

The Business Case for Investing in Women's Employment

27 March, 2014 – 10:00 AM EST



Agenda

Welcome & Introductions

Henriette Kolb, International Finance Corporation

Women's Empowerment Principles

Tulsi Byrne, UN Global Compact

Findings on ILO's Global Survey on Women in Management

Anne-Brit Nippierd, International Labour Organization

Linda Wirth, International Labour Organization

Susan Maybud, International Labour Organization

WINvest and the business case for women's employment

Maura O'Neill, International Finance Corporation

Women's Empowerment Principles Overview



The Principles

1 Leadership Promotes Gender Equality

2 Equal Opportunity, Inclusion and Nondiscrimination

3 Health, Safety and Freedom from Violence

4 Education and Training

5 Enterprise Development, Supply Chain and Marketing Practices

6 Community Leadership and Engagement

7 Transparency, Measuring and Reporting

- The Women's Empowerment Principles (WEPs) is a joint initiative of UN Women and the UN Global Compact
- Launched on International Women's Day 2010 following a year-long international, multi-stakeholder consultation process
- 7 Principles for business on how to empower women in the workplace, marketplace and community
- Elaborates the gender dimension of good corporate citizenship, the UN Global Compact, and business' role in sustainable development

How to Engage in the WEPs



To date over 680 company CEOs have signed the CEO Statement of Support for the WEPs



In 55 countries and 39 industries

Spread the Word | Take Action | Build the Consensus



www.WEPrinciples.org

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Scaling up recognition of women's talent for improved business outcomes

Webinar

ILO/IFC

27 March 2014



ACT/EMP
Bureau for employers Activities

ILO Global Research Project on Women in Business and Management

- 5 regional workshops in Bangkok, Beirut, Johannesburg, Kiev and Lima with employers' organizations, company representatives and gender experts from more than 57 countries.
- Company survey in emerging regions
- Global report
- Follow-up activities including regional and international conferences

2013 ILO Employers' Bureau Company Survey

- 1,300 companies in five emerging regions
- Small, medium sized and large, as well as MNEs
- Majority medium sized and national

Objectives

- Fill data gaps
- Identify main barriers to women's leadership
- Identify company policies and measures to advance women in management
- Practical measures and support

2013 ILO-Employers' Bureau Company Survey

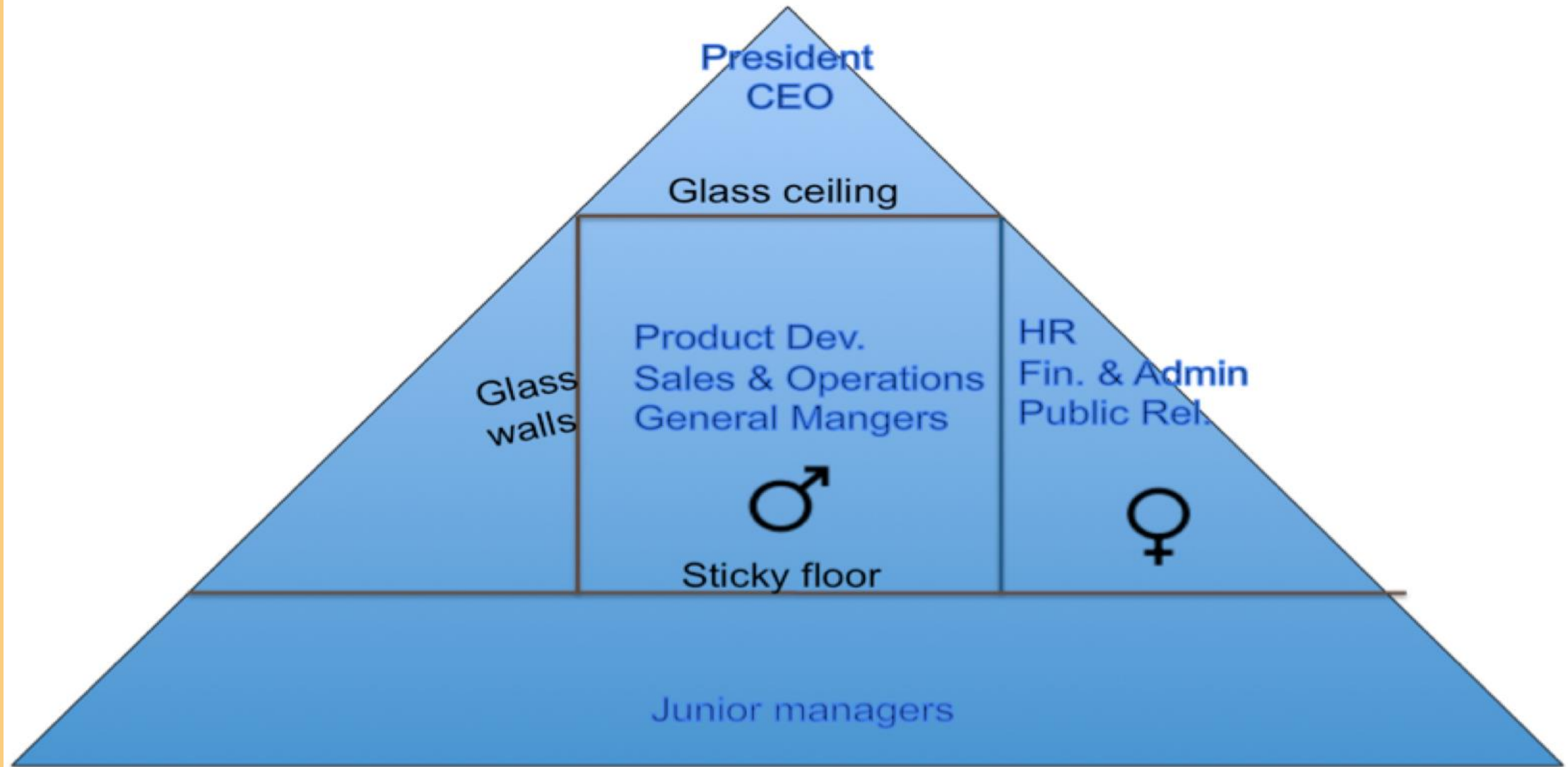
- 73% with Equal Opportunity policy – mainly medium to large enterprises
- 32% monitor women and men in hierarchy
- 79% CEO is a man and 21% CEO is a woman
- 30% Boards no women, 13% had between 40 and 60% women and 65% less than 30% women

Percentage of companies with gender balance at different levels of management

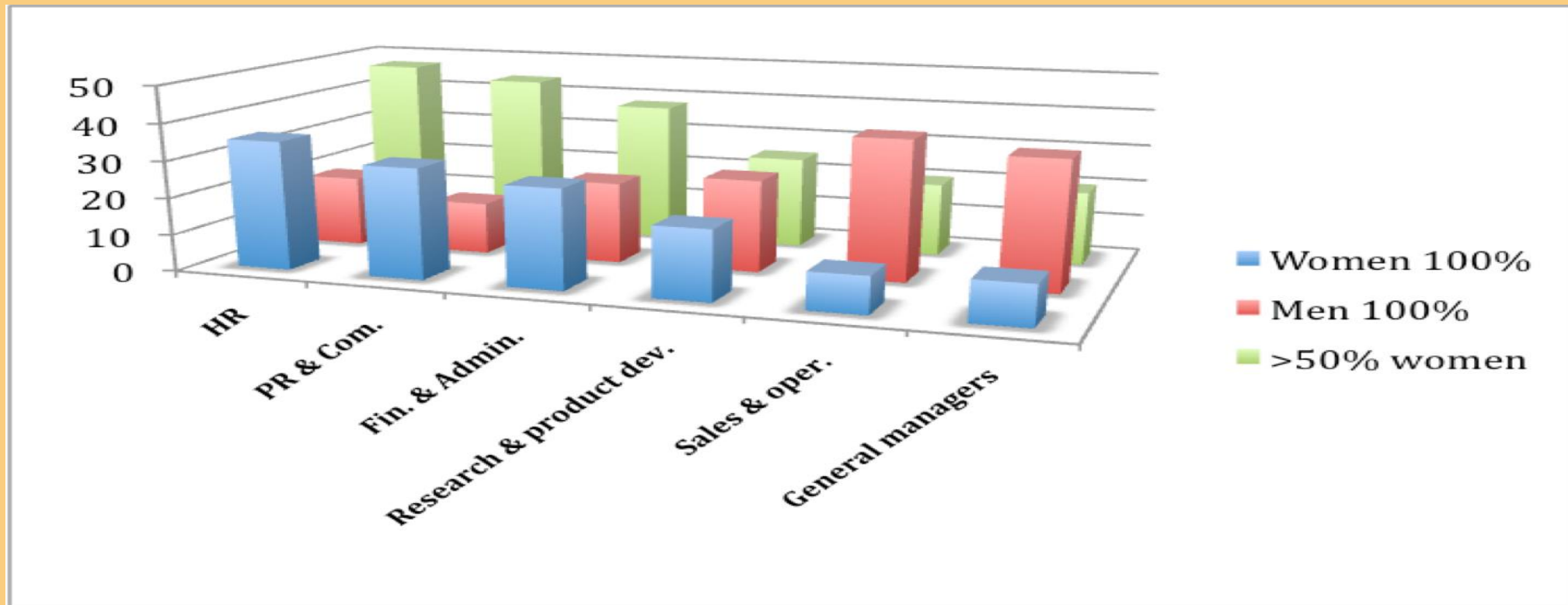
- *Junior* 16%
- *Middle* 19%
- *Senior* 12 %
- *Executive* 10%

Source: ILO Employers' Bureau Company Survey, 2013

GENDER SEGREGATION IN MANAGEMENT OCCUPATIONS



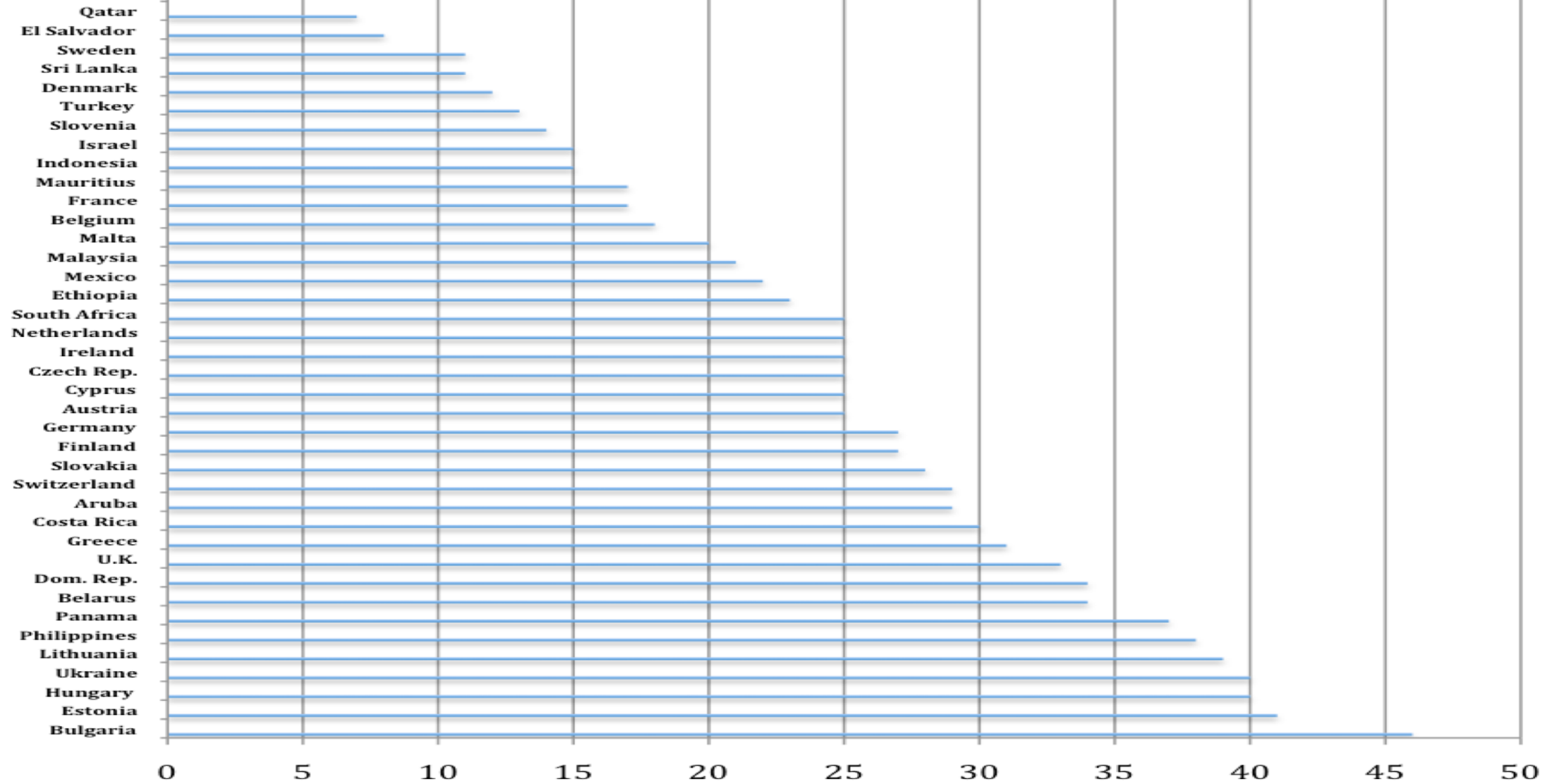
Percentage of companies with women and men in different types of management



Source: ILO Employers' Bureau Company Survey, 2013

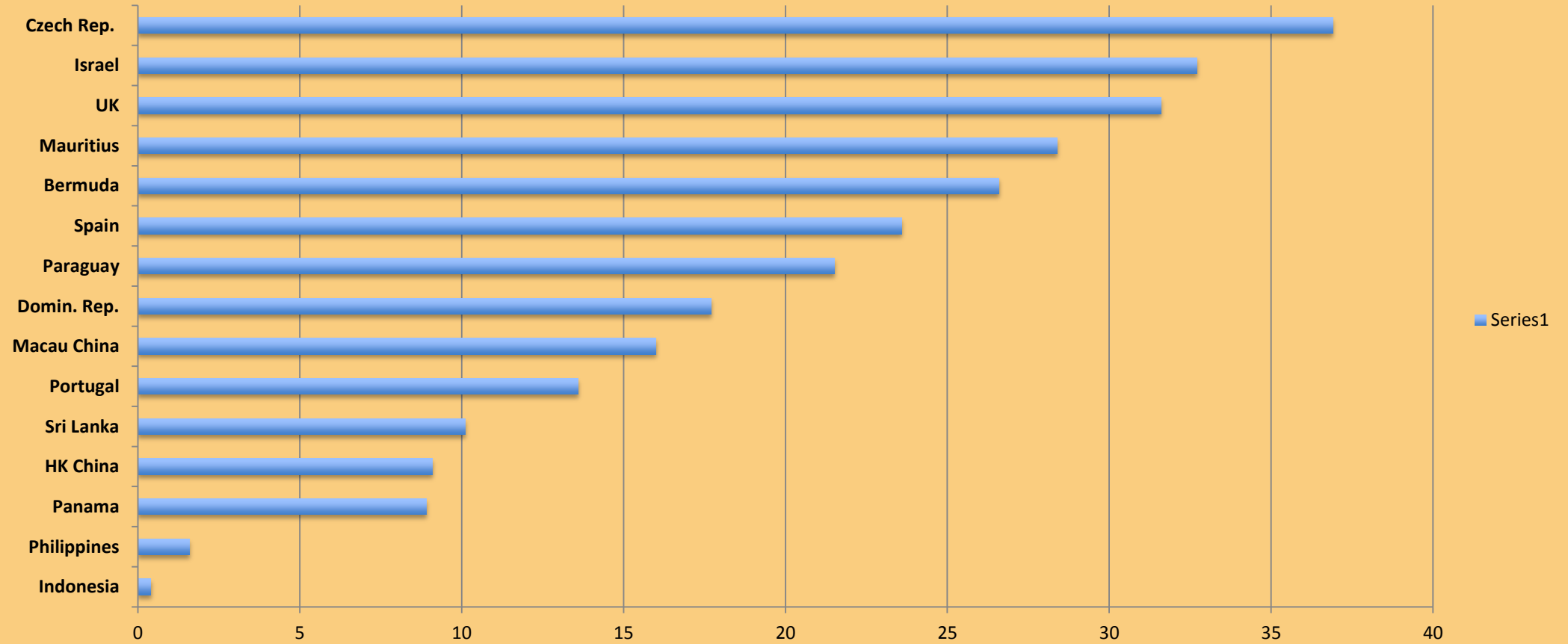
Percentage share of women in senior and executive management

ILO, 2009/10





Gender Managerial Pay Gap



Source: ILO statistical data base, 2013

Ranking of barriers to women's leadership

1. Women have more family responsibilities than men
2. Roles assigned by society to men and women
3. Masculine corporate culture
4. Women with insufficient general or line management experience
5. Few role models for women
6. Men not encouraged to take leave for family responsibilities
7. Lack of company equality policy and programmes
8. Stereotypes against women
9. Lack of leadership training for women
10. Lack of flexible work solutions
11. No strategy for retention of skilled women
12. Inherent gender bias in recruitment and promotion
13. Management generally viewed as a man's job
14. Gender equality policies in place but not implemented
15. Inadequate labour and non-discrimination laws



Ranking of company measures to advance women in management



1. Expose women to all company operations and functions
2. Offer executive training for women
3. Assign women managers visible and challenging tasks
4. Mentoring scheme
5. Top level management support for a gender equality strategy
6. Recognise women's talent
7. Make corporate culture more inclusive of both women and men
8. Awareness training for senior managers on the business case for more women in management
9. Flexible working arrangements (time and place)

Source: ILO Employers' Bureau Company Survey 2013

Ranking company measures to advance women in management



10. Set targets and tracking progress
11. Retention and re-entry schemes
12. Make promotion paths & career prospects clear for women
13. Appoint women to board of directors
14. Focus groups for senior and mid-level women
14. Appoint a woman as CEO
15. Appoint men who champion gender equality to senior management and company board positions
16. Sponsorship schemes
17. Results based not time based employee performance evaluation
18. Diversity training for all managers

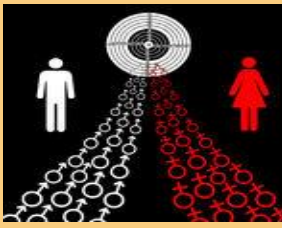
Source: ILO Employers' Bureau Company Survey 2013

Ranked support mechanisms for companies



1. Business case on WIM
2. Company networking on good practices
3. Examples of measures and strategies on WIM
4. Developing a strategy to promote WIM
5. Designing an equal opportunity policy
6. Networking with women's business groups
7. Guidelines on gender sensitive HRM systems
8. Guides on measures & strategies to promote WIM
9. Introducing a mentoring scheme
10. Designing a sexual harassment policy
11. Introducing a sponsorship scheme

Initiatives of Business Membership Organizations



Programmes

- ✓ Montenegro Employers Federation researched female entrepreneurship and made recommendations to eliminate barriers for women in business.

Structures

- ✓ Rwanda Private Sector Federation has 10 chambers, one of them being the chamber of women entrepreneurs.
- ✓ Bahraini Chamber of Commerce elected its first woman board member in 2001 and established a business women's committee to further develop the role of women in the economy and complement the work of the Bahraini Businesswomen's Society. Within the Federation of Gulf country chambers there is a special forum for women entrepreneurs.
- ✓ Balkans, Argentina, Brazil, India, El Salvador, Japan, Dubai

Women in Management

- ✓ Increasing number of women on chamber boards and in executive positions -, Jordan, Malawi, Macedonia FYR, Saudi Arabia, Uruguay, Venezuela

How can ILO assist in scaling up?



Strengthening Employers and their Organizations to:

- Promote the “diversity” paradigm and “business case” in design of advocacy strategies
- Promote employee consultation and participation on measures to advance women in management
- Develop materials that are culturally relevant in different countries/regions
- Mobilise national business, women’s and management groups and academic and government institutions
- Support generation of national data with academic institutions
- Train on gender equality and accountability measures (ILO participatory gender audit)
- Promote communities of practice at national level involving MNEs, national companies and supply chain companies.



Summary
Gender Diagnostic Market Assessment
Webinar March 27, 2014

Maura O'Neill

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Women Workers Globally

- 40% of world's workforce are women
 - ✓ Missing in most mgt positions
 - ✓ Pay gap is still large and persistent
 - ✓ Major contributing factor: disproportionate housework & childcare burden and other cultural barriers
- Almost ½ of global productive potential of women remains unutilized
- 9 out of 10 jobs are in developing world are in private sector
- IFC case studies show *significant financial returns to business when targeted improvements are made*



How can inventions be scaled for widespread benefit?

- World Bank and IFC in partnership with many private sector companies created *WINvest* (Investing in Women) in 2012
 - ✓ First Report: *Investing in Women's Employment: Good for Business, Good for Development* (Oct 2013)
- IFC Market Feasibility Study for Gender Employment Diagnostic Tool (2014 Q1)
 - ✓ Desk Audit of Existing Tools
 - ✓ Survey of regional and global private sector companies
 - ✓ Sectors included: healthcare, mining, agriculture, consumer goods, electronics, petrochemical



Four categories that impact women's ability to work & thrive

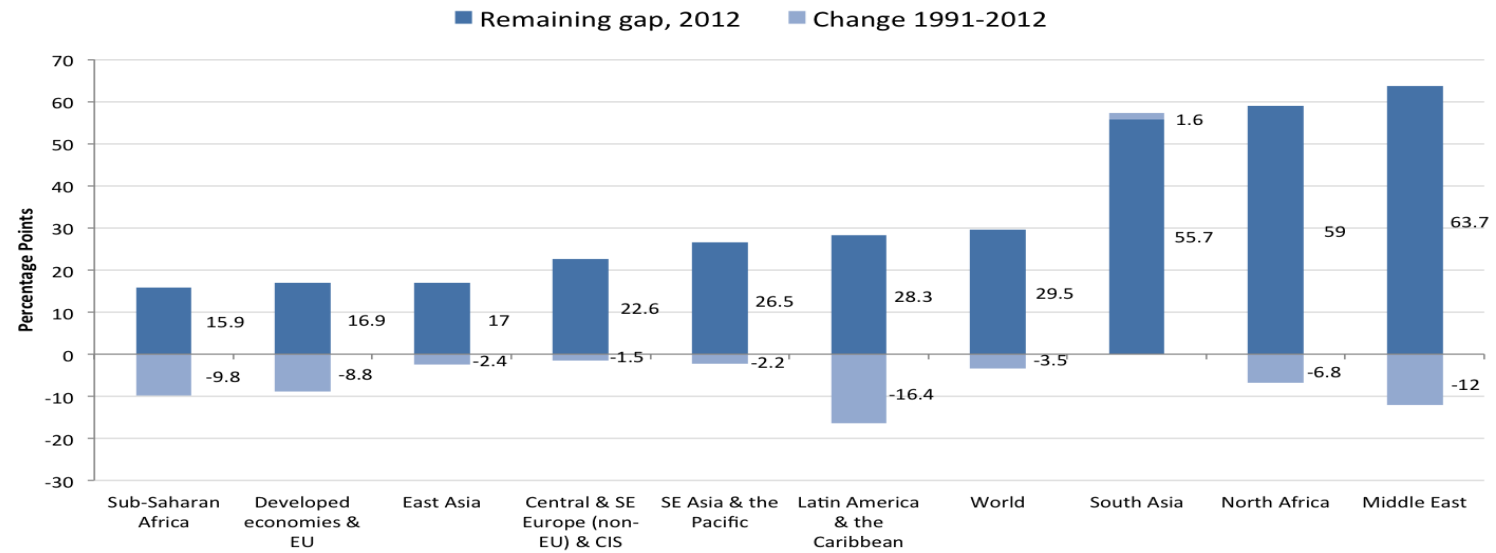
- Hiring
- Workplace conditions
- Advancement
- Outside Workplace Support

Labor Force Participation Rates



SIMON MAINA via G

Change in Male-Female Labor Force Participation Gap





Existing Gender Diagnostic Tools

- Nine different ones
- Range from simple best practices checklist to third party certification
- Availability
 - ✓ Some free (most extensive are provided by Govt of Australia)
 - ✓ Some require membership to have access to the tool
 - ✓ Others require a subscription or one time fee



Company Survey Results

- Hiring enough women is not problem in most companies surveyed
 - ✓ Increased access to education & improved cultural acceptance of women working outside the home
 - ✓ Changes in job announcements
 - ✓ Exceptions: technology & engineering
- Advancement in all companies do not reflect entry level participation levels
 - ✓ Women have trouble accessing informal networks in company
 - ✓ Women don't promote themselves



Company Survey Results (cont'd)

- Workplace conditions may still be a problem but the most glaring challenge is supporting families with their outside work responsibilities
 - ✓ Burden heaviest on women
 - ✓ Cultural and historical challenges are huge
 - ✓ Lifecycle points (new mothers, married women)
- Gender segregated data by job type but rarely by compensation or productivity



Best Gender Employment Practices of Leading Companies

- CEO Priority with goals for executive performance
- Succession planning with gender lens
- Consistent listening to women's employees-before, during & after
 - ✓ Leadership Council, focus groups, surveys
- Culture Focus
- Gender Segregated Data
 - ✓ Job type, compensation, yrs of service, productivity, caregiving responsibility
- Long term commitment to success



Corporate Interest in IFC Gender Diagnostic Tool or Service

- Strong Willingness to Partner with IFC
- Interest in an Advisory Service
 - ✓ Most companies understand both the value & complexity of gaining gender parity & realizing greater company returns
 - ✓ Need help understanding and building the business case as well as choosing most effective interventions
- Interest in Benchmarking and/or Best Practices Sharing
 - ✓ For many the info is confidential & considered quite competitive
 - ✓ Belief that country specificity is key
- More Clarity Needed on Diagnostic Tool Before Committing
 - ✓ Understand value of data
 - ✓ Need to understand specifics & price



Inspiring Commitments Measuring Progress

- Peer support and pressure can accelerate progress
 - ✓ Creates visibility
 - ✓ Promotes transparency
- Opportunity to define success and timeline
- What Gets Measured Gets Done



Questions?



IFC

Gender Employment Diagnostic Market Assessment