing sexual harassment in various workplace scenarios. It also touches upon possible courses of action victims and bystanders can take in the event of a sexual harassment incident.

NOLO: Law for All. (2015). Preventing Sexual Harassment in the Workplace: Learn what sexual harassment is—and how to prevent it. <http://www.nolo.com/legal-encyclopedia/preventing-sexual-harassment-workplace-29851.html>

This article provides a quick overview of what sexual harassment is and how to prevent it.

Vagianos, A. (2015). 1 In 3 Women Has Been Sexually Harassed At Work, According To Survey. Huffington Post. http://www.huffingtonpost.com/2015/02/19/1-in-3-women-sexually-harassed-work-cosmopolitan_n_6713814.html

In 2015, Cosmopolitan surveyed 2,235 full-time and part-time female employees and found that one in three women has experienced sexual harassment at work at some point in her life. The article contains an infographic highlighting the various forms of sexual harassment, a breakdown by industry, and rates of reporting among victims of sexual harassment.

Why Is It Important To Have an Effective Anti-Sexual Harassment Mechanism In Place?

Braverman, B. (2013). The High Cost of Sexual Harassment. Fiscal Times. <http://www.thefiscaltimes.com/Articles/2013/08/22/The-High-Cost-of-Sexual-Harassment>
HR and legal experts say that sexual harassment can be expensive for any organization, both in terms of hard costs associated with fees and settlements and soft costs of low morale and increased turnover.

Gallagher, B. J. (2011). Sexual Harassment: How to Protect Yourself and Your Organization. Huffington Post. http://www.huffingtonpost.com/bj-gallagher/sexual-harassment-how-to_b_675098.html

Do men and women perceive sexual advances differently? Who is most likely to experience sexual harassment? Are there different types of sexual harassment? Read this article to find out more.

ILO (International Labour Organization). (2016). Sexual Harassment at Work Factsheet. http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_96_en.pdf

This ILO factsheet provides a framework for assessing costs of sexual harassment to the victims, employers, and society.

The “How”

Australian Human Rights Commission. (2008). Effectively preventing and responding to sexual harassment: A Code of Practice for Employers. <http://www.humanrights.gov.au/publications/effectively-preventing-and-responding-sexual-harassment-code-practice-employers-2008>.

Also see: Effectively preventing and responding to sexual harassment: A Quick Guide. <http://www.humanrights.gov.au/publications/effectively-preventing-and-responding-sexual-harassment-quick-guide-2008>

Read these guidelines for information on the liabilities associated with sexual harassment, steps and complaint procedures employers can adopt to prevent sexual harassment, and how employers can keep effective records.

Australian Human Rights Commission. (2014). Ending workplace sexual harassment: A resource for small, medium and large employers. <https://www.humanrights.gov.au/our-work/sex-discrimination/publications/ending-workplace-sexual-harassment-resource-small-medium>

This resource guide provides guidance on how small, medium, and large employers can prevent sexual harassment and respond to it effectively when it occurs.

Australian Human Rights Commission. (2016). Australia's Know Where the Line Is campaign. <https://knowtheline.humanrights.gov.au/>

The Australian Human Rights Commission, in partnership with the Australian Council of Trade Unions and the Australian Chamber of Commerce and Industry, launched "Know Where the Line Is" to help workers and employers recognize and prevent sexual harassment. This strategy can be replicated in different contexts. Resources for employers and employees are available at <https://knowtheline.humanrights.gov.au/downloads>

Other Related Resources

GIZ. (2013). Violence against Women Costs Peruvian Businesses Billions Every Year. <https://www.giz.de/en/downloads/giz-2013-en-cost-in-billions.pdf>.

Also see: GIZ. (2016). Combating violence against women in Latin America. (2013). German Federal Ministry for Economic Cooperation and Development (BMZ). <https://www.giz.de/en/worldwide/12205.html>

ComVoMujer, a regional program of Germany's International Development Cooperation (GIZ), has estimated that violence against women costs Peruvian businesses and economy billions every year. These articles highlight how the public and private sector can join hands to address this issue. This study also documents the cost of aggressors and presenteeism in terms of companies' lost revenue.

Workplaces Respond to Domestic and Sexual Violence: A National Resource Center. (2016). New Workplace Toolkit. <http://www.workplacesrespond.org/>

This organization offers employers free tools to:

- *Learn the facts through various resources, best practices, model policies, and guides for stakeholders.*
- *Assess costs of implementing an anti-sexual harassment policy and mechanism as well as take a free self-assessment diagnostic quiz: <http://www.workplacesrespond.org/assess/take-a-quiz>*
- *Implement the policy using the various toolkits and guides provided, including the workplace policy creation toolkit, designing awareness programs, and employee assistance programs.*
- *Evaluate efforts using resources such as the annual review checklist: <http://www.workplacesrespond.org/evaluate/monitoring-and-evaluating/evaluation-of-strategic-efforts>*

EQUAL PAY FOR EQUAL WORK: A READING GUIDE

The Scope and Prevalence of the Gender Wage Gap

Glynn, S., and A. Powers. (2012). Top 10 Facts about the Wage Gap. Center for American Progress. <https://www.americanprogress.org/issues/labor/news/2012/04/16/11391/the-top-10-facts-about-the-wage-gap/>

More than 40 percent of the wage gap cannot be explained by occupation, work experience, race, or union membership. Find out more about this and other wage gaps facts in this factsheet.

Grimshaw, D., and J. Ruberym. (2015). The Motherhood Pay Gap: A Review of the Issues, Theory and International Evidence. University of Manchester and International Labour Office. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_348041.pdf

This report delves deeper into the motherhood pay gap trends, explanations, and possible solutions and policy options, including job-protected parental leave.

Mercer and EDGE Certified Foundation. (2014). When Women Thrive, Businesses Thrive. <http://www.mercer.com/content/dam/mmc-web/Files/Gender-Diversity-When-women-thrive-businesses-thrive-Mercer.pdf>

This report highlights, among other points, that the active management of talent, such as managing pay equity as opposed to making a passive commitment, drives gender equality.

Nelson, J. et al. (2015). A Path to Empowerment: The Role of Corporations in Supporting Women's Economic Progress. Harvard Kennedy School CSR Initiative and U.S. Chamber of Commerce Foundation. <http://www.uschamberfoundation.org/sites/default/files/Path%20to%20Empowerment%20Report%20Final.pdf>

Following consultations with the private sector, this report provides an Agenda for Action for companies to engage women in business operations and value chains. It includes equal pay.

NOW (National Organization for Women). (2015). The Gender Pay Gap: Myth vs. Fact. <http://now.org/resource/the-gender-pay-gap-myth-vs-fact/>

This article separates facts from myths such as women earn less because they take time off for motherhood or mostly do part-time jobs due to childcare responsibilities.

Workplace Gender Equality Agency, Government of Australia. (2015). Gender pay gap biggest in manager ranks. <https://www.wgea.gov.au/media-releases/gender-pay-gap-biggest-manager-ranks>

New data show that women in management ranks get paid less than their male peers, especially at the key management personnel level (28.9 percent) and at other executive and general manager levels (27.5 percent).

Why Is it Important to Provide Equal Pay for Equal Work?

Chicha, M. (2006). A Comparative Analysis of Promoting Pay Equity: Models and Impacts. ILO. http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_wp_27_en.pdf

Section 3 (starting on page 27) of this report presents a detailed cost-benefit analysis of pay equity. Benefits include increased productivity of female employees, a coherent pay system, positive impact on employers' attractiveness and reputation, and reduced risk of prosecution for discrimination.

How Do We Get There?

Ashton, D. (2014). What HR Can Do to Fix the Gender Pay Gap. Harvard Business Review. <https://hbr.org/2014/12/what-hr-can-do-to-fix-the-gender-pay-gap>

This article outlines six processes that can address the systemic nature of the gender pay gap.

Chicha, M. T. (2008). Promoting Equity: Gender-Neutral Job Evaluation for Equal Pay: A Step-By-Step Guide. ILO. http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_101325.pdf

For a fair assessment of jobs and corresponding pay, job evaluations must be free from gender bias; otherwise, jobs typically performed by women risk being disregarded or undervalued. This publication provides guidance on how to develop and apply a job evaluation method free of gender bias.

ERI (Economic Research Institute). Course 32: Eliminating the Gender Pay Gap. <http://dlc.erieri.com/courses/index.cfm?FuseAction=Course.Begin&CID=32>

The ERI Distance Learning Center course 32 helps staff (a) recognize why pay gaps exist, (b) understand equal pay legislation, (c) determine best practices for screening for pay discrimination, and (c) prevent gender pay differentials. The course is free and requires an online account. dlc.erieri.com

ILO. (2015). Global Wage Report 2014/15. <http://www.ilo.ch/global/research/global-reports/global-wage-report/2014/lang--en/index.htm>

The Global Wage Report examines the link between wages and inequality. It emphasizes the need for combined policy action, which includes interventions to eliminate wage gaps.

Mercer and Australian Government's Workplace Gender Equality Agency. Gender Pay Gap Calculator: Technical Guide. <https://www.wgea.gov.au/sites/default/files/GENDER-PAY-GAP-CALCULATOR-TECHNICAL-GUIDE.pdf> and Pay Gap Calculator: https://www.wgea.gov.au/sites/default/files/Gender_tool_WGEA_Mercer_March2015.xlsb

National Committee on Pay Equity. How to Conduct an Employer Pay Equity Self-Audit: A 10 Step Guide. <http://www.pay-equity.org/cando-audit.html>

Olney, S. et al. (2013). Equal Pay: An Introductory Guide. ILO. http://www.ilo.org/global/publications/WCMS_216695/lang--en/index.htm

This guide clarifies the concepts underlying the principle of equal remuneration for work of equal value and provides guidance on its practical application.

U.S. Department of Labor: Women's Bureau. An Employer's Guide to Equal Pay. <http://www.dol.gov/equalpay/equalpay-employer.pdf>

Page 3 outlines steps employers can take to ensure equal pay. These steps are broadly categorized as Listen, Look, and Ask for Help.


Case Studies

Dishman, L. (2014). A Definitive Strategy to Eliminate the Gender Pay Gap: Could radical transparency finally eliminate the gender wage gap? It's worked at these four companies. Fast Company. <http://www.fastcompany.com/3042067/strong-female-lead/a-definitive-strategy-to-eliminate-the-gender-pay-gap>

\$11,607. That's about how much 47% of the U.S. workforce loses each year in earnings because the gender wage gap persists. Four startups, namely Buffer, Figures3, SumAll, and Xactly, are making efforts to rectify this.

Exponential Talent LLC. Gap Inc. Pay Equity by Gender Project: In-Depth Compensation Analysis Conducted to Validate that Women and Men Employees Receive Equal Pay for Equal Work. <http://www.exponentialtalent.com/gap-inc-pay-equity-by-gender-project.html>

This independent case study examines how Exponential Talent LLC carried out Gap Inc.'s gender compensation equity analysis using statistical testing and confirmed that there is no pay gap at Gap Inc.



Huffington Post. (2015). Salesforce CEO Takes Radical Step to Pay All Employees Equally. http://www.huffingtonpost.com/2015/04/23/salesforce-pay-gap_n_7126892.html

Marc Benioff, the CEO of Salesforce, a multibillion dollar tech company with 16,000 employees, has launched a company-wide program called Women's Surge that aims to eliminate pay disparities between male and female workers, hire and promote more women, and increase their representation in meetings.

Workplace Gender Equality Agency, Government of Australia. Case Studies: Research showcasing leading practice in two organizations. (2014). https://www.wgea.gov.au/sites/default/files/CASE_STUDY_FINAL.pdf

This report details the results of interviews conducted with executives from two organizations: Telstra and ThoughtWorks. The narrative is structured around the six steps that the Workplace Gender Equality Agency has identified in its Guide to Gender Pay Equity available here: https://www.wgea.gov.au/sites/default/files/Pay_Equity_Toolkit_Main.pdf



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December 2016