UN SECRETARY-GENERAL'S HIGH-LEVEL PANEL ON WOMEN'S ECONOMIC EMPOWERMENT

BUSINESS CULTURE & PRACTICE
AS A DRIVER FOR GENDER EQUALITY & WOMEN'S ECONOMIC EMPOWERMENT

November 2016

Laura Tyson, Jeni Klugman & Genevieve Smith

A SUMMARY OF THE FINDINGS & RECOMMENDATIONS
OF THE UN SECRETARY-GENERAL'S
HIGH-LEVEL PANEL ON
WOMEN'S ECONOMIC EMPOWERMENT

The HLP Full Report, additional policy briefs, case studies and papers can be found at: www.
WomensEconomicEmpowerment.org

@UNHLP #HLP #WomensEconomicEmpowerment

The Panel members note that those who represent international organizations have expressed commitments to take action against constraints facing women within the scope of, and consistent with, their respective institutions' mandate.

POLICY **BRIEF**

Women's economic empowerment is the right thing to do and the smart thing to do. The case for gender equality and women's economic empowerment has several interlinked pillars, each integral to progress. First is the universal case for basic human rights. Second is the growth and human development case. And third is the business case.

Drawing on the full report of the UN Secretary General's High-Level Panel on Women's Economic Empowerment, launched in September 2016, this brief documents the business case for gender equality and women's economic empowerment and identifies proven and possible actions that businesses can take to accelerate progress toward achieving these goals.

Wage and salary jobs account for a rising share of women's paid work, and worldwide women are now at least as likely to have such jobs as men. Just over half of women and men in paid employment now hold wage and salary jobs, although the shares are considerably lower in developing regions like South Asia. About 16 percent of women in wage and salary jobs work for the public sector, while most of the remainder work in a variety of diverse private businesses from large corporations to small informal firms. The cultures and practices of these businesses have significant effects on women's economic opportunities. That is why the Panel identified changing business culture and practice as one of seven key drivers of women's economic empowerment.

Why gender equality is good for business

Mounting evidence of gains to the economy

The economic and human development costs of large and persistent gender gaps are enormous. These costs include both actual costs and opportunity costs and have been documented in major recent reports that informed the Panel's work. Across countries, higher levels of gender equality

Figure 1

Seven primary drivers of women's economic empowerment

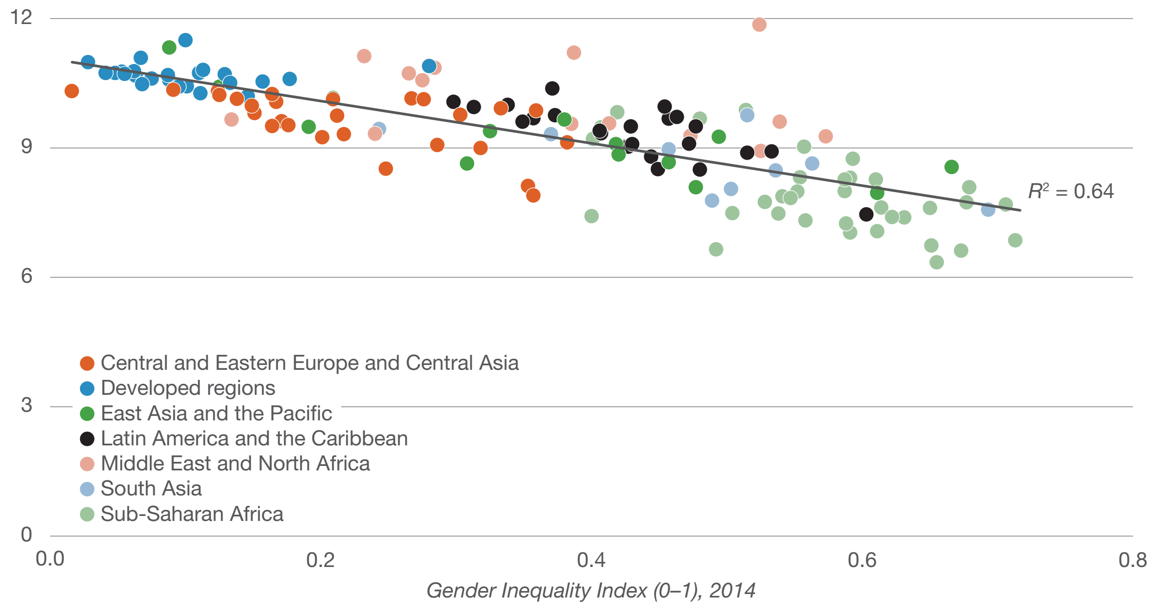
are associated with higher levels of education and health, higher levels of per capita income, faster and more inclusive growth, and stronger national competitiveness.

Several recent studies examine how women's economic empowerment can boost economic growth and consistently find that the potential income gains are substantial. A widely cited study by McKinsey Global Institute finds that closing gender gaps in labor force participation rates, in part-time vs. full-time work and in the sectoral composition of employment could boost global output between 12 percent and 25 percent by 2025. The gains are especially large for countries with low fertility rates like Japan[1], the Republic of Korea,

Figure 2

Gender equality is associated with higher income per capita

Log GDP per capita (PPP), 2014

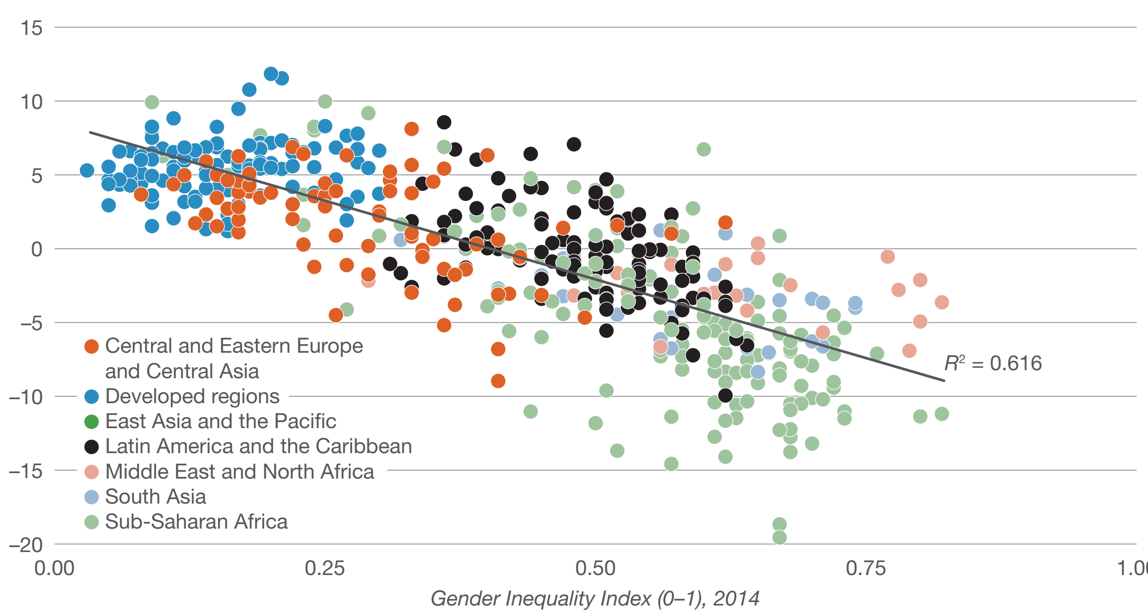


Source: Development Indicators 2015 and United Nations Development Programme 2015 Human Development Report.

Figure 3

Gender equality is associated with faster economic growth

GDP per capita average growth (%), 1990–2010

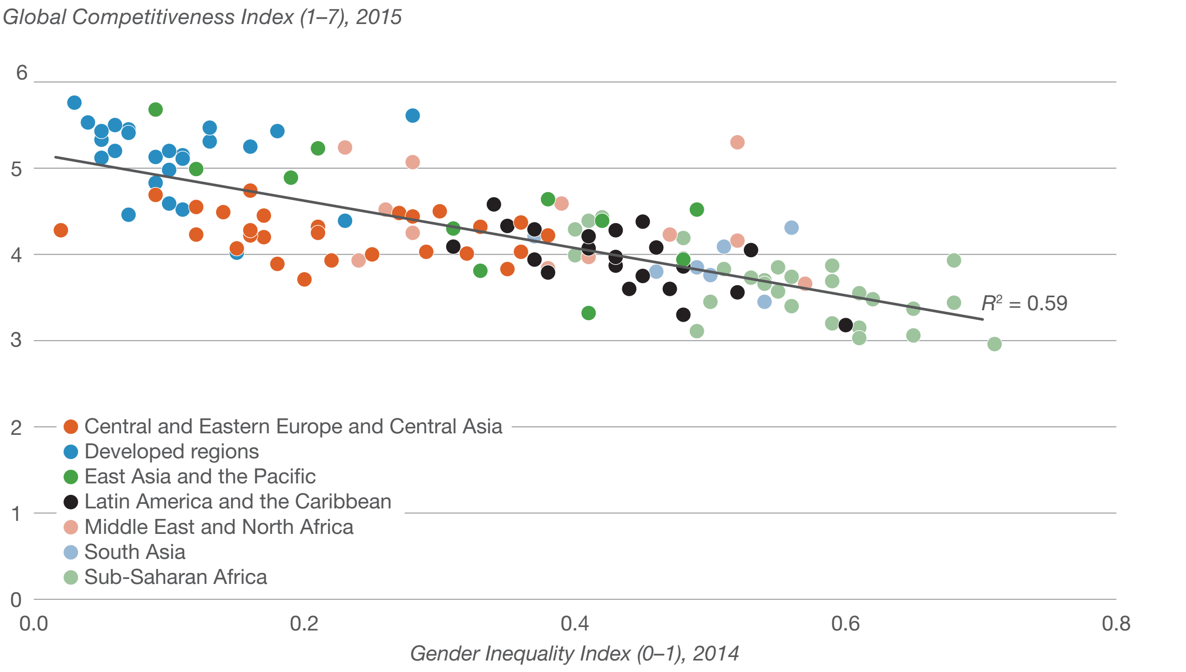


Note: GDP per capita growth was regressed on initial income to control for convergence. Years range from 1990 to 2010.

Source: Development Indicators 2015, IMF staff estimates, and United Nations Development Programme 2015 Human Development Report.

Figure 4

Gender equality is associated with stronger national competitiveness



Source: The Global Competitiveness Report 2015–2016 (World Economic Forum) and United Nations Development Programme 2015 Human Development Report.

Germany, Italy and Singapore and for countries where women's labour force participation rates are very low like those in the Gulf region.[2] A similar study that incorporates female entrepreneurship finds the largest gains—approaching 40 percent of GDP—in the Middle East and North Africa.[3]

Today, many countries, including most of the G-20 countries, are operating far below their potential levels of output, and measures are warranted to boost both short-term and long-term growth. Policies to break through the constraints on women's full and equitable participation in labor markets are important growth-enhancing structural measures and warrant more attention from policy makers. In the long run, given the projected sharp slowdown in the growth of the global labour supply as a result of demographic trends, reducing gender gaps in the labour market will become increasingly critical to economic growth.[4]

Beyond the gains for economic growth, gender equality can reduce poverty and foster a more equitable distribution of income. Gender inequality is strongly associated with income inequality, controlling for the standard drivers of income inequality like education. Gender inequality affects income inequality through several channels, including gender gaps in labour force participation rates and part-time work, in wages, and in access to education, health and assets.[5] Indeed, increases in female labour force participation accounted for about 30 percent of the reductions in poverty and income inequality in Latin America between 2000 and 2010.[6]

Women's economic empowerment contributes to the business value chain

The incentives for businesses to support women's economic empowerment are strong—a smart strategy, indeed. A growing body of research from around the world documents and measures the many ways that women contribute value to each link of the business value chain—as suppliers, leaders, employees, suppliers, customers, brand creators, and community members (Figure 4).

Companies with greater gender equality in their workforce and top management can reap a whole range of benefits.[7] Such companies are better able to attract and retain female talent, to motivate their

Figure 1.5

A value chain approach to the business case

As designers, suppliers, contractors, marketers and distributors	As business leaders and board members	As employees	As customers	As a source of brand value and reputation	As community members influencing the market and policy conditions
Sourcing from women-owned enterprises can strengthen the brand and improve access to premium markets.[13]	One more woman in senior management or on a corporate board is associated with 8–13 basis points higher return on assets.[14]	Companies in top quartile for gender diversity are 15 percent more likely to have financial returns above national industry means.[15]	Women make or influence 80 percent of buying decisions and control US$20 trillion in global spending.[16]	A commitment to women can enhance a company's reputation and brand.[17]	More than one in three private sector leaders report increased profits following efforts to empower women in emerging markets.[17]

female workers, to understand and respond to the needs of female customers, and to better address complex problems by incorporating more diverse views. Gender-diverse teams are correlated with higher financial returns[8] and higher innovation potential and outcomes.[9] And businesses with more women in top leadership and board positions enjoy stronger financial performance.[10] A recent (2016) Credit Suisse Research Institute study of more than 3000 companies across all industries and regions found that companies with at least one female board director generated a compound excess return per annum of 3.5% since 2005 compared to companies with all-male boards.[11]

Changing Business Culture and Practice: Proven & Promising Actions

Businesses can take many actions to realize gender equality at work and accelerate women's economic empowerment. Despite differences in size, type of work, composition of stakeholders and place of operations, all businesses have the capacity to make changes in their culture and practices to increase economic opportunities and improve economic outcomes for women, though the specific changes will vary by company.

Indeed, businesses can act on a number of fronts simultaneously to make progress on gender equality and women's economic empowerment, within their own organizations and in their relationships with suppliers, customers, investors, communities and governments (see box 1).

Business measures to eliminate gender gaps in recruitment, pay, promotion and leadership opportunities

First, businesses should identify and commit high-profile leaders to champion gender equality. Sustained and successful efforts require active engagement of company leaders and top management. Corporate and public leaders can be champions of gender equality agendas to influence norms within their company and beyond, raising awareness and inspiring change. The importance of role models is demonstrated in the recent book by Melanne Verveer and Kim Azzarelli, Fast Forward, which interviews more than 70 trailblazing women in global leadership, public service and the corporate world in order to inspire women and promote new norms.[12] The Male Champions of Change initiative in Australia aims to increase women's representation in leadership (box 2). Corporate champions can create

Box 1

Eliminating gender gaps and accelerating women's economic empowerment: Actions for Companies

- Commit visible business leaders to gender equality and women's economic empowerment.
- Improve pay, conditions and prospects for employees:
  - Change human resources policies and processes to eliminate implicit bias in recruitment, hiring, promotion and pay.
  - Establish measures of impact and targets to monitor progress on reducing gender gaps and increasing gender diversity—and hold managers accountable for the realization of targets.
  - Conduct regular reviews of pay equity with avenues of recourse.
  - Offer internal training and mentorship for women to develop hard and soft skills and sponsorship for advancement opportunities.
  - Offer flexible work options.
  - Offer family-friendly policies including paid maternity/paternity leave and support for childcare and elderly care.
- Ensure equity and enhance opportunities for women's economic empowerment in the supply chain:
  - Ensure that workers in company supply chains have safe and healthy working conditions, are not subject to exploitative conditions and human rights violations, are paid decent wages and have basic labour rights.
  - Increase the share of trade and procurement for women-owned enterprises (WOEs) and female cooperatives.
- Design and offer products that meet women's needs and that can reduce the unpaid work and care burden women face.
- Support campaigns and initiatives that promote gender equality and women's economic empowerment in the workplace, in value chains and in communities more broadly.
- Organize and fund socially responsible activities that empower women economically—for example, company-financed programmes for STEM education for women.

cascading effects that can incite other firms to follow suit.

More broadly, all employees can support gender equality. Organizations in which male workers support diversity and inclusion have higher female representation than those in which men are not personally engaged.[13] The #LeanInTogether Initiative, which has more than 500 corporate partners globally,[14] engages men and gives them an opportunity to advocate for gender equality in the workplace, family and society.

Second, businesses should tackle adverse norms and implicit biases in the workplace. New insights into the human mind can help organizations of all types design practices that combat biases in hiring, promotion and pay processes that discriminate

Box 2

Male champions of change influence gender norms and practice in Australia[15]

Male Champions of Change, established by the Australian Human Rights Commission in 2011, works with influential leaders to redefine the role men play in taking action to reduce gender inequality. The initiative activates peer groups of influential male leaders to to step up beside women and act as advocates for gender equality. It contributes to media coverage of gender equality. And it facilitates adoption of high-impact actions across major firms and government agencies.

The coalition has grown from a group of eight of Australia's largest corporations to five peer groups of around 90 CEOs, government department heads and board directors. These leaders' organizations employ around 600,000 people (5 percent of Australia's workforce). Members are selected based on their ability to influence and effect change. Women from the private sector, government and civil society engage in the peer groups by sharing experience and expertise. Each peer group develops, tests and shares actions that leaders can adopt to realize gender equality.

The initiative has led to more than 15 concrete actions implemented in organizations headed by the male champions. One example is the Panel Pledge, in which male champions, when asked to speak or participate in forums, ask how and whether gender balance of speakers, panelists or participants will be achieved. More than 130 leaders have committed to this pledge, and the number of all-male forums in Australia has been dramatically reduced.

Another action is Targets with Teeth, which sets female recruitment and retention targets or quotas in elite sport businesses. Tennis Australia has adopted this policy so that when shortlisting candidates for new roles, two of the five must be female.

against women. Many companies, among them Ernst and Young, Facebook, Google and IKEA Group, have introduced mandatory training for their employees to recognize and counter implicit biases. Governments and civil society actors in Europe have developed guides and checklists to make it easier for firms to eliminate bias from their job evaluations.[16] The General Confederation of the Portuguese Workers has developed the Revalue Work to Promote Gender Equality project,[17] so that industry can better identify unequal pay practices and prevent devaluation of female-dominated occupations.[18]

In their recent books Iris Bohnet and Sheryl Sandberg provide key insights about how to design processes to eliminate implicit gender biases in human resource practices (see box 3and leanin.org for more information). Recommended practices to combat gender biases in the workplace include design thinking and "behavioural nudging," supported by data analytics and digital technologies. New tech start-ups are developing digital platforms to help organizations eliminate implicit biases in human resource functions[19]—an example of how digital technologies can change the future of work, a trend with both positive and negative implications for women's economic opportunities.

In conjunction with combatting implicit biases, companies should set targets or other measures of impact to monitor progress on increasing gender diversity and reducing gender gaps in hiring, promotion and pay; and managers should be held accountable for achieving results. A protocol for pay equity processes (including explicit, objective criteria for initial pay and promotions in addition to regular reviews of pay equity) should be developed to drive gender equality, with the greatest potential in processes that rely on statistical analyses and include formal remediation.[20] Not anchoring salary decisions to prior salaries can overcome bias and inertia in pay decisions.

Third, training and mentorship programmes help female employees to develop their hard and soft skills, as do sponsorship programmes to build their advancement opportunities. Sponsorship programmes in particular have been shown to be important in the promotion of women and the development of a strong pipeline of female talent, in companies and among their suppliers.[21]

Box 3

Gender equality by design in the workplace[22]

In her book, *What Works: Gender Equality by Design*, Iris Bohnet, a behavioural economist and professor at Harvard University's John F. Kennedy School of Government provides evidence and practical tools to redesign how we live, learn and work to eliminate gender bias. Here's a selection of her recommended approaches for recruiting and managing talent.

Apply data to people decisions. This requires several elements, beginning with collecting, tracking and analyzing data to understand patterns and trends. It is important to measure in order to detect what is broken, inform interventions and experiment to learn what works. Calling its human resource department "People Operations," Google has been at the forefront of "people analytics." The data revealed to Google, for example, that an apparent gender gap in quit rates—women were twice as likely to quit as the average Google employee—was in fact a "parent gap." Young mothers were twice as likely to quit. So Google introduced a new maternity and paternity leave plan. Instead of the industry standard of 12 weeks, Google offered new mothers 5 months off and new parents 7 weeks. The impact of this change was significant: new mothers at Google are now no more likely to quit than the average employee.

Attract the right people. It is increasingly well recognized that employers need to purge gendered language from job advertisements and other company communications. Companies like Microsoft, Starbucks, Square and Twitter use predictive language processing technology to de-bias their job advertisements and to use inclusive language to attract a large pool of diverse job applicants.

Create smarter hiring procedures. Among the elements that make a difference are "blind" hiring practices that remove demographic information from job applications, evaluate candidates comparatively, hire in batches and use predictive tests and structured interviews to evaluate candidates —rather than unstructured interviews and panel interviews that tend to reinforce bias.

The Australian Bureau of Statistics introduced blind hiring practices in 2015, withholding names and other identifying information from evaluation committees. The new practices contributed to an immediate increase in the share of female senior executives, from 21 to 43 percent. In April 2016, the British Civil Service, along with entities including HSBC, Deloitte, the BBC and the National Health Service (collectively responsible for employing 1.8 million people in the UK) introduced blind hiring practices. In the United States, an increasing number of employers do away with applicant names, and some employers go even further. Compose Inc., a cloud-storage firm in California, no longer asks job applicants for their resumes but instead has them complete tasks relevant to the job.

Create smarter promotion procedures. Needed changes in promotion practices include the use of both long-term targets and specific short-term, achievable goals, instead of self-evaluations with managers, and holding managers accountable for their assessments. In 2016, Credit Suisse started changing its performance appraisal practices and no longer shares employee self-evaluations with managers in advance of employee appraisals. Self-evaluation processes tend to disadvantage women because they tend to be more self-critical and less confident than men.

Fourth, companies should offer flexible work options and other family-friendly policies including paid maternity and paternity leave benefits (as discussed in the main report on pages 65-69). Motherhood wage penalties and fatherhood wage premiums and the factors behind them (discussed in the main report on page 34) attest to the importance of leave policies in addressing gender gaps in paid work. In addition, many jobs and occupations in businesses, large and small, remain structured to meet the schedules of a stereotypical male who is expected to work long hours on a set schedule and to leave a large share of unpaid work and care to a family partner or paid caregiver. Creating more flexible work options reduces gender inequality in both paid and unpaid work.[23] The need or the preference for "temporal flexibility" in work shapes women's choices of occupations, jobs and places of work and is a significant cause of the gender pay gap.[24]

EDGE, a foundation and private consulting company started in 2011, provides an evaluation and certification tool that companies and organizations can use to assess their policies and practices (box 4). Based on a detailed audit of their performance on several measures of gender equality, companies and organizations qualify for one of three levels of EDGE certification. IKEA Switzerland, a panel member, is the first company to have reached the highest level of EDGE certification, and the World Bank, another panel member, has reached the first level of certification. EDGE is rapidly becoming a globally recognized standard certifying best company practices to achieve gender equality; roughly 110 companies from more than 40 countries and 22 industries are engaged in the EDGE assessment and certification process.[25] Using the same methodology, EDGE has extended its certification work to public sector organizations, including the Federal Economic Competition Commission in Mexico.

Finally, to combat discrimination and implicit bias in political leadership and corporate boards, a growing number of countries are setting numerical targets or quotas for female representation. More than 110 countries have some type of quota for women in parliament[27] and 11 countries have used quotas to increase the gender balance of government agencies.[28] Quotas for corporate boards have been legislatively mandated in nine countries.26 Since gender quotas on corporate boards are a relatively new phenomenon, there is as yet little empirical evidence about their effects on company performance. Box 5 examines the effects of quotas on norms, role models, and performance in local

Box 4

EDGE certification establishes benchmarks and informs organizations on gender equality

EDGE defines and assesses gender equality in a company on four pillars:

1. Gender balance at all levels, as measured by comparing the percentages of women in junior management positions and the executive-level, examining the gender composition of profit and loss responsibility roles, and requiring 30 percent representation by women at the nonexecutive board level.

2. A statistically insignificant unexplained gender wage gap, controlling for observed variables like level of responsibility, seniority and education.

3. A solid framework of effective policies and practices, including equal pay for equivalent work, recruitment and promotion, leadership development and mentoring, flexible working, and company culture.

4. An inclusive culture reflected in high employee ratings of career development opportunities.[435]

To be certified, companies complete an online assessment and then undergo an independent audit, which explores the four pillars by drawing information from organizational data, implemented policies and practices, and employee surveys. After the audit, one of three EDGE certification levels may be awarded to an organization.[26]

The EDGE process and results can inform an organization's gender diversity strategy and priorities, and serve as a benchmarking tool across industries and locations. It can also provide a global stamp that gives visibility and credibility to certified companies.

Using the same methodology, EDGE has extended its certification work to public sector organizations, including the Federal Economic Competition Commission in Mexico and the World Bank.

Box 5

Quotas can improve gender norms and representation

Through the Panchayati Raj Act, India increased the share of women in local government from 5 percent in 1993 to 40 percent in 2005, exceeding the mandated quota of 33 percent. By having a female village leader, the likelihood that a woman spoke up in a village meeting increased by 25 percent. Seeing women leaders changed perceptions, making men more accepting of women as leaders and providing women with more confidence that they could run for public office and compete in male-dominated domains.[29] And in some villages, female chief role models affected girls' personal aspirations and parents' career aspirations for their children.[30]

In 2006, Norway introduced a requirement backed by sanctions that public companies fill their boards with 40 percent women, and the median percentage of female board members among publicly limited companies reached this rate by 2007, from a median of zero in 2003.[31] The mandate activated previously untapped networks of top business women, and over time the number of qualified women at the senior executive level increased.

Young women preparing for a career in business reported being aware of the reform and expected their earnings and promotion chances to benefit. But the increase of female representation at the top did not filter down at the companies to improve pay and representation of women at lower levels. Nor did it prove to have positive role model effects on women's decisionmaking generally: It was not accompanied by any change in female enrolment in business education programmes, for example.[22]

The contrasting experiences suggest that the direct exposure to role models at the local and community level may be more effective in changing attitudes, as seen in other cases involving male role models. It may also be that more time is needed for the broader effects of the Norwegian mandates to be measured and realized.

government in India and on corporate boards in Norway.

Ensuring equity and enhancing opportunities for women's economic empowerment in the supply chain

Alongside changes in their workplace culture and practices, businesses should take actions to achieve gender equality and empower women in their relationships with suppliers. A first step is assessing and addressing the risks of possible exploitation of women in business supply chains. Under the UN Guiding Principles on Business and Human Rights, all businesses are advised to exercise due diligence on issues of gender and discrimination. These principles acknowledge that "businesses with large numbers of entities in their value chains" may find it difficult to conduct due diligence of adverse human rights impacts in all of them. If so, businesses should "identify general areas where risk of adverse human rights impacts is most significant."[32] Industrial outworkers (homeworkers) who produce for global supply chains from their own homes tend to be paid less than factory workers in the same supply chains and have to cover many of the nonwage costs of production including workspace, equipment, electricity and transport. Actions for businesses to consider: recognizing the rights of all of the workers in their supply chains, including industrial outworkers in manufacturing chains and casual day labourers in commodity chains; respecting freedom of association; ensuring safe and healthy working conditions and hours; paying living wages; and engaging with collective organizations.

Some companies are partnering with the public sector or with civil society organizations to protect and empower female workers in their global supply chains. The Better Work programme (box 6) brings together global companies, factories in their supply chains, governments and worker organizations to improve factory conditions and safeguard the rights of workers in the garment industry. She Works, a public–private partnership organized by the International Finance Corporation (IFC), is working with private companies to improve gender

Box 6

Better Work improves quality of garment factory jobs—and business outcomes[34]

The Better Work Programme is a partnership of the IFC and the ILO, established in 2007. Based on an initial assessment of the operations of its partner factories, Better Work provides tailored advisory services and training. The programme is active in 1,300 factories across eight countries.[35]

Since 2009, Tufts University has been independently evaluating the impact of Better Work. The programme has improved labour conditions in participating factories, particularly for their female employees. Factories in Viet Nam saw reduced gender wage gaps three years after the programme started, and in Haiti the gaps started closing soon after the first year. Workers in Haiti also reported having benefited from improved health outcomes, including less frequent headaches and less severe fatigue and thirst.

Better Work was also found to improve workers' well-being outside the factory. Workers in Lesotho who received Better Work workplace cooperation and financial literacy training stated that they could use what they learned to reduce stress and conflict within their households. Similarly, workers who took part in occupational safety and health training reported using the training to improve their families' health.

The evaluation also indicated that improving the quality of jobs can increase worker productivity and factory competitiveness. Vietnamese factories offering their workers markedly better working conditions were 6–8 percent more profitable than comparable factories with inferior working conditions.

equality and enhance employment opportunities for 300,000 women in company supply chains through mentorship programmes, flexible working arrangements and leadership training to increase diversity in management.[33]

To encourage global companies to address problems of poverty, gender inequality and poor working conditions in their supply chains, Oxfam runs the Behind the Brands campaign (box 7), calling for stronger laws to support women workers.[36]

The potential is large for significant increases in the share of company (and government) spending on goods and services going to women-owned enterprises (WOEs). Comprehensive data are lacking, but anecdotal evidence suggests that most large corporations spend less than 2 percent of their procurement budget with WOEs.[37] Increasing gender diversity in supply chains generates economic returns. In 50 companies from the service and manufacturing sectors, companies with established supplier diversity programmes with SMEs and minority-controlled businesses generated a 133 percent higher return on their buying operations than the average comparable company. Companies working with smaller and more diverse suppliers spent 20 percent less on average on their buying operations.[38]

A growing number of large companies, driven by business, community impact and reputation interests, are working to build economic opportunities for women in their supply chains and to provide market-specific training and other support to women often in partnership with the public sector. Some of these companies are members of WeConnect International, a nonprofit organization that identifies, certifies and provides training to WOEs and connects them to qualified local and multinational companies. To join, companies commit to having a global supplier diversity programme.

WeConnect International has a "gold standard" checklist[39] to help multinational companies and multinational organizations evaluate their supplier diversity and inclusion programmes, and to track results. Since its 2009 launch, it has directly supported supplier readiness and business development programmes for over 6,000 WOEs in 100 countries. Corporations work together to make commitments on procurement from WOEs. In 2013, a five-year goal was set to track and measure at least US$1.5 billion in combined total new money spent by commitment makers on WOEs, and by the end of 2014, spending exceeded US$3 billion. A related objective was to implement supplier readiness initiatives, including mentoring by the

Box 7

Behind the Brands influences companies to address gender inequities in supply chains

Behind the Brands, launched in 2013, scores and ranks the world's 10 largest food and beverage companies on their agricultural sourcing policies on seven dimensions: land, farmers, water, women, transparency, workers and climate. The companies—Associated British Foods (ABF), Coca Cola, Danone, General Mills, Kellogg, Mars, Mondelez, Nestlé, PepsiCo and Unilever—collectively generate revenues of more than US$1.1 billion a day and employ millions of people directly and indirectly.[40]

Scorecards for each company, reviewed and updated annually, are based on publicly available information related to company policies on their sourcing of agricultural commodities from developing countries.[41] More than 700,000 campaign actions have been taken by supporters—from signing petitions to targeted online social media to offline mobilizations—and the companies have responded. All but one of the companies have improved their score by at least 10 percent.[42]

While no company has achieved a high score on women's empowerment—the highest in this category is shared by four companies with a 6 ("fair")[43]—most companies have made some gains.

Eight of the 10 companies have signed the UN's Women's Empowerment Principles, and 8 of the 10 have assessed the impact of women producers and workers in their supply chains. Mars, Mondelez and Nestlé have publicly committed to "Look, Listen and Act"—agreeing to carry out and publish assessments to identify and report on the condition of women in their cocoa supply chains, and to develop and publish plans of action to address problems.[44]

Oxfam has also organized a multistakeholder process—with Mars, Mondelez and Nestlé, and with certifiers, NGOs, farmer organizations and traders—to identify good practices for empowering women farmers.[45]

With nine cocoa companies, including Mars, Mondelez and Nestlé, the World Cocoa Foundation launched a multiyear Cocoa Action strategy in 2014 to foster sustainability in cocoa production and improve the lives of cocoa producers in Côte d'Ivoire and Ghana. As part of the strategy, the Jacobs Foundation, headquartered in Switzerland, is coordinating a plan for child and youth education and for women's empowerment.[46]

commitment partners. By the end of 2014, more than 40,000 women had been trained.[47]

An example of procurement from WOEs is the Empowering Peruvian Women Business Enterprises project, supported by the International Trade Centre, which connects WOEs producing alpaca garments to the US market through promotional activities and trains women in market requirements.[48]

Companies can also do more to source from women's collective enterprises in their supply chains. When SABMiller's Nile Breweries in Uganda created a new beer designed to give small-scale subsistence farmers opportunities to participate in the value chain, it worked with farmer associations led by women and these associations came to account for 5 of their top 10 suppliers.[49] Women's organizations and collective enterprises[50] can benefit from training in business and leadership skills, technical advice and assistance (such as how to link to markets and supply chains), and access to enterprise finance.

Companies can also benefit from including women in their supply chains as distributors and retailers. Unilever's Shakti programme in India, launched in 2000, relies on women and their family members to distribute Unilever products in hard-to-reach rural villages. At last count, some 70,000 women and their 48,000 husbands and brothers were working as "Shakti entrepreneurs," reaching more than 4 million households in 162,000 villages.[51] These women generate an income of US$41–US$59 per month—double or triple the typical village income they would likely have earned without Shakti.[52] The programme accounts for about 5 percent of Unilever's total revenues in India.[53]

Outside of efforts to support and enhance the economic empowerment of women as employees and supply chain actors, companies can support and enhance the economic empowerment of women as customers and women in communities. This includes designing and offering products that meet women's needs or that can reduce the unpaid work and care burden women face. Secondly, it includes supporting or launching campaigns and initiatives that promote gender equality and women's economic empowerment (such as the aforementioned #LeanInTogether campaign). Ground-breaking campaigns launched by companies include "Like A Girl," which was launched by Procter & Gamble in 2013 and opened up a mass-media dialogue for women to talk about everyday sexism. Another example is the #SharetheLoad television campaign in India, which in 2015 drew attention to the belief that laundry is exclusively a woman's job. Third, companies can organize and fund socially responsible activities that empower women economically. For example, a number of tech companies support STEM education, including Google, IBM, and Mozilla Cisco has a Women's Action Network that organizes information technology events for young women, and has pledged that by 2020, 20 percent of its US staff will volunteer at least 20 hours annually to inspire students in STEM education.[54] Initiatives elsewhere include the India-based education company, Robotix, which has a free programme called Indian Girls Code, focused on disadvantaged girls,[55] and the US-based nonprofit Girls Who Code, which has enrolled more than 40,000 high-school girls in its summer immersion programme.[56]

The Women's Empowerment Principles

Companies can make a visible commitment to gender equality and women's economic empowerment at the global level by becoming signatories to the Women's Empowerment Principles, a joint initiative of UN Women and UN Global Compact. More than 1280 companies have signed the principles since they were launched in 2011 (see box 8).

Box 8

The Women's Empowerment Principles offer guidance to businesses

Seven Women's Empowerment Principles can guide businesses on how to promote gender equality and empower women:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work—respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality throughout community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

NOTES

1. Goldman Sachs, Japan: Portfolio Strategy, Womenomics 4.0: Time to Walk the Talk, May 2014.

2. Oxford Strategic Consulting, 2010.

3. Cuberes, David and Marc Teignier, Aggregate Effects of Gender Gaps in the Labor Market: A Quantitative Estimate, 2015.

4. Dobbs, Richard, Manyika, James and Jonathan Woetzel, No Ordinary Disruption: The Four Global Forces Breaking All the Trends, McKinsey Global Institute, 2015.

5. Gonzales, Christian, Sonali Jain-Chandra, Kalpana Kochhar, Monique Newiak, and Tilek Zeinullayev. 2015. “Catalyst for Change: Empowering Women and Tackling Income Inequality.” IMF Staff Discussion Note, Washington, DC. October 2015.

6. World Bank. 2012. “The Effect of Women’s Economic Power in Latin America and the Caribbean” https://openknowledge.worldbank.org/bitstream/handle/10986/11867/9780821397701.pdf?sequence=1. Accessed 23 July 2016.

7. Noland, M., T. Moran and B. Kotschwar. 2016. “Is Gender Diversity Profitable? Evidence from a Global Survey.” Working Paper 6-3. Peterson Institute for International Economics, Washington, DC. https://piie.com/publications/wp/wp16-3.pdf. Accessed 26 August 2016. Morgan Stanley. 2016. “Why it Pays to Invest in Gender Diversity.” New York.

8. Hunt, Vivian, Dennis Layton and Sara Prince. 2015. Diversity Matters. McKinsey & Company. https://web.duke.edu/equity/toolkit/documents/DiversityMatters.pdf. Accessed 26 August 2016.

9. Gratton, Lynda. 2007. Innovative Potential: Men and Women in Teams. London: London Business School. http://www.lnds.net/blog/images/2013/09/grattonreportinnovative_potential_nov_2007.pdf. Accessed 26 August 2016.

10. Noland, M., T. Moran and B. Kotschwar. 2016. “Is Gender Diversity Profitable? Evidence from a Global Survey.” Working Paper 6-3. Peterson Institute for International Economics.Credit Suisse Research Institute. 2014. The CS Gender 3000: Women in Senior Management. Zurich. Morgan Stanley. 2016. “Why it Pays to Invest in Gender Diversity.” New York. Kim, D., and L. Starks. 2016. “Gender Diversity on Corporate Boards: Do Women Contribute Unique Skills?” American Economic Review 106 (5): 267–271.

11. Credit Suisse Research Institute. (2016). The CS gender 3000: The reward for change. Credit Suisse.

12. Azzarelli, K. & Verveer, M. (2015) Fast forward: How women can achieve power and purpose. New York: Houghton Mifflin Harcourt Publishing Company.

13. Mercer (2016). When women thrive, businesses thrive. Mercer.

14. Our partners. Lean In. Retrieved on August 3, 2016 from http://leanin.org/partners.

15. Broderick, Elizabeth, Annika Freyer, and Lisa Pusey. Male Champions of Change Initiative, Australia. Policy Brief. October 2016. Accessed August 29, 2016.

16. Job evaluation free from gender bias / making pay differences transparent. European Commission. Retrieved in August 3, 2016 from http://ec.europa.eu/justice/gender-equality/

gender-pay-gap/national-action/job-evaluation/index_en.htm

17. http://www.cgtp.pt/cgtp-in/381.

18. Retrieved on July 26, 2016 from http://ec.europa.eu/justice/gender-equality/gender-pay-gap/national-action/job-evaluation/index_en.htm.

19. For more information on Unitive, please see http://www.unitive.works. For more information on Gapsquare, please see https://gapsquare.com.

20. Mercer (2016) When women thrive, businesses thrive. Mercer.

21. Catalyst (2011) Sponsoring women to success. Catalyst. Retrieved from http://www.catalyst.org/system/files/sponsoring_women_to_success.pdf. Hewlett, S. (2013). Forget a mentor, find a sponsor: The new way to fast-track your career. Boston, Massachusetts: Harvard Business School Publishing Corporation.

22. Bohnet, I. (2016) What Works: Gender Equality By Design. ISBN 9780674089037. Publication: March 2016.

23. European Trade Union Confederation. Working Time, Gender Equality, And Reconciling Work And Family Life. 2010.

24. (2016). The True Story of the Gender Pay Gap. Freakonomics. Retrieved from http://freakonomics.com/podcast/the-true-story-of-the-gender-pay-gap-a-new-freakonomics-radio-podcast/.

25. Unguresan, A. (2016, August 5). Personal communication.

26. EDGE generic presentation. EDGE Strategy. http://www.edge-cert.org/.

27. The World Bank. 2015. Women, Business, and the Law 2016. Retrieved from http://wbl.worldbank.org/~/media/WBG/WBL/Documents/Reports/2016/Women-Business-and-the-Law-2016.pdf. Krook, M. L. and Pippa Norris. 2014. Beyond Quotas: Strategies to Promote Gender Equality in Elected Office. Political Sutdies, Vol 62 (2-10). 2014. http://mlkrook.org/pdf/ps_krook_norris_2014.pdf. Accessed 31 August 2016.

28. International Labour Organization (ILO). (2016). Women at work: trends 2016.

29. Duflo, E., Chattopadhyay, R., Pande, R., Topalova, P., & Beaman, L. (2009) Powerful Women: Does Exposure Reduce Bias? The Quarterly Journal of Economics, 124 (4): 1497-1540.

30. Beaman, L., Duflo, E., Pande, R., & Topalova, P. (2012). Female leadership raises aspirations and educational attainment of girls: A policy experiment in India. Science, 335 (6068): 582-586.

31. Bertrand, M., Black, S., Jensen, S., Lleras-Muney, A. (2014). Breaking the glass ceiling? The effect of board quotas on female labor market outcomes in Norway. The National Bureau of Economic Research.

32. United Nations Human Rights Office of the High Commissioner (2011) Guiding Principles on Business and Human Rights. Retrieved from http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

33. (2014). IFC Launches She Works Partnership to Advance Women's Employment in the Private Sector. World Bank. Retrieved from http://www.worldbank.org/en/news/press-release/2014/09/22/ifc-launches-she-works-partnership-to-advance-womens-employment-in-the-private-sector.

34. (2016) Better Work contribution to HLP women economic empowerment. Better Work. Brown, Drusilla, Laura Babbitt, Elyse Voegeli, Rajeev Dehejia, Nitya Agrawal, Dirayati Djaya, Ana Antolin, Claire Sleigh, Tarek Makawi, Gabriel Rondon Ichikawa, Claire Schupmann, Shulin Jiang, Dana Kaufman, Janet Rubin, Avni Mittal, Lei Zhu, Shuyuan Hu, Riddhima Sharma, Xirong Lin, Emily Rourke. (2016) "Impact Evaluation of Better Work – A report from Tufts University", Mimeo, Tufts University

35. Bangladesh, Cambodia, Haiti, Indonesia, Jordan, Lesotho, Nicaragua and Vietnam

36. For more information on Behind the Brands, see http://www.behindthebrands.org/en-us.

37. Ernst & Young (2009). Scaling up: Why women-owned businesses can recharge the global economy. EY.

38. (2016). 2016 supplier diversity study. The Hackett Group. Retrieved from http://www.thehackettgroup.com/studies/2016/supplier-diversity/.

39. The checklist can be found at: https://weconnectinternational.org/images/supplier-inclusion/GoldStandard_Checklist_v1.pdf.

40. Journey to sustainable food. Oxfam. Retrieved from https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/bp-journey-to-sustainable-food-btb-190416-en.pdf.

41. About. Behind the Brands. Retrieved on August 8, 2016 from http://www.behindthebrands.org/en-us/about.

42. Journey to sustainable food. Oxfam. Retrieved from https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/bp-journey-to-sustainable-food-btb-190416-en.pdf.

43. (2016). Company scorecard. Behind the Brands. Retrieved from http://www.behindthebrands.org/en/company-scorecard.

44. Women and chocolate: An action roadmap. Behind the Brands. Retrieved on August 8, 2016 from http://www.behindthebrands.org/en/campaign-news/women-cocoa-roadmap.

45. Zoen, Sarah. Oxfam Analysis and Recommendations to Mars, Mondelez, and Nestleon Gender Equality in the Cocoa Sector. Background Paper. October 2014. Accessed August 29, 2016. https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/women-and-cocoa-analysis-oct-2014.pdf.

46. http://jacobsfoundation.org/wp-content/uploads/2015/11/JF_TRECC_QA_E_FINAL.pdf

47. Vazquez, E., and A. Sherman. 2013. “Buying for Impact: How to Buy from Women and Change our World.” Advantage, Charleston, South California. Published February 20, 2013.

48. International Trade Centre. 2015. “Unlocking Markets for Women to Trade.” Geneva. http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/women_in_trade_web.pdf. Accessed July 2016.

49. http://www.sabmiller.com/home/explore-beer/beer-blog/article/why-unlocking-women-s-full-potential-is-about-much-more-than-creating-economic-opportunities.

50. Collective enterprises are enterprises with some links in the production-distribution cycle undertaken collectively: collective marketing of goods produced independently, collective production in joint workplaces with jointly owned equipment, collective purchasing of inputs, and/or collective negotiating of work orders.

51. Enhancing livelihoods through Project Shakti. HUL. Retrieved on August 21, 2016 from https://www.hul.co.in/sustainable-living/case-studies/enhancing-livelihoods-through-project-shakti.html; Unilever. 2015. Unilever Sustainable Living Plan – India Progress 2015. Retrieved from https://www.hul.co.in/Images/unilever-sustainable-living-plan-india-2015-progress-report_tcm1255-483536_en.pdf

52. Coffey, R., Narsalay, R., & Sen, A. (2012). Hindustan Unilever: Scaling a cost-efficient distribution and sales network to remote markets. Accenture. Retrieved from https://www.accenture.com/_acnmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Dualpub_23/Accenture-Unilever-Case-Study.pdf.

53. Kramer, Mark R. “Creating shared value.” Harvard business review 89.1/2 (2011): 62-77.

54. Fairchild, C. (2015). Cisco’s plan to solve tech’s diversity problem: Start from the top. Fortune. Retrieved from http://fortune.com/2015/03/05/cisco-women-in-tech/.

55. Please see http://www.robotixedu.com/socialinitiatives.aspx#igl.

56. Please see https://girlswhocode.com/.