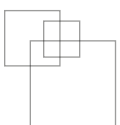




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PROMOTING WOMEN IN BUSINESS AND MANAGEMENT:
A HANDBOOK FOR
NATIONAL EMPLOYERS'
ORGANIZATIONS



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Preface

In recent years the International Labour Organization (ILO) Bureau for Employers' Activities (ACT/EMP) has focussed on the role of women in business and management and its relevance for national employers' organizations and business membership organizations. With the educational level of women surpassing that of men in many parts of the world and women's growing consumer power, companies are increasingly recognizing the need to recruit and retain talented women. Indeed, gender diversity at all levels, as well as other forms of diversity, is becoming a strategic asset. Gender balance in top level management and decision-making is recognized today as a critical factor for building effective and competitive businesses and organizations.

In recent years, evidence-based research has contributed to the business case for gender diversity. Business, government and academia have called for greater representation of women on company boards and in executive management. A range of gender equality initiatives are now underway heralding change in country after country.

The aims of these initiatives support the 17 Sustainable Development Goals (SDGs) adopted by United Nations member States in 2015 to end poverty, protect the planet, and ensure prosperity for all over the next 15 years. The Goals underline the important role of the private sector in strengthening the enabling environment for doing business and building markets around the world. They include targets to reduce inequality and promote gender equality, decent work and economic growth. Goal 5 on achieving gender equality and empowering all women and girls is relevant in this context, particularly target 5.5 to "ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life." Over the last decade, thousands of companies around the world have joined the United Nations Global Compact that today promotes the Sustainable Development Goals. More than 1,100 chief executive officers are signatories to the Women's Empowerment Principles agreed by members of the Global Compact.

ACT/EMP is pleased to present this Handbook for national employers' organizations to help them join this effort and reap the benefits of promoting gender equality for their organizations and their members.

The Handbook is a direct follow-up to the release of the ILO global report *Gaining Momentum: Women in Business and Management*, which provided up-to-date statistics, measures and initiatives on advancing women in business and management (WIBM), and presented the business case for gender equality at the highest decision-making levels. The global report was launched in April 2015 in London at an international conference organized by the ILO with the International Finance Corporation and Confederation of British Industry. As a follow-up to the global report, regional WIBM reports and conferences were launched in the Asia-Pacific region in July 2015, held in partnership with the Singapore National Employers' Federation, and in February 2016 in Muscat, hosted by the Oman Chamber of Commerce and Industry. A similar regional conference is planned for Latin America and the Caribbean in 2017.

The current phase of the initiative continues to promote the business case for WIBM at the national level and it is developing tools that will help employers' organizations to better assist their members to respond to rapid changes in society, the labour force and the business environment. The aim is to ensure sustained action on WIBM by equipping employers' organizations and their members to act as catalysts at the national level for promoting women's advancement and leadership.

The Women at Work Centenary Initiative, a cornerstone for the ILO in promoting gender equality, provides an important framework for WIBM. The Initiative will survey the situation of women in the world of work today to identify impediments to progress on gender equality and women's empowerment.

I would like to thank all those who contributed to the Handbook, particularly the representatives of the national employers' organizations in regions throughout the world who provided information and shared valuable insights. I look forward to future collaboration on promoting women's talent and gender diversity in the years to come.



Deborah France-Massin

Director
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International Labour Office

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Abbreviations

ACT/EMP	Bureau for Employers' Activities
BUSA	Business Unity South Africa
CBI	Confederation of British Industry
CEO	chief executive officer
EEO	equal employment opportunity
EO	employers' organization
FICCI	Federation of Indian Chambers of Commerce and Industry
FLO	FICCI Ladies Organisation
FPCCIA	Federation of Palestinian Chambers of Commerce, Industry and Agriculture
ILO	International Labour Organization
IOE	International Organisation of Employers
ITCILO	International Training Centre of the International Labour Organization
OECD	Organisation for Economic Co-operation and Development
UN	United Nations
UNDP	United Nations Development Programme
WIBM	women in business and management



Introduction

Background

During 2013–14, the International Labour Organization (ILO) Bureau for Employers' Activities (ACT/EMP) launched a research effort on the status of women in business and management around the globe. It conducted five regional workshops and a survey of 1,300 companies. On 15 January 2015, it released an authoritative report, *Women in Business and Management: Gaining Momentum*, which attracted wide media attention. In London in April 2015, ACT/EMP organized an international conference on Reflecting Global Change: Women in Business and Management together with the International Finance Corporation of the World Bank Group and hosted by the Confederation of British Industry. Similar regional conferences were held in July 2015 in Singapore for the Asia and the Pacific and in February 2016 in Muscat for the Middle East and North Africa. A conference for Latin America and the Caribbean will be held in 2017.

Companies and employers' organizations (EOs) from around the world participated in and contributed to all these activities, and provided valuable baseline data as inputs to the global report. They identified obstacles to women's leadership and measures to promote more women in business and management, as well as created a solid road map for attaining gender equality at all levels.

The purpose of this handbook

EOs and business membership organizations have a vital role to play in supporting their members along the journey to greater gender equality. As a follow-up to the international and regional actions described above, this handbook provides practical guidance on what EOs can do to support women's leadership in the world of business. A companion publication, *The Gender Diversity Journey: Company good practices*, provides practical examples of actions to promote gender equality drawn from a wide range of companies worldwide.

This handbook is designed for EOs to familiarize themselves with trends and approaches to gender equality and diversity implemented in EOs and businesses. It discusses ways that EOs can advance women in business and management and better serve their members. Examples have been drawn from EOs around the world and case studies from EOs in different contexts (India, the Occupied Palestinian Territory, South Africa and the United Kingdom) illustrate varied initiatives and reflect challenges and the future work for EOs to foster greater gender equality. Summaries of the EO initiatives are available in the annex.



Breaking through the glass ceiling: young woman Chief Executive Officer, Argentina

Chapter 1

Women in business and management for employers' organizations: The business case

Advocating for and supporting the advancement of women in business and management makes economic sense and can enhance the membership base and influence of an EO. Companies that embrace gender equality have the potential to grow their bottom line by increasing their access to talent, improving their reputation, promoting diversity of thought and accessing markets increasingly controlled by women.

1.1 GENDER EQUALITY AND DIVERSITY FOR COMPANIES: THE EVIDENCE

Traditional stereotypes of the productive and reproductive roles of men and women are changing and shaping today's dynamic labour markets with implications for business outcomes. Women are no longer limited to support or care roles within the family and they have made great strides towards equal opportunities in the labour market. Many women are professionals and managers or run their own businesses, while men are increasingly involved in the care of the family and have taken on a greater share of household tasks. Today, not only talented women, but also talented men seek employment that enables full commitment to both their job and family. To be competitive in recruitment and retention of qualified and talented candidates, many businesses are offering employment conditions that enable women and men to balance their roles at work and at home.

In recent years, a growing body of research identified a 'gender dividend' that businesses gained by increasing the percentage of women employees from the entry level to senior management. Women's economic empowerment and a greater overall gender balance improve economic growth, financial performance and organizational effectiveness.

Research found that Fortune 500 companies with a higher number of women board directors performed better in terms of return on sales.¹ Similarly, a study conducted in the Asia-Pacific region found that boardroom gender diversity was low, but it had increased to 9.3 per cent across 10 economies. Moreover, the appointment of female directors and gender diverse boardrooms are, on average, positively associated with a firm's subsequent improved performance, but with large cross-country and cross-measurement differences. Firm performance is highest when there are at least two women on the board.²

A survey of gender balance in almost 2,200 companies in 91 countries reported positive links between the number of women executives and company performance. Companies performed best when they had more women executives, followed by more women as board members.³ The study pointed out that having a women chief executive officer (CEO) had little effect on company outcomes if there were no other women in the management structure, and noted that this showed the importance of a strong pipeline of women managers. More recent studies have shown that the correlation between business performance and mixed male and female management teams at different levels is stronger than the correlation between business performance and a single female CEO or board member.⁴

Companies themselves are examining the pros and cons of gender diversity, conducting their own internal reviews and creating an internal business case for gender diversity. As Pricewaterhouse Cooper stated "gender diversity is not a women's issue but a business issue that deeply impacts the bottom line".⁵ Ernst and Young conducted internal research on 22,000 audit assignments globally (Europe, Middle East, India and Africa) and found a direct correlation between diverse teams, profitability and quality.

Morgan Stanley Capital International (MSCI) Environmental Social and Governance reported that "Companies in the MSCI World Index with strong female leadership generated a return on equity of 10.1 per cent per year versus 7.4 per cent for those without (as of 9 September 2015, measured on an equal-weighted basis), confirming previous research, though we could not establish causality. We also found that companies lacking board diversity suffered more governance-related controversies than average."

Source: MSCI Environmental Social and Governance: Women on Boards: Global Trends in Gender Diversity on Corporate Boards, 2016.

¹ Catalyst: *2011 Catalyst Census: Fortune 500 Women Board Directors* (New York, 2011).

² Asian Development Bank: *Women's Leadership and Corporate Performance*. Economics Working Paper Series No. 472, 2016.

³ M. Noland, T. Moran and B. Kotschwar: *Is Gender Diversity Profitable? Evidence from a Global Survey*. Working Paper Series No. 16-3, Peterson Institute for International Economics, 2016.

⁴ S. Ellison and W.P. Mullin: "Diversity, Social Goods Provision, and Performance in the Firm", in *Journal of Economics and Management Strategy* (Boston, MIT, 2011).

⁵ PricewaterhouseCoopers LLP: *Gender and the workplace, a resource guide* (Ontario, Canada, 2010).

At SODEXO, an internal review of work teams found that those with gender balance (i.e. 40–60 per cent of either gender) were 23 per cent more likely to show growth in profit over the three-year period examined and were 13 per cent more likely to have revenue growth. They also significantly improved employee engagement and brand image, the latter being important for client retention.

Source: ILO ACT/EMP, IFC and CBI: Reflecting Global Change: Women in Business and Management. International conference, London, 28 Apr. 2015.

The following factors contribute to the rationale for gender balance in management and leadership.

- The talent pool is increasingly female: Today more university degrees are awarded to women than men in most areas of study in country after country. While women represent a smaller share of graduates in engineering and technology, they are catching up. Taking advantage of the skills of educated women makes economic sense, especially as demand for skill and talent increases around the world.
- Growing market of women consumers: Globally women are 40 per cent of the workforce and run 30 per cent of businesses, therefore, women hold significant personal wealth and represent a large proportion of the consumer market. In addition to their considerable purchasing power, women often make financial decisions for the whole household.
- Improving decision-making through diversity of thought and perspectives: The perspectives of both women and men are key in the research, design, production and delivery of products and services. Capturing these perspectives in work teams better gauges consumer interest and demand. Diverse teams generally enhance creativity and innovation.
- Abiding by legal and constitutional provisions: Most countries have laws and constitutional provisions for non-discrimination on the grounds of sex and many have non-discrimination and equal employment opportunity (EEO) laws.⁶ Some countries require businesses to report on gender equality indicators, and some, particularly in Europe, require specified quotas for gender balance among board members of listed companies.
- Enhancing business reputation: Companies with a strong reputation among their industry peers have double the proportion of female executives.⁷
- Satisfying shareholders: Surveys of shareholders report that they wish to invest in companies with gender diverse boards and management.

⁶ Providing equal opportunity and treatment means that employers do not discriminate in hiring and job promotion, working conditions and terms of employment, training and dismissal. Grounds of discrimination commonly legislated include, sex, race, colour, age, ethnic origin, religion, political affiliation and trade union membership. As time goes by new grounds are being added by law or on a voluntary basis. These include pregnancy, disability, HIV status, and sexual orientation.

⁷ Weber Shandwick: *Weber Shandwick Research Finds Companies with Strong Reputations Have Twice as Many Women in Senior Management*, 2016, <https://www.webershandwick.com/news/article/weber-shandwick-research-finds-companies-with-strong-reputations-have-twice> [accessed 2 Nov. 2016].

1.2. THE BUSINESS CASE FOR EMPLOYERS' ORGANIZATIONS

Better positioned to serve the needs of EO members

While many members of EOs are already implementing EEO or gender inclusive policies and recruiting women to their management teams and boards, others have yet to begin. They may be unaware of the benefits of improved gender balance for their business outcomes or they may be unsure of how to attract and retain women. EOs can seize this opportunity to include gender equality in their advisory services and training activities for members. In addition, EOs could do the following: (1) support knowledge sharing on how human resource management systems play a strategic role in advancing gender equality within a company; and (2) participate in or even lead a knowledge sharing network of companies to highlight successes and lessons learned in different sectors. Today, companies want to know more about the combination of measures and initiatives that translate greater gender diversity into better business results.

Attracting women business owners as EO members

Reaching out to women business owners and women's associations can bring many benefits to EOs. Women usually experience more challenges and obstacles than men in starting and running their own businesses. This is often due to gender stereotyping and problems related to longstanding gender inequalities such as the lack of collateral or land ownership necessary to obtain credit. Nevertheless, many studies have shown that women are reliable borrowers and run successful business once they receive the right support. To mitigate those challenges, governments have enacted policies and programmes and women's associations have developed credit facilities and business support services. EOs can support and strengthen such initiatives by publicly calling for policies and programmes that catalyse women's business ventures.

By taking steps to attract women business owners as members, EOs can grow their membership, expand their network circles and enhance their public image. An efficient way to attract women business owners as EO members is to strengthen links and build alliances between apex level organizations and women's business associations. EOs can offer benefits to women business owners, including information, advice and support.

Policy advocacy agenda and EO image enhancement

The support of EOs for policies and measures that promote greater gender equality, diversity and the recognition of women's talents in business development can make a positive contribution to the advancement of women in business and management. EOs can canvass their members to collect information and collaborate with various business and women's networks as well as academic institutions. Engaging in the public arena can enhance the visibility and image of the EO and win the support of women. This is particularly relevant to public discussions of legislation related to gender equality (e.g. working time, child care, parental leave) and policy-making on support for micro, small and medium-sized businesses, which is often the subject of consultation with business organizations.

Advocating for gender equality may mean that the EO needs to venture into fields beyond its traditional focus, for example, to voice concerns about business obstacles that stem from provisions of family law. Even when legal reform has been achieved, traditions and practices may continue to be obstacles to cultural change in the interest of women in business.

Box 1 provides an example of action taken by the International Organisation of Employers in support of gender equality.

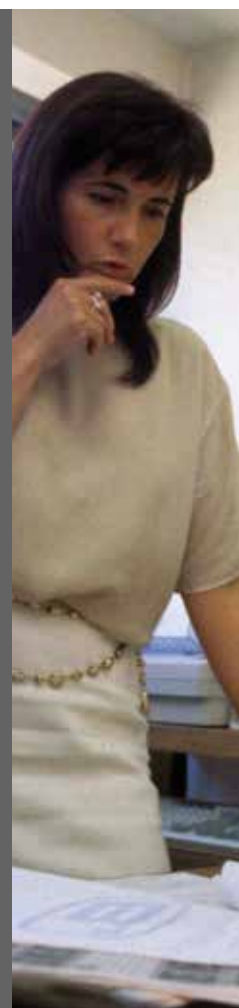
BOX 1

International Organisation of Employers (IOE) promotes women's economic empowerment and fosters women's talent

Gender parity is a priority in the IOE strategic plan. It recognizes that women face challenges throughout various stages of employment, and these challenges and the means to overcome them depend on the national, social, cultural and economic contexts in which women live and work.

The IOE has been working alongside its members of more than 150 business and employers' organizations in achieving gender parity. In 2016, the IOE signed the Geneva Gender Champions Panel Parity Pledge, signaling its commitment to equal gender distribution of spokesperson roles in panels and debates and to organize awareness raising events on the importance of gender parity and the role that employers' organizations can play.

The IOE is visible in international forums on gender equality and works closely with organizations such as the ILO, the International Federation of Business and Professional Women (BPW International), and the Business and Industry Advisory Committee of the Organisation for Economic Co-operation and Development (OECD). The IOE supports the efforts of the Business and Industry Advisory Committee to contribute to the implementation of the OECD Recommendation of the Council on Gender Equality in Employment, Education and Entrepreneurship. The IOE is also making more resource material available to its members via the IOE resource portal on its website on women's economic empowerment and fostering female talent.





Chapter 2

Promoting women in management

How can EOs promote women in management?

- **Conduct research on women in business and management.** In collaboration with academic institutions and government agencies, promote the development of national statistical data and information on women in business and management in the private sector and provide insight on obstacles to women's advancement.
- **Advocate for the business case for EEO and gender equality.** Communicate the business case for gender equality at the management level to EO members and advocate for policies that promote women's access to decision-making in the private sector.
- **Promote socially responsible and gender diverse businesses.** Use existing initiatives and principles such as the UN Global Compact and the Women's Empowerment Principles to promote gender equality and greater representation of women in member companies.
- **Provide advisory services to members on gender diversity** and training services on developing and managing a diverse workforce.
- **Build networks** and create opportunities for members to network and share good practices on gender diversity. Play a convening role for women's business associations and organizations to foster collaboration, strengthen their voice and influence policy discussions.
- **Implement company and industry recognition awards.** Establish independently or in collaboration with other organizations, national and or industry awards for successful promotion of women in management and to recognize successful women in business.

Annex table A1 provides a summary of EO activities in support of women in management.

2.1. RESEARCH ON WOMEN IN BUSINESS AND MANAGEMENT

Most countries lack national statistical data and information on women in business and management in the private sector. Research can provide insight specific to the country and culture on the obstacles to women's leadership, and recommend strategies to overcome the challenges. The findings can be shared with business communities to help them understand the issues and identify solutions.

EOs can collaborate with academic institutions, non-governmental organizations or government agencies to generate baselines and monitor change over time. This data is key for advocacy activities and for member companies to assess the situation and act. Data on women at different levels of management, including at the CEO and board level, and in different sectors can be collected through surveys and interviews. Similarly, data on the proportion of women business owners can identify differences between small, medium and large-sized enterprises and the sectors where they operate.

By initiating research and collaborating with others, EOs can gain greater visibility and provide forward-looking input to their members. Several examples are provided in this section.

The Montenegrin Employers' Federation conducted research and made recommendations on eliminating barriers and increasing the number of women in management. The Federation conducted a poll of its member companies to identify and promote practices of employers with good working conditions for women and encourage women's empowerment in the workplace. It also created brochures on promoting equality and preventing discrimination at work in Montenegro. The brochures focused on legal frameworks including ILO conventions, European Union directives and national legislation, and encouraged companies to apply and integrate equality and non-discrimination principles in their standard human resources practices.

The Federation of Kenya Employers conducted a baseline survey to better understand the factors that impede women's participation in leadership and inhibit their representation on boards. The survey was conducted in 2013 across Kenya. The findings were used to develop the business case for gender equality and facilitated the design and implementation of Female Future Kenya, a leadership and boardroom competence development programme that aims to recruit more women to senior executive positions and to the boardroom. The Federation continues to disseminate the survey report to employers and advise them on empowering women and providing leadership opportunities for them.

In Chile, the Confederation of Production and Commerce established the Commission of Women, Entrepreneurship and Labour that focuses on gender issues. The Commission is carrying out a comparative diagnosis of women in management by gathering national statistics and conducting surveys with companies affiliated with the Confederation. It is also conducting focus group discussions on the needs of women managers and qualitative analysis of the challenges they face. The Commission of Women, Entrepreneurship and Labour developed specific measures as the basis for collaboration and partnerships with relevant institutions in the public sector.

2.2. ADVOCATING FOR EQUAL EMPLOYMENT OPPORTUNITY AND GENDER DIVERSITY

Many countries have adopted or are considering legislation that responds to changes in traditional divisions of labour between women and men. This legislation impacts the engagement of both men and women in the labour market and concerns such issues as maternity, paternity, parental leave, child care, sexual harassment and working time. In addition to those measures, some countries have enacted quotas to increase the share of women on boards, and some countries require companies to report on gender indicators.

EOs are in a strong position to advocate for women in management and for policies and legal frameworks that promote women's access to decision-making roles in the private sector. To promote women in business and management EOs can: (1) advocate the business case for gender equality to their members; (2) propose and support legislative measures to increase the number of women participating in the labour market, particularly in business and management; and (3) provide inputs on the practical application for such measures to be effective. EOs can undertake activities either themselves or with partners to promote EEO and diversity approaches. Information, data and analysis are essential for successful advocacy. In some countries, including Argentina, Plurinational State of Bolivia, Brazil, Chile, Dominican Republic, Paraguay, Portugal and Uruguay, EOs participate in national tripartite commissions on gender equality in employment.

In 2005, three European employers' and business organizations (BUSINESSEUROPE, the European Centre of Employers and Enterprises, and the European Association of Craft, Small and Medium-sized Enterprises) and the European Trade Union Confederation signed the *Framework of Actions on Gender Equality* to promote gender equality in the labour market and the workplace. The four priorities of the Framework are: (1) addressing gender roles; (2) promoting women in decision-making; (3) supporting work-life balance; and (4) tackling the gender pay gap. A gender equality toolkit was developed as a follow up to the 2005 Framework to enhance knowledge and understanding of successful gender equality initiatives launched by national business associations and trade unions in the European Union. One hundred good practices have also been collected and made available through a database. The toolkit inspired and catalysed the design, negotiation and dissemination of effective measures in different enterprises and working environments.

Business New Zealand and the Ministry for Women jointly published a booklet on the economic case for the empowerment of women. This publication highlighted that collaboration between representatives of business and the Ministry for Women can have a powerful effect. It created ongoing media attention and established a strong relationship between the Ministry for Women and the New Zealand business community. Today, Business New Zealand is the primary consultation point for Ministry initiatives with the private sector. This type of collaboration ensures that government agencies undertake achievable initiatives and facilitate win-win relationships between the Ministry for Women and the private sector.

The Moroccan Association of Women Business Owners is an affiliated member and executive bureau member of the General Confederation of Moroccan Enterprises. In 2016, the Association launched a project on gender mainstreaming to raise the awareness of

human resources personnel in its member companies and to conduct research on the proportion of women managers in companies and on company measures to facilitate work and family balance.

2.3. INTERNATIONAL FRAMEWORKS FOR EQUALITY

EOs can promote gender equality through the UN Global Compact and the Women's Empowerment Principles, a joint initiative of several UN agencies to provide a framework for business on empowering women in the workplace, marketplace and community. By signing the CEO Statement of Support for the Principles, business leaders demonstrate to internal and external stakeholders that commitment to gender equality is a top priority. Many companies that are members of national employers' organizations have signed on to the Women's Empowerment Principles as part of corporate social responsibility efforts, and have encouraged companies in their supply chain to do the same. These companies can be included in networks that share good practices, thereby expanding the core group of interested companies and further promoting gender equality.

Over 800 local and national business organizations have signed on to the Principles, including the National Confederation of Industry in Brazil (*Confederação Nacional da Indústria*), and the Federation of Indian Chambers of Commerce and Industry (FICCI).

The Montenegrin Employers' Federation was the first EO to sign the Global Compact in Montenegro. The Peruvian EO, *Confederación Nacional de Instituciones Empresariales Privadas*, was the first organization in Peru to sign the UN Global Compact, and it serves as the national technical secretariat for the Global Compact with more than 120 member organizations.

At its Annual Women's Conference in 2015, the Federation of Uganda Employers launched the UN Women's Empowerment Principles, together with the Uganda Women Entrepreneurs Association, a member of Federation. Over 25 CEOs in Uganda signed up to be ambassadors for women within their own companies. The Federation is in contact with these CEOs to monitor their actions and progress.

In 2014 the Australian Chamber of Commerce and Industry hosted a Forum in Sydney on the Women's Empowerment Principles, and actively encouraged companies to become signatories. As a result, 29 organizations adopted the Principles, including the Chamber itself. Working with the Australian Department of Foreign Affairs and Trade, the Chamber is rolling out a project to advance and support women's economic empowerment in the Indian Ocean Rim Association countries through the International Chamber of Commerce network. The project is going forward in Indonesia, the United Arab Emirates and South Africa, with the corresponding chambers on women's access to education, markets, capital and technology. To develop women's skills for trade and digital literacy, the Australian Chamber of Commerce and Industry is organizing a range of skills development and training seminars on mobilizing women in trade, the practicalities of trade and how mobile technology can advance businesses owned by women.

BOX 2

Gender equality standards in business

EOs can assist their member companies to achieve gender equality standards by helping them measure their progress. There are many ways to measure gender equality, as well as global indexes to measure composite results. These include national institutions for women and gender equality, the Gender Empowerment Measure of the United Nations Development Programme (UNDP), the Global Gender Gap Index of the World Economic Forum Social Institutions, and the Gender Index of the OECD.

Organizations and businesses can use a number of tools to assess their performance and achievements in promoting gender equality. The ILO Participatory Gender Audit is a facilitated internal self-assessment of the organization's institutional strengths and an identification of 12 key areas of improvement, including policy, programme implementation, capabilities and organizational culture. As a self-assessment, the Participatory Gender Audit does not provide certification but other performance assessments do. These include the UNDP Gender Equality Seal Certification Programme for Public and Private Enterprises and the Economic Dividend for Global Equality (EDGE) Certification, a global standard for workplace gender equality.

Such tools capture the extent to which sustained and multi-faceted interventions are implemented to address the structural and cultural barriers that prevent women and men from participating equally at all levels in an organization or business. For example, the certification under the UNDP Gender Equality Seal is granted only after a review of internal policies and practices ranging from awareness-raising to training and audits to achieve the gender equality objectives. UNDP reported in 2014 that 1,700 firms in 12 countries had qualified for the Gender Equality Seal by meeting standards on hiring and workplace practices. The Seal is granted based on indicators including recruitment of employees, gender pay equity, career development, work-family balance and prevention of sexual harassment.

Similarly, the EDGE global standard for workplace gender equality guides companies to enhance diversity and gender equality to gain certification. The certification is granted to companies that meet standards in five broad areas: pay equity; recruitment and promotion of women and men; the equality of leadership development training and sponsorship; existing flexible work policies and practices; and the overall company culture.



2.4. ADVISORY AND TRAINING SERVICES FOR EO MEMBERS ON GENDER DIVERSITY IN MANAGEMENT AND ON BOARDS

Equipped with the business case for gender diversity, practical measures and good practice examples of the advancement of women in management and leadership, EOs can provide valuable advisory and training services to their members on developing and managing a diverse workforce. EOs can provide statistical data on women in management to explain the business benefits of greater gender equality and develop guidelines and provide advice on how to attract and retain talented women. These can be accompanied by information and training sessions to mobilize member companies to implement policies to achieve gender diversity and enhance their business outcomes. EOs can help companies to adapt existing resources on policies and practices to the national context, culture and language.

As a further service to their members, EOs may consider leading or contributing to the development of databases of women who are qualified for board and top management positions. To identify potential candidates, EOs can work with organizations of women entrepreneurs and professional networks in their country.

To better serve their members, EOs may need to gain technical skills on a range of gender issues such as gender stereotyping, equal opportunity, non-discrimination and gender diversity concepts, sexual harassment policies and procedures, work and family measures, policies for flexible working arrangements and pay equity. EOs may also need to build skills in more general issues of corporate culture, mentoring techniques and management training. Sound human resources management practices are needed to achieve a level playing field for women and men. EOs can work with gender experts to spearhead these issues, while it internalizes this knowledge and capacity as core institutional values.

The French EO, Mouvement des Entreprises de France briefs its members on requirements of French national law concerning gender equality, such as annual reporting for companies with more than 50 employees and a quota of 40 per cent women on the boards for the 40 largest listed companies (CAC-40). In October 2015, it launched the Employer Champions for Change Movement with 50 company leaders. It has since grown with companies of all sizes participating as well as representatives of a network of professional federations and regional members who are required by law to meet gender targets by 2017. The initiative, which is the first on gender parity and diversity involving all members of Mouvement des Entreprises de France, has a website and LinkedIn network. This timely programme comes ahead of the elections of the chambers of commerce and industry, which must include a mix of women and men candidates.

In an example of cross country collaboration, the Federation of Kenya Employers and the Federation of Uganda Employers are implementing a women's leadership and boardroom competence development programme called Female Future in partnership with the Confederation of Norwegian Enterprises. Female Future emphasizes leadership development, public speaking, network building, personal growth and facilitating greater visibility of professional women. In 2014, 50 per cent of the first cohort of Kenyan graduates of the programme became board members and about 70 per cent reported that they occupy positions of greater responsibility than before undertaking the programme. The nine-month

programme accepts applicants twice each year. In Kenya there will be some 300 Female Future graduates by 2019 and at least 75 per cent of the graduates will have attained a board position. In Uganda, 71 women have completed the Female Future programme and several of them now sit on boards, while others have been promoted within their organizations or have left their organizations and started their own business. The Federation of Uganda Employers tracks the progress of Female Future participants and periodically sends out questionnaires. Four of its staff have gone through the Female Future programme.

In Sri Lanka, the Employers Federation of Ceylon has consistently focused on working with members to develop institutional capacity on gender, integrate gender into existing programmes and strengthen partnerships. Training and dissemination of information on sexual harassment has been a key focus (the Federation offers over 200 courses per year). Components on gender issues have been integrated into their general training programme, and based on those components, companies often request in-house training sessions focused on gender issues.

2.5. NETWORKING AND COLLABORATION ON GENDER DIVERSITY

EOs can lead, participate in and promote networks among member companies to share good practices to increase the number of women in management. Through networks companies share and review their experiences on a periodic basis and help build a community of practice. For example, some companies are already working with universities to form networks and exchange information and practices. It is important that EOs participate in and offer support to these networks.

Multinational enterprises have long developed and implemented gender policies and are also applying them in their supply chain by seeking out more women-owned businesses as suppliers and distributors. EOs can help facilitate learning opportunities between multinational and national companies to improve the application of gender policies through supply chains.

Collaborating with other actors in their countries to promote gender equality and gender diversity can help EOs extend their own knowledge and expand their contacts and influence. Collaborating and networking with other organizations can enable an EO to gain access to a wider range of information sources and analysis, as well as provide the opportunity for the EO to represent the interests of its members and to present its own views and analysis to a wider audience.

The Singapore National Employers Federation is working together with the Ministry of Manpower, the Singapore Workforce Development Agency and the National Trades Union Congress to design, manage and administer a scheme called WorkPro which supports the local workforce and fosters progressive workplaces. The three-year initiative (2013–16) encourages women and men to return to employment after career breaks for parenting by offering flexible work and other work-life strategies to enhance employability. It focuses on diversity and supports a multi-generational, ethnically diverse workforce within the context of Singapore's ageing population.

In Western Australia, the Chamber of Commerce and Industry is hosting the executive officer of the recently formed CEOs for Gender Equity in its secretariat in Perth. The group was formed in response to the following research findings: women held only around 5 per cent of senior executive roles in Perth compared to 10 per cent nationally; the percentage of women on boards was very low; and the gender pay gap in Western Australia was 25 per cent compared to the national average of 18 per cent. The members of the group have committed to fund the CEO position and meet regularly to address its three focus areas for gender equity: education; workplace flexibility; and women in leadership.

2.6. COMPANY AND INDUSTRY RECOGNITION AWARDS

Many countries have various types of industry and company awards for good practice in a range of areas. These include awards such as businesswoman of the year, women entrepreneur of the year, and recognition of companies promoting gender equality. Companies in different sectors and of different sizes can be eligible. The awards not only provide incentive and recognition for achievements, but the organization of the awards and the final events support the engagement of many actors and promote advocacy, awareness and media publicity on gender equality.

EOs can establish or collaborate with others to set up national and or industry awards for successfully promoting women in management and to recognize successful women entrepreneurs. This can further attract positive media attention and enhance an EO's image.

In India, the National Association of Software and Services Companies, a trade body, and the chamber of commerce of the information technology and business process outsourcing industries, introduced awards to encourage companies to implement gender inclusive policies and programmes. These awards created a platform for more than 200 companies to share their experience and practices related to gender diversity.

The Employer's Consultative Association of Trinidad and Tobago offers an annual Champion Employer Award to recognize outstanding employers for their holistic approach to business excellence. The application and interview process serves as a form of self-assessment for companies. The Association conducts an audit in five key areas: employment creation; human resource management; industrial relations; occupational safety and health; and corporate social responsibility. In 2014, Scotiabank, headed by a woman, won the award. The two runner-up companies, Republic Bank and United Trust Corporation were represented by women at the awards ceremony. United Trust Corporation has a female vice-president and it also has had two women serve as company chair.

The Republican Union of Employers of Armenia is an active partner in the preparatory activities for the awards ceremony for the best women entrepreneur in the country given by the Prime Minister. The Union participates in creating proposals and useful materials and gives suggestions regarding the potential candidates for this award.

CASE STUDY 1: BUSINESS UNITY SOUTH AFRICA



TRAINING WOMEN FOR TOP MANAGEMENT AND BOARD POSITIONS

About Business Unity South Africa (BUSA)

BUSA represents South African business at a macro level and aims to enable organized business to play a constructive role in South Africa's economic growth, development and transformation goals. It focuses on policy and advocacy on behalf of South African business, and its members are membership-based organizations rather than individual companies. BUSA facilitates an environment in which businesses of all sizes and sectors can thrive, expand and compete, both nationally and internationally. It has a system of 'engine rooms', or platforms, to engage with members on areas of interest for discussion and collaboration.

Promoting women in management: Advocacy, research and training

BUSA has two initiatives to promote women in management for its members and affiliates. Out of a concern that senior positions are still occupied mainly by white males, BUSA developed the Women on Board training programme (in collaboration with the Institute of Directors) to build the capacity of women and increase their representation and participation at the company board level. The training programme took place in 2013 and 2015. Similarly, the Women and Business Master Class series offers a platform for leading women in business to share their knowledge and experience. This networking facility was made available in 2015 as part of the BUSA Women's Month initiative.

BUSA refers some gender research and training issues to two member organizations that represent the interests of women, namely the Businesswomen's Association of South Africa and the Black Women's Organisation of South Africa.

The Businesswomen's Association of South Africa is one of the largest associations of women in the country. It has branches around the country with its headquarters in Johannesburg. The Association does the following:

- advocates for women's business issues and for further participation of women in the South African economy;
- offers career enhancing services such as training and mentorship schemes and a networking forum for its members;
- publishes the annual *South African Women in Leadership Census* – an important tool to measure gender equity and equality in corporate South Africa;

- maintains the largest database in South Africa on women in managerial positions at different levels;
- investigates the status of government procurement policies, practices and measures regarding women-owned businesses;
- organizes local and national forums for networking and information-sharing; and
- offers the Businesswoman of the Year Award, South Africa's premier award for women achievers in business, awarded in both the corporate and entrepreneurial category, that has been running for 34 years and has national, regional and global recognition.

The Black Women's Organisation of South Africa is a social enterprise and membership organization driven by Ubuntu spirit with a vision to empower, position and grow black women's organizations and professionals.⁸ Its members include entrepreneurs, individuals, small and large corporations, professionals and youth. The Organisation has national and regional offices and representation in Western Cape, Eastern Cape, Northern Cape and KwaZulu Natal. The Organisation does the following:

- focuses on enterprise development, professional development and board talent development for black women; and
- offers a range of services including training, networking, market access, business plan development, mentoring and coaching.

BUSA influences national policy and legislation by engaging its members through its engine rooms and developing and advocating policy positions. In 2014 during the drafting of the Women Empowerment and Gender Equality Bill, BUSA led the business delegation, including representatives of the Businesswomen's Association of South Africa and the Black Women's Organisation of South Africa. BUSA engaged extensively with its membership on the Bill which proposed that 50 per cent of decision-making positions in companies and the public sector be held by women as a requirement.

Other initiatives: Promoting women within its own institutional structures

BUSA has gender balance within its own institutional structures; the CEO and Chief Operations Officer positions are held by women. Women make up 40 per cent of BUSA board members and three of the four senior BUSA managers are women.

BUSA established a Social and Transformation Policy Committee, which addresses women's empowerment and gender issues. BUSA's focus on transformation issues is due to South Africa's past where many people were excluded from the economy (including most women). The Committee focusses on transforming the South African economy to become more inclusive and to bring previously disadvantaged persons into the economic mainstream. The goal is to ensure that transformation is embraced and that inclusivity is at its centre.

⁸ Ubuntu is a word of Zulu and Xhosa origins meaning to strive to help people in the spirit of service, to show respect to others, and to be honest and trustworthy.

Challenges and next steps

A key challenge is the lack of resources to initiate gender projects or commission research. BUSA therefore relies on donors for this work. A restructuring process in 2013 resulted in a review of BUSA's funding model including exploring different payment options and special dispensation particularly for small member organizations, such as women's associations. Continual participation of women's associations is critical for BUSA's transformation efforts.

The Women on Board Training was effective and beneficial to members and will continue to be rolled out in the future. BUSA plans to build on its success by continuing its Women on Board Training and networking events. BUSA will also support and build the capacity of the Black Women's Organisation of South Africa and the Businesswomen's Association of South Africa to deliver on its transformational agenda.

CASE STUDY 2: CONFEDERATION OF BRITISH INDUSTRY

CONVENING BUSINESS TO PROMOTE GENDER DIVERSITY AND ADVOCATE FOR CHANGE



About the Confederation of British Industry (CBI)

The CBI is a confederation of 140 trade associations, alongside medium and large-sized businesses that join the CBI directly. Across the United Kingdom, the CBI represents 190,000 businesses of all sizes and sectors and is a strong vehicle for convening companies and organizations.

Promoting women in management: Advocacy, sharing good practices and training women to lead

Two audiences that are key for CBI advocacy are the public and politicians. The Great Business Debate is a web-based platform to facilitate discussion among businesses and the public to increase the public's trust in the business community. Diversity is one of the issues addressed on the platform.

The CBI targets its political advocacy to the Government and until recently the European Union. While ambitions on diversity may be shared, at times there are alternative approaches to reaching the objectives. For example, the Government is exploring how to create greater incentives to reduce the gender pay gap. The CBI engages with the Government to shape this initiative in a way that is most helpful to companies.

The main role of the CBI on diversity is sharing business best practices, building on the business case for gender diversity. The CBI produced a booklet of best practice examples written by and for business entitled *Competitive advantage: Attracting and retaining diverse talent*. The booklet provides practical ideas on how companies can increase gender diversity. Its main point of engagement on diversity is through its employment and skills network which holds events profiling best practice on increasing diversity in the workforce.

The CBI plays a convening role to share best practices on the issue of work and family. As part of its efforts in this area, the CBI pushed for legislation to provide parental leave and reduce the cost of child care to improve work-life balance, and retain talent and enhance productivity. While there is legislation on shared parental leave, few men take the leave. Companies must encourage more men to take parental leave and contribute to a cultural shift in society and business to ensure work-life balance and career progression for both women and men. Flexible working conditions are also important, including designing leadership teams so that employees can meet both work and family responsibilities.

The CBI offers a leadership programme for a diverse pool of senior executives selected from across the United Kingdom who do not have the typical chief executive profile. The participants include more women as well as people from diverse backgrounds than would

normally be reflective of the business community. The programme helps to prepare participants for future senior management roles.

The CBI launched a guide, *Diversity in the Boardroom*, published jointly with the Government Equalities Office for business and board-ready candidates.

Other initiatives: Women's participation in CBI structures

The CBI has largely achieved gender balance in its staff and internal management structures. Currently, the staff are evenly split between men and women at every level. Diversity on both the board and the management board is significantly better than on the policy-making committees whose composition is made up of CBI members. As the board members are employees and not members of the organization it is easier to achieve gender diversity. Women held four of the eight positions on the CBI board, and nine of the 15 places on the CBI management board (60 per cent) that runs the day-to-day work of the CBI in 2014. The President is a man and, for the first time, the Director-General, responsible for the management of the CBI, is a woman.

Final policy positions of the CBI are mandated by the Chairmen's Committee, which includes all the chairs of the regional and national councils, the subject-based policy standing committees and the Enterprise Forum and the Trade Association Council. The members are usually a CEO or chair of a company. This committee has a voluntary target of 30 per cent for women members. As of 2014, women were heading five of the ten subject-based policy committees. As the heads are automatically part of the Chairmen's Committee, this has improved its gender balance. Women now make up around 22 per cent of the Committee.

To improve the representation of women in the CBI, it identified companies run by women and held events to recruit those businesses and convince them of the benefits of membership, including support on such business issues as access to finance, infrastructure and employment. The CBI is analysing whether women-run businesses are less likely to join an EO, and the reasons for not joining, such as a perception that the organization is an "old boys club", as well as how to change these perceptions.

Results

In 2014 the CBI made a commitment to increase its diversity with an initial focus on gender equality. It set a target of 30 per cent female participation in member events and member committees by the end of 2016 on a comply or explain basis. At the end of 2014, the level of female participation in its main committees, boards and councils stood at 19 per cent, an increase of 3 per cent.

Over recent years the CBI has learned much about the best ways to engage female business leaders and has put proactive mechanisms in place to engage more women in traditionally gender-segregated sectors and activities. For example, over 100 senior business leaders have attended the CBI Women in Leadership events across the United Kingdom. The increased volume of female participation in the CBI Leadership Programme is enabling it to reach a much wider range of people. While there is more work to do, the CBI is confident of meeting its targets.

The CBI has progressed towards and even exceeded some of its targets:

- 25 per cent of the regional council chairs are women;
- 32 per cent female attendance at the CBI annual conference; and
- 44 per cent of the CBI Board are women.

Challenges and next steps

One of the factors affecting gender balance in the CBI meetings and events is the level at which they take place. If meetings and events take place at the CEO or executive level, then participation will likely be skewed towards men, reflecting the extent of diversity of the members themselves. This is a challenge to making CBI events more diverse.

To implement the CBI voluntary targets means attracting women to the annual conference, to events and to policy-making committees that steer the its work. This is challenging if there are not enough women in senior positions among its members. The CBI aspires to do more to create a more inclusive environment and to improve the quality of decision-making and overcome unconscious bias. Thus, it is carefully considering its offering, ranging from the way invitations are phrased, to the time of day a meeting is held to remove possible barriers to women's involvement. Moreover, the number of acceptances by women for CBI events could be increased by sending more invitations to women CEOs.



Chapter 3

Promoting women in business

How can EOs promote women in business?

- **Support women entrepreneurs through advocacy.** Map the situation of women entrepreneurs in the country to show the sectors where they are active and the obstacles they face in growing their business. Map the various women's business associations that operate at local and national levels to consult with them and find ways to combine advocacy efforts.
- **Network and play a convening role.** Bring women's business associations together, explore common platforms and build consensus on key issues to improve the situation of women in business.
- **Facilitate the EO membership of women-owned businesses.** Expand EO membership by reaching out to individual businesses run by women or to women's business associations.

- **Provide services to women business owners.** Provide access to information, facilitate credits for business start-up and expansion, and offer training to women-owned businesses.

Annex table A2 provides a summary of EO activities in support of women in business.

3.1. ADVOCACY FOR WOMEN IN BUSINESS

Most women entrepreneurs work in small and micro-sized businesses, and in many countries women-owned businesses operate predominately in the informal economy. Women face the traditional challenges associated with being small entrepreneurs but their business development is limited by gender discrimination and prejudice. This is often mirrored in legislation, policies and programmes. Legislation addressing economic issues may hinder or help women in business, particularly regulations around access to credit and ownership of property. Yet research has shown that when given the opportunity, women entrepreneurs are reliable borrowers with high loan repayment rates.⁹

EOs are in a strong position to advocate on behalf of women in business for access to finance, business information and services. To support women entrepreneurs, EOs can begin by mapping the situation of women entrepreneurs in the country to show the sectors where they are active and the obstacles they face in growing their business. EOs can then map the various women's business associations that operate at local and national levels and consult with them to find opportunities for joint advocacy efforts.

Helping to give women more of a voice may involve an EO advocating for legal reform or lobbying government ministries on policy to facilitate women's access to credit and business information services. EOs can also lobby banking and finance institutions to provide credit and social insurance facilities to women entrepreneurs.

Undertaking such advocacy enhances the visibility and role of the EO in the country. It also increases outreach to a large segment of the population, which could potentially expand the membership of the EO.

In 2014, the Zambia Federation of Employers collaborated with the ILO, Bank of Zambia, and Zambia Federation of Associations of Women in Business to carry out a survey and report on the status of financial inclusion of women. It was found that, usually due to prohibitive conditions, most successful women entrepreneurs in Zambia never borrow when starting a business. A lack of financial access is a hindrance to enterprise growth. There were low levels of appreciation of financial services among women and thus a good proportion of "bankable" women remaining "un-banked". The findings were incorporated into the private sector Alliance Business Agenda, an advocacy document for the private sector in Zambia. For the Federation and the wider private sector the findings offered a new perspective on the challenges of women entrepreneurs, thereby improving the effectiveness of their advocacy.

⁹ See: B. D'espallier, I. Guérin and R. Mersland: "Women and Repayment in Microfinance: A Global Analysis" in *World Development Journal*, Vol. 39, May 2011, pp. 758–772. Paper based on global data set of 350 microfinance institutions (MFIs) in 70 countries. See also: Ernest and Young: *Scaling Up: Why Women Owned Businesses Can Recharge the Local Economy*, 2009, www.ey.com/groundbreakers [accessed 9 Mar. 2017].

Women's entrepreneurship is one of the strategic priorities of the Republican Union of Employers of Armenia. In 2009 the Union produced its first report on women's entrepreneurship development and in 2013 it carried out a national survey on the business environment for women entrepreneurs and the obstacles they face. The data in these two reports provided additional impetus for the Union to focus on and proactively engage with social partners on women's entrepreneurship issues. Currently, the Union is lobbying the National Statistical Office to begin statistical data collection on women entrepreneurs and managers.

BOX 3

Employers' Programme, International Training Centre (ITC) of the ILO (Turin)

It is essential that the private sector plays a strategic, driving role in the development of entrepreneurship in general, but particularly for women's entrepreneurship. Therefore, strengthening EOs to better represent the needs of women entrepreneurs is a priority.

Since 2011, the Employers Programme of the ITCILO has designed and implemented training programmes to build the capacity of EOs and women's business associations. In 2015, it launched a training of trainers programme to create a pool of trainers with the basic knowledge, skills and experience to aid local business associations in fostering women's economic empowerment.

To create a baseline for EOs, the ITCILO and the Dutch Employers' Cooperation Programme produced ten country factsheets for Botswana, Cambodia, Egypt, the Philippines, South Africa, Sri Lanka, Tanzania, Uganda, Viet Nam and Zambia, entitled *Women's Empowerment Through Business Member Organizations*.



3.2. NETWORKING AMONG BUSINESS WOMEN'S ASSOCIATION

In many countries, women's business associations or organizations are often affiliated to different international organizations. They may have similar goals, but different priorities and positions. Therefore, individually each one may only have a limited influence on major policy issues. EOs can play a convening role to help women's business associations unite on common issues. The EO can help them build consensus on key issues to improve the situation of women in business and positively impact policy developments in the country.

The Federation of Kenya Employers has worked with the ILO programme on Women's Entrepreneurship Development and Gender Equality to build its ability to represent and support women entrepreneurs in Kenya. In 2007–08 the Federation of Kenya Employers helped to establish and strengthen the Kenyan Federation of Women Entrepreneurs Associations and helped it to form the Savings and Credit Cooperative in 2009 to provide

loans to women entrepreneurs. The Kenyan Federation of Women Entrepreneurs Associations has some 250,000 members under the 37 associations it represents across the country, and it conducts training for women on how to access government tenders.

"In Armenia we don't have many women business organizations, and the strongest of them all is a member of our EO. Also, there is one association that does not deal with women in business issues, but promotes gender issues. In the Republican Union of Employers of Armenia we are aware of the importance of gender equality and the economic empowerment of women, and its impact on our membership, which is why we collaborate with this organization – we invite each other to different events, cooperate on joint activities. The Republican Union of Employers of Armenia collaborates with around 60 different non-governmental organizations in Armenia. It means we have a very good database that brings benefits to all, especially to our members – both existing and potential."

Gagik Makaryan, Chair, Republican Union of Employers of Armenia

The Moroccan Association of Business Women Owners, affiliated to the Moroccan EO, the General Confederation of Moroccan Enterprises, is also part of a Middle East North Africa consortium. Similar associations have been created in Algeria, Egypt, Jordan, Lebanon, Occupied Palestinian Territory and Tunisia. These associations network on issues facing women entrepreneurs and lobby their respective governments on laws to facilitate women's entrepreneurial activities.

3.3. FACILITATING THE ACCESS OF WOMEN-OWNED BUSINESSES TO EO MEMBERSHIP

By reaching out to individual businesses run by women or to women's business associations, EOs can expand their membership. Many women's business associations have become members of an EO, and they take on varying roles as members. They may be almost autonomous or parallel structures, which may have the unintended consequence of limiting the integration of gender considerations into the mainstream activities of the EO. In some cases women's business associations are actively engaged in the structures of the EO (e.g. on the board) and work with member companies to promote gender equality.

EOs can attract women's businesses as individual members by offering them services and benefits including information that will help them in their business and training activities. It is important that a tailored offering is presented as some women business-owners may be unaware of the benefits of membership. Many women work in micro or small-sized businesses and may need a financial incentive to join the EO such as reduced or waived membership fees until their businesses have grown. The membership criteria may need to be altered to accept smaller businesses.

The Cameroon EO, Groupement Inter-patronal du Cameroun is actively seeking women's business associations as members. It has created a women's entrepreneurship commission led by women and recently integrated women heads of enterprises into its Executive Council and provided business training to them.

In Tunisia, the National Chamber of Women Business Owners is part of the Tunisian Union of Industry, Commerce and Handicrafts. The aim of the women's chamber is to encourage the integration of women in all EO structures.

The Fiji Commerce and Employers Federation established the Women Entrepreneurs and Business Council in 2013 to support women entrepreneurs, growing businesses and women working in the informal sector. The Council has close to 70 members and any member can participate in other Federation councils. The Council focuses on legislation, financial literacy, training, business development and networking, and aims to influence policy to create a better business environment for women. The Federation board has endorsed the Council's strategic plan for 2014–16, which was based on a survey that identified the training needs of its members, including careers pathways, social media and basic level Excel skills. The Council provides sponsorship for members to attend the Top Executive Conference and the Pacific Islands Women in Business Conference in Fiji. Furthermore, the Council actively looks for opportunities for its members to learn and to share their learning. For example, three Council members participated in the New Zealand Mentoring Programme and 12 were sponsored by the Indonesia Ministry of Foreign Affairs and Ministry of Women's Empowerment and Child Protection.

In 2009 the Republican Union of Employers of Armenia began working with the Sectorial Association of Small and Medium-sized Enterprises and Women's Entrepreneurship Development. Today the Association has some 220 members, 80 per cent of whom are women entrepreneurs from different regions of Armenia. In 2014 the Union published guidelines for women entrepreneurs on how to start a business with the aim of promoting self-employment among women entrepreneurs and young people. At the end of 2014, the Union implemented a training of trainers programme in four regions to strengthen capacities, knowledge and skills of team members to ensure better services for women entrepreneurs and to strengthen its links with them and their networks.

3.4. SERVICES TO WOMEN BUSINESS OWNERS

Women-owned businesses often need information on national policies and programmes, such as access to credit to start and expand their businesses. EOs are well placed to provide information, training and education, networking, business development and promotion, and confidence building programmes, as well as access to potential customers, markets and funding opportunities. Training and education opportunities in the form of workshops, conferences, mentorships and internships can equip women with knowledge and skills to succeed in business.

EOs also play a crucial role in their countries by identifying business constraints, promoting policy proposals that are good for women in business, and finding ways to eliminate obstacles to women's economic participation, such as access to finance.

EOs can also have formal collaboration agreements with women's business organizations to provide services and to further mutual interests. It can be useful to map what services exist and to identify gaps to prevent duplication and to find ways to complement and reinforce what women's business associations or other entities are already doing. Several EOs have developed specific women sections or women's chambers of their organization that represent and provide services to women in business.

The Federation of Egyptian Industries established a special unit that offers services for women business owners and senior managers in industry. The unit provides knowledge, training and a platform for sharing experience and good practices to equip women to become more productive and improve their economic performance. The unit has identified major challenges facing women in business such as access to finance and financial literacy. The Federation created a partnership with the local banking institute of the Central Bank of Egypt. Through this partnership, the Federation and experts from the institute offered successful training workshops on financial literacy.

The Private Sector Federation of Rwanda created the Chamber of Women Entrepreneurs to assist women to perform competitively in national, regional and international markets by strengthening their capacity and competency as well as creating an opportunity for women to meet and share ideas on business related issues. The Federation initiated women in business forums which are platforms to discuss issues that affect women in business. The Chamber has support structures in place for the employment of women, entrepreneur training, and to facilitate access to funding. It promotes information and communications technology awareness for women, supporting the establishment of 'telecentres' in rural areas.

The Private Sector Federation of Rwanda and the Chamber of Women Entrepreneurs exchange experiences, challenges and opportunities. Becoming a Federation member provides improved market access. For example, the Federation conducts business to business meetings with women entrepreneurs in Rwanda with counterparts in the East African Community and beyond. The Federation also provides business advisory services, with support from partners such as TradeMark East Africa, for start-up women entrepreneurs and engages them in business plan competitions where successful entrepreneurs are given start-up capital as well as low interest loans. Federation provides capacity building programmes for women entrepreneurs on advocacy, financial management and cross border trade. In addition, members of the Chamber of Women Entrepreneurs have been sensitized to their role and opportunities for integration in the East African Community.

In 2005, the Nigerian Employers' Consultative Association established the Network of Entrepreneurial Women to promote and nurture entrepreneurship among women, provide a platform for issues crucial to their businesses and to advocate for an enabling entrepreneurship environment. The women's network has evolved into a membership organization and has an estimated 500 members that continues to grow. The Association supports the women's network by providing them with office space within its premises, subsidising the salaries of the staff and assisting with project funding. Through the women's network, the Association offers enterprise development training using ILO tools such as Generate Your Business Idea, Start Your Own Business, Improve Your Own Business, Expand Your Business and Business Clinic, as well as entrepreneurship for teenagers.

A mentoring programme for younger women entrepreneurs provides them with a platform to meet and network with more experienced women in business, creating an opportunity for them to receive guidance on promoting growth, productivity and success in their businesses. In 2010, the women's network also launched a cooperative to improve members' access to finance and to develop a savings culture. Through the cooperative, members can access credit for their business. A Memorandum of Understanding with the National Economic Fund assists members to access single digit interest rate loans without providing collateral.

CASE STUDY 3: FEDERATION OF INDIAN CHAMBER OF COMMERCE AND INDUSTRY



SUPPORTING WOMEN'S ENTREPRENEURSHIP THROUGH RESEARCH, ADVOCACY AND GRASSROOTS INITIATIVES

About the Federation of the Indian Chambers of Commerce and Industry (FICCI) Ladies Organisation

The FICCI Ladies Organisation (FLO) is the women's wing of the FICCI, the apex business chamber of India. It was established in 1983 as a national body whose primary objective is to empower women through entrepreneurship and professional excellence. FLO has 13 chapters, in 14 locations with over 3,900 members across India, including entrepreneurs, professionals and corporate executives. FLO encourages women to use their talents, skills, experience and energy across all sectors and levels of economic activity in India. FLO has traditionally carried out corporate social responsibility activities and social work to support its members. Recently, however, FLO has taken on a more strategic approach to lobbying the Government and working with industrial sectors on women's empowerment programmes to have more impact.

Promoting women in business: Advocacy and grassroots support

FLO published research on women in business and laws affecting women and subsequently presented an eight-point agenda to the relatively autonomous state governments in India to promote women in business. The points include:

- Increase land ownership by women. Indian women's ownership of land assets is the lowest in the world as traditionally property and assets are only passed down to sons. State governments should remove the charges levied for transfer of land to a woman or when a husband shifts assets to his wife. Even if the ownership is in name only it enables women to approach banks for loans and collateral for businesses.
- In India research shows that women run 10 per cent of micro-enterprises and only 2 per cent of small and medium-sized enterprises. FLO proposed the development of state industrial parks for women with a "single window clearance" where all administrative requirements can be handled for women as many find it difficult to navigate the business registration process. When the processes help them formalize their businesses it boosts women entrepreneurship.
- Create retail spaces for women entrepreneurs and artisans. Each city market should allocate 15 days for women to sell their wares. Women can thus travel in

groups to the markets to increase their confidence and safety. FLO is also exploring ways to make it easier for women artisans to sell their products online.

- Develop a procurement policy for the government to purchase from women's self-help groups and entrepreneurs. FLO is advocating that Indian state governments require 5–10 per cent of procurement through women's self-help groups and women-run businesses.
- Introduce a gender specific policy and gender budgeting in each state sectoral skills council.
- Improve access to finance for women. FLO made the following recommendations to the World Bank and the Reserve Bank of India:
 - place specially trained women loan counselling officers in each branch;
 - remove the requirement of family guarantees for loans;
 - offer collateral free loans;
 - offer special lending programmes for women; and
 - create a seed capital foundation or a women's entrepreneurship development fund.
- Make quality and affordable child care available. Providing longer hours for child care and after-hours activities at school will enable women to work full days.
- Set up standing committees on gender equality. State governments should set up special committees to encourage a greater focus on women's issues in policy and implementation.

FLO Women's Empowerment, Employment and Entrepreneurship takes a strategic, sector by sector approach to promoting women's empowerment, employment and entrepreneurship at the grassroots level in India. Its objectives are:

- to build skills and train women in selected sectors, mainly in non-traditional jobs;
- to link up with employers to provide job opportunities; and
- to economically empower women as well as shatter gender stereotypes.

FLO developed strategies and initiatives in the education, transport, telecommunications and e-commerce sectors, and worked with large companies in each sector to identify opportunities to employ more women. For example, in the education sector FLO found that women could be employed in administration and security and partnered with large security firms to train women as day guards. Some 30–50 schools made commitments to identify opportunities to hire more women.

Other initiatives: Promoting women in management and on boards

FLO Women Directors, the largest body of women directors in India, trains its members to become more effective directors and maintains a databank of qualified women for positions on company boards. Many women directors are on the board of their family's firm and may have been given the position only to fulfil the requirements of the 2013 Companies Act which required all companies over a certain size to have a woman on the board. FLO Women Directors sees this as an opportunity to help women build their skills as directors and take on more responsibility in their position. FLO is collaborating with KPMG to provide free training on critical business issues for women currently on boards and potential board candidates.

Challenges and next steps

Most of the initiatives taken by FLO to strategically promote women in business are recent and each chapter can only train, connect or mentor a few hundred women at a time. However, by demonstrating its effectiveness and potential, FLO will be in a better position to influence policy in government and companies.

CASE STUDY 4: FEDERATION OF PALESTINIAN CHAMBERS OF COMMERCE, INDUSTRY AND AGRICULTURE



ADVOCATING FOR LAW REFORM: ENABLING WOMEN'S PARTICIPATION IN BUSINESS AND BUSINESS ORGANIZATIONS

About the Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA)

The gender unit of FPCCIA was established to reach out to women entrepreneurs not registered in any chamber. The gender unit is launching awareness campaigns to inform women about the importance of joining the formal economy, gaining chamber membership and benefitting from chamber services that are specifically targeted to them.

The Federation signed collaboration agreements with the Palestinian Businesswomen Association (Asala) and the Business Women's Forum to support and economically enable women's small and medium-sized businesses. The Federation covers all the Occupied Palestinian Territory. FPCCIA and the Ministry of National Economy have a partnership agreement to implement awareness campaigns on women's economic role and to conduct research on the needs of women entrepreneurs to improve their representation in economic decision-making.

Promoting women in business: Reforming legislation

The FPCCIA has advocated for legal changes to enable women's participation in business and in business organizations. The law regulating the chambers of commerce and industry was amended to allow all businesses to register with the chambers, regardless of the amount of their capital. Both women and men now have the right to vote and to stand for election to the board of directors of the chambers. FPCCIA also simplified and standardized the application process to make it easier to join the various chambers within the Federation.

The Federation also signed a partnership with GIZ, the German development agency, to improve the private sector framework in the Occupied Palestinian Territory. The results of the partnership activities are expected to provide an opportunity to develop effective, legal and regulatory policy frameworks, as well as improve equitable access to high-quality services for small and medium-sized enterprises with a focus on the needs of women business-owners. The partnership produced a report on the requirements of women business-owners with recommendations to encourage women in business such as decreasing registration fees for women-owned businesses, protecting some locally produced items and removing some patriarchal articles in the legislation. Other recommendations included setting a quota for women in the conferences and workshops organized by the Ministry of Economy and offering low interest loans to women.

In 2015, FPCCIA in collaboration with Asala and GIZ produced a report that proposed amendments to policies and legislation to strengthen the role of women entrepreneurs and increase the representation of women in the Palestinian Chambers. The recommendations included providing legal support for women, encouraging them to run for office by reducing related fees, and facilitating administrative formalities for women.

Other initiatives: Participation of women in the structures of the FPCCIA

FPCCIA developed a policy paper on increasing women's representation in managerial positions and on chamber boards. This paper proposed amendments to the by-laws of the chambers of industry and commerce that would increase the representation of women in future board elections.

Gender units in the Federation and its member chambers will promote the role of women in the private sector in accordance with action plans they developed based on the needs of women. The gender units in the chambers meet and communicate regularly to implement and evaluate activities. They are creating databases on gender representation in the chambers and sharing other pertinent information in monthly reports and on social media platforms.

Challenges and results

Increasing the representation of women in decision-making roles is a priority for FPCCIA, but social perceptions and the prevailing patriarchal society of the Occupied Palestinian Territory make it difficult to implement related programmes. Other challenges included difficulty in accessing female entrepreneurs and small business owners as they are mostly in villages and camps away from urban areas. Restrictions on movement between areas in the Occupied Palestinian Territory is another challenge. Nonetheless, the Federation organized field visits to Ramallah, Jenin, Bethlehem and Hebron, to meet women, learn about their challenges and provide them with support to develop their businesses.

FPCCIA established and institutionalized eight gender units within the various chambers with clear work plans and job descriptions for the heads of the gender units. It also held over 70 awareness workshops with women entrepreneurs to identify their needs and to help set up the gender units. The training included the following topics: lobbying, advocacy and the art of negotiation; social media marketing; and public speaking skills.

The total number of women registered in FPCCIA increased by 40 per cent in the West Bank. About 60 per cent of women members benefited from training workshops and 30 per cent from the consulting services provided by the chambers.



Chapter 4

Achieving gender diversity within employers' organizations

How can EOs achieve gender diversity in their own organizations?

- **Adopt EEO and diversity policies for the EOs own structure, staff and programmes.** Having an EEO/diversity policy for their own organization enables the EO to lead by example. Similarly, adopting practices such as flexible working hours and maternity and paternity leave could promote gender balance within the EO.
- **Assign responsibility for gender diversity within EOs.** Establish responsibility or a focal point for supporting gender equality actions to help ensure that the EO is responding to the needs of its member organizations. This focal point can help establish policy positions and activities to support women entrepreneurs, as well as influence national policy debates.
- **Appoint women to the EO management team and board.** Take steps as part of a conscious approach to increase the number of women in EO management and boards and rectifying imbalances.

Annex table A3 provides a summary of EO activities to achieve internal gender diversity.

4.1. ADOPTING EEO AND DIVERSITY POLICIES FOR THE EO STRUCTURE, STAFF AND PROGRAMMES

An EEO or diversity policy can be an important instrument for EOs to lead by example as they provide services to their members on gender issues and attract more members, including women-owned businesses. The EEO policy may be part of a broader policy or a code of conduct.

Sometimes an EO may adopt a non-discrimination policy in relation to the labour market together with other social partners. Many of the gender friendly measures of companies and organizations can also be introduced in EOs to attract and retain talented women. These include flexible working options, leave options, child care, equal pay and policies against sexual harassment.

The Singapore National Employers Federation, together with the National Trades Union Congress and the Ministry of Manpower, adopted the *Tripartite Guidelines on Fair Employment Practices*. The five principles of fair employment practices include: (1) recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), regardless of age, race, gender, religion, marital status and family responsibilities, or disability; (2) treat employees fairly and with respect and implement progressive human resource management systems; (3) provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential; (4) reward employees fairly based on their ability, performance, contribution and experience; and (5) abide by labour laws and adopt the *Tripartite Guidelines on Fair Employment Practices*.

The Confederation of German Employers has policies to support women within their leadership structures, including: flexible working hours for employees with family responsibilities; teleworking to enable mothers and fathers care for their families; and compulsory use of gender-sensitive language. The Confederation has signed the *Charta der Vielfalt* (diversity charter) that aims to promote diversity in companies and institutions. Signatories commit to create a work environment that is free of prejudice and exclusion and to develop a corporate culture that is based on inclusion, mutual respect and the recognition of different talents in the workforce. More than 2,000 companies have signed the charter.

The Honduras Business Council's Gender Committee for Sustainable Enterprises was formed in 2013 and includes 40 women from different business organizations of the Council. Men are also invited to be members. The Committee's objective is to increase the participation, inclusion and influence of women in leadership and management positions of private sector companies, and the Council advocates for the business case for gender diversity and training for women on leadership and other skills. In 2014 the Committee promoted the *Manual on Gender Sensitive Human Resource Management* among Council members and participated in the development of the United Nations Development Programme (UNDP) Gender Equality Seal for companies in Honduras. In 2015, activities included the signing of a declaration of principles on gender equality and inclusion in the business sector and awareness raising meetings with entrepreneurs, managers and directors to promote programmes and projects on gender diversity and inclusion.

4.2. ASSIGNING RESPONSIBILITY FOR GENDER DIVERSITY WITHIN EOS

In some countries, EOs have established gender focal points or gender equality committees to support its gender equality actions. The focal points and committees can help establish policy positions and activities for the EO, enabling them to respond to the needs of company members and support women entrepreneurs as well as influence national policy debates.

Some EOs have worked closely with or even set up women's entrepreneurship or business associations or networks. These associations or networks may be members or board members of the EO. Women's chambers may function as an additional chamber within a federation of chambers.

The integration of gender concerns into the mainstream of the activities of EOs is a key issue when considering these arrangements. The autonomy of women's business associations poses the risk that EOs will delegate gender concerns to these associations and eliminate gender equality from the mainline agenda. This can also occur with internal gender committees, if committee members are not reaching out to the entire organization. Such committees need to have clear terms of reference requiring the integration of gender concerns across the EO and the promotion of gender balance at all levels, and ensuring that gender activities do not remain or become isolated. An EO where gender is a central concern within its own structures and activities will better enable it to provide valuable services to its member companies on advancing women in management through internal career pathways and human resources mechanisms.

The Montenegrin Employers Federation established a Commission for Women's Entrepreneurship at its founding in 2002. It was superseded in 2009 by the Business Women Association of Montenegro. While the Association is autonomous today, there are two Federation representatives on the management board and there is a full-time staff position of Advisor on Women's Entrepreneurship at the Federation that supports women's entrepreneurship development and the economic empowerment of women.

In Pakistan, the Women's Chamber of Commerce and Industry is an honorary member of the Federation of Pakistan Chambers of Commerce and Industry, which also has a standing committee on women entrepreneurs.

In the Middle Eastern region, there are active women's sections in the chambers of commerce in several countries, including Bahrain, Oman, Saudi Arabia and the United Arab Emirates. The Dubai Business Women Council, established in 2002, aims to empower women and build awareness in the community to accept women in business. The Bahrain Chamber of Commerce established a Businesswomen's Committee to further develop women's participation in the economy. In Saudi Arabia, the Council of Saudi Chambers created the General Secretariat for Business Women Affairs in 2005. Today there are women's sections in all the chambers across the country. The main aim is to develop and enhance economic activities for women. The Council of Saudi Chambers and the Islamic Chamber of Commerce, Industry and Agriculture organized the ninth Forum for Businesswomen in Islamic Countries, in May 2016 in Riyadh to explore investment opportunities and enhance the role of women in business.

4.3. APPOINTING WOMEN TO THE EO MANAGEMENT TEAM AND BOARD

Gender inclusiveness enhances the image of EOs and can help them attract more women-owned businesses as members. It can be challenging to recruit more women to top management positions and boards, but this challenge can be overcome with sufficient

commitment. Many women have attained high levels of education and managerial experience and are qualified for top positions.

EOs with a woman president or chair include Antigua and Barbuda, Croatia, Djibouti, Honduras, Madagascar, Morocco, Panama, Trinidad and Tobago, and Tunisia. There are more EOs with a woman executive director, CEO or secretary-general, including Aruba, Botswana, Cambodia, Haiti, Jamaica, Kenya, Latvia, Macedonia, Madagascar, Montenegro, Nepal, Nicaragua, Norway, Papua New Guinea, South Africa, Swaziland, Thailand, Trinidad and Tobago, and Uganda.

An increasing number of boards of EOs around the world include women, although some EOs still have all male boards.

In the Employer's Consultative Association of Trinidad and Tobago the President and Chair traditionally have been men. Today, there are 17 board members, eight of whom are women and the chair of the board is a woman. For the first time in 15 years a woman is heading the Association as Executive Director. Among the team leaders in the secretariat, six are women and one is a man. Of the 33 staff, only four are men. The Association is now working to find and select competent men for the secretariat to improve the gender balance.

In Plurinational State of Bolivia, an increasing number of women from key economic sectors, such as tourism, pharmaceuticals and cosmetics, are participating at different levels in the various chambers across the country, yet there are no women on the board of the Confederation of Private Companies of Bolivia (Confederación de Empresarios Privados de Bolivia). The Confederation's goal is to have 30 per cent women board members in the next two years. In addition, an important target is to institutionalize gender issues among Confederation affiliates. Its Strategic Plan for 2016 includes a sensitization workshop sponsored by the International Center for the Private Companies and the ILO for the Executive Commission of the Confederation (approximately ten people) and another for board members (35 people). The objective of the workshop is to create an institutional network from this group that can strategize on gender issues for the future.

In 2015 the Chamber of Women Business Owners in Tunisia (which is part of the EO - Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat) found that women held only 9 per cent of positions in the union. The union's executive bureau committed to increase this to 20 per cent when elections are held in 2017. A campaign is underway in four areas of Tunisia to raise the awareness of the regional women's chambers and union structures on the need for more women in union positions. The campaign aims to promote dialogue between regional women's chambers and union structures and to encourage women to stand for election and for members to vote for them.



Chapter 5

Way forward for EOS

5.1. GETTING UP TO SPEED ON GENDER DIVERSITY

EOs can undertake a variety of initiatives to quickly progress towards gender equality, gain traction and benefit their organizations and their members. EOs could consider the following initiatives:

- Partnering with academic institutions, governmental bodies, non-governmental organizations and networks of companies to generate data and knowledge, share good practices and advocate agendas to promote women's advancement. This could include legal reform on women's access to labour market opportunities and on child care, family care and working time, as well as women's access to decision-making positions. EOs can also benefit from the extended contacts and influence that result from such engagement.
- Attracting women-owned businesses as EO members as a strategic objective and forming partnerships with women's business organizations to advocate for legal reform for women entrepreneurs to gain access to finance, credit and resources.
- Building EO capacity on gender analysis and gender diversity to strengthen advisory services to members.
- Promoting gender equality and participation of women in EO management, as well as identifying ways that women can gain access to EO board membership. The EO board could consider the following actions:
 - examine the criteria and procedures for board selection and/or election to identify any structural barriers or exclusionary criteria and how these can be eliminated;

- Include women in the search for candidates and draw candidates from a wide pool;
 - encourage and support women with potential to become “board ready” through specialized training; and
 - appoint more than one woman, at least two or three, especially when boards have many male members.
- Undertaking an organizational gender assessment to identify and build on existing good practices in the EO, and pinpoint priority areas for strategic action.
 - Building awareness and knowledge of the business case for gender diversity to improve advocacy and advisory services for members. Knowledge of gender sensitive human resources management and the issues facing women entrepreneurs is essential. Internal EO capacity building is key to engaging on these issues. Some EO member companies may be ahead of the game in their pursuit of gender equality and can be good allies for sharing insights and good practices. In addition, there are usually competent training and academic institutions willing to help.

5.2. CHALLENGES

Women represent more and more of the world's talent pool today and gender norms are in flux. As women make gains toward equality, gender will continue to be an issue in the workplace especially in relation to the balance of work and family responsibilities which now also impacts men. Engagement on gender diversity is a strategic and forward looking consideration, not only for EO members but also for the EO itself.

Working with companies

The experiences of EOs in promoting gender diversity with member companies show that there are challenges to achieving a successful outcome. For example, it is important to reach out to women business organizations to identify the best modalities for partnering and to avoid duplication of effort. In some cases, EOs that promote gender equality may encounter resistance or a lack of interest on the part of members or affiliates. This can make it difficult to advance gender diversity, and the EO must be able to make a convincing business case to overcome entrenched beliefs. In some countries, EOs are working with their members on gender diversity in the context of government quotas for women on boards (30 per cent in Germany and 40 per cent in France). The Confederation of German Employers believes that quotas will not address the underlying reasons for the lack of women in positions of leadership and that better conditions for women to participate in the overall labour market and in leadership positions are needed. In France, Mouvement des Entreprises de France is working with their members to explain the business case and demonstrate the benefits companies can obtain with more women in leadership.

Creating internal change

EOs may also face challenges when they change internal practices related to gender equality. The lack of gender diversity is entrenched in the culture of some organizations. The original objective of many EOs was to support "businessmen" and often the men's club culture remains. Around the world, numerous organizations to support women in business now exist, often backed by national and international development actors. Too often there is a disconnect between these two types of business organizations reflecting the gender divisions in the labour market and in business.

Nevertheless, some EOs have shown great interest in recruiting women leaders to their boards, but women candidates may be reluctant to serve on the board. The EOs offered a number of explanations for this: (1) women do not "feel capable"; (2) women have other responsibilities such as family that men do not have; and (3) women do not feel comfortable in a working environment that is practically all male. In addition to these reasons, structural obstacles, such as a requirement that a member be the CEO of an important enterprise, may be reducing the pool of potential women candidates.

Resources

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TABLE A1.
EOS PROMOTING WOMEN IN MANAGEMENT (CHAPTER 2)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
AFRICA			
Zambia Federation of Employers	ZAMBIA	Advocacy	<ul style="list-style-type: none"> Carried out a survey and created a report on the financial inclusion of women together with ILO, Bank of Zambia, and Zambia Federation of Associations of Women in Business. Majority of successful women entrepreneurs in Zambia never borrow when starting business, usually due to prohibitive conditions. A lack of financial access continues to be a hindrance to enterprise growth.
Federation of Ugandan Employers (FUE)	UGANDA	Advisory services	<ul style="list-style-type: none"> Supports its members on policies and provides guidance on sexual harassment, maternity leave, breastfeeding facilities, and on family planning. Established the FUE Women's Executive Chapter (FUEWEC) in 2008 with the objectives of enhancing the capacity of young women to take up management positions, providing a forum for women executives and women board members to interact and exchange ideas and to create capacity within the FUE Secretariat to manage the FUEWEC. FUEWEC facilitates quarterly networking meetings, where women are invited from various employment sectors to exchange ideas, opportunities and career advice. FUE also identifies working partners on women's economic empowerment and holds an Annual Women Leadership Conference fielding various topics on leadership challenges.
LATIN AMERICA AND THE CARIBBEAN			
Unión Costaricense de Cámaras y Asociaciones (UCCAEP)	COSTA RICA	Research	<ul style="list-style-type: none"> Works with the National Bank of Costa Rica on statistics and registration of women managers, as well as with other institutions and academic centers. Participates in activities organized by the Women's Center for Collaborative Leadership, collaborating on research on gender diversity as well as with training programmes to create dialogue networks and develop strategies to improve women's participation in management.

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TABLE A1. (Continued)
EOS PROMOTING WOMEN IN MANAGEMENT (CHAPTER 2)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
LATIN AMERICA AND THE CARIBBEAN (Continued)			
Chilean Confederation of Production and Commerce	CHILE	Advisory services	<ul style="list-style-type: none"> Disseminates a guide on good labour practices for non-discrimination in enterprises. It includes recommendations on recruitment and selection processes; career development; access to training; gender balance in senior management posts; conditions of work; maternity and parental responsibilities; work and family balance; and prevention and sanctioning of sexual harassment.
		Networking	<ul style="list-style-type: none"> Actively collaborates with the Ministry of Labour and the SERNAM (National Ministry of Women) on issues such as the labour participation of women from low income groups, their job placement, the family care system, and the gender pay gap. Has a Commission on Women, Entrepreneurship and Labour, that interacts with different public bodies and other social actors. It meets each month to define priorities and strategies, as well as plan the presentation of initiatives to the Executive Power of Chile and Civil Society Organizations provides an opportunity to obtain information and analysis as well as provide the opportunity to represent the interests of its members and to present its own views and analysis to a wider public.
ASIA AND THE PACIFIC			
Vietnam Women's Entrepreneurship Council (VWEC) of the Vietnam Chamber of Commerce and Industry (VCCI)	VIET NAM	Research	<ul style="list-style-type: none"> Collaborated on a report to collect information and analyse the capabilities of enterprises to implement proposed laws on gender equality and the United Nations Women's Empowerment Principles.

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TABLE A1. (Continued)
EOS PROMOTING WOMEN IN MANAGEMENT (CHAPTER 2)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
ASIA AND THE PACIFIC (Continued)			
Business New Zealand	NEW ZEALAND	Networking	<ul style="list-style-type: none"> Supported numerous ongoing initiatives by various organizations and institutions to add its voice and weight and gave public, vocal and consistent support for these initiatives to advance the national policy agenda through the media and get programmes into place.
Vietnam Women Entrepreneurs Council (VWEC) of the Vietnam Chamber of Commerce and Industry (VCCI)	VIET NAM	Networking	<ul style="list-style-type: none"> One of the three founding members of the Gender Economic Development Working Group (GED) in Viet Nam, along with Paz y Desarrollo (PYD) of Spain and the ILO in Viet Nam. GED promotes and supports women's empowerment in business and economic development and gender equality in Viet Nam. There are more than 30 member organizations including governmental agencies, international organizations, non-governmental organizations, civil society organizations and institutions such as UN Women, Vietnam Women's Union, Oxfam, CIDA, Microfinance Vietnam and SNV.
Asian Women Entrepreneurs Network (AWEN)	SOUTH-EAST ASIA	Networking	<ul style="list-style-type: none"> The Association of Southeast Asian Nations (ASEAN) launched the Asian Women Entrepreneurs Network (AWEN) in April 2014. The VCCI was instrumental in its creation.
China Enterprise Confederation (CEC)	CHINA	Networking	<ul style="list-style-type: none"> Works with the All China Women's Federation and the All China Federation of Trade Unions on gender equality in enterprises. The CEC also works with the Government and the China Association for Women Entrepreneurs (CAWE) on business start-up training for women-owned small and medium-sized enterprises.

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TABLE A1. (Continued)
EOS PROMOTING WOMEN IN MANAGEMENT (CHAPTER 2)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
EUROPE AND CENTRAL ASIA			
Keidanren	JAPAN	Advisory services	<ul style="list-style-type: none"> Encourages member companies and federations to introduce measures on both positive action and work-life balance. Keidanren recently compiled and published the <i>Report of Measures on Work-Life Balance</i> with 66 member company cases.
Fiji Commerce and Employers Federation (FCEF)	FIJI	Advisory services	<ul style="list-style-type: none"> Developed materials to support diversity, including the <i>Employers' guide to Gender Equality: creating gender responsive workplaces for women and men in Fiji</i>. The guide provides measures employers can take to strengthen gender equality in workplaces.
China Enterprise Confederation (CEC)	CHINA	Advisory services	<ul style="list-style-type: none"> Compiles, publishes and disseminates guidance annually on gender mainstreaming and non-discrimination concepts for enterprises. CEC encourages companies to implement these and provides annual training to its members in cities throughout China. CEC produced a booklet on <i>Best Practices for the Promotion of Gender Equality in Enterprises</i> and an <i>Employer's Guide on gender equality</i>.
Hungarian Business Leaders Forum	HUNGARY	Advisory services	<ul style="list-style-type: none"> Promotes equal opportunities through a mentoring programme. Mentees are paired with the chair or business leader from one of the 100 largest listed companies to discuss confidentially the challenges they are facing.

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TABLE A1. (Continued)
EOS PROMOTING WOMEN IN MANAGEMENT (CHAPTER 2)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
EUROPE AND CENTRAL ASIA (Continued)			
Confederation of German Employers (BDA)	GERMAN	Advisory services	<ul style="list-style-type: none"> • Hosts a good practice webpage as an information-sharing platform among BDA's members in promoting women in leadership positions and work life balance. • Hosts a well-resourced portal with practical tools for enterprises and employers' organisations in Germany. • Taken up the role to promote the good practices of its members and assist members to develop policies to attract and retain women in the workplace.
Hungarian Business Leaders Forum (HBLF)	HUNGARY	Research	<ul style="list-style-type: none"> • Mapped the situation of women in management in Hungary in cooperation with the Corvinus University of Budapest, Bisnode Hungary and Figyelő magazine. • Found that representation of women top management was low (9.9 per cent). • The outcome of this study motivated the members of the 2020 Club (which promotes women to be 20 per cent of CEOs by 2020) to disseminate and incorporate international business practices, supporting women in all areas for their professional advancement.
Women Business Leaders Forum (WBF) – part of Hungarian Business Leaders Forum (HBLF)	HUNGARY	Advocacy	<ul style="list-style-type: none"> • WBF is established in the Hungarian Parliament to support equal opportunities for women and sustainable development. • HBLF has been running for eleven years and the WBF consists of more than 200 prominent Hungarian women leaders from business and politics, regardless of their political affiliation. The WBF advocates for more women to lead businesses and corporations.

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TABLE A1. (Concluded)
EOS PROMOTING WOMEN IN MANAGEMENT (CHAPTER 2)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
EUROPE AND CENTRAL ASIA (Continued)			
Confederation of Swedish Enterprise	SWEDEN	Advocacy	<ul style="list-style-type: none"> Published a report entitled <i>Demand for Talent Enhances Equality and Diversity</i> describing the way its members set and monitor gender diversity targets not only on boards but also for senior management.
Confederation of Netherlands Industry and Employers	THE NETHERLANDS	Advocacy	<ul style="list-style-type: none"> In cooperation with the Dutch Trade Union Federation (FNV) and the Dutch Government launched 'Talent to the Top' for listed and unlisted companies, institutions and public organizations in the Netherlands. Organization-specific quantitative targets focus on the number of women in middle and top management with a yearly review of achievements.

TABLE A2.
EOS PROMOTING WOMEN IN BUSINESS (CHAPTER 3)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
AFRICA			
Moroccan Association of Women Business Owners	MOROCCO	Outreach	The Moroccan Association of Women Business Owners (AFEM), with 600 members, is an affiliated member and part of the executive bureau of the General Confederation of Moroccan Enterprises (CGEM), an EO in Morocco. The AFEM has 85 national and international partners with whom it implements projects for women entrepreneurs. The incubation projects are their main thrust, reinforcing women's managerial and leadership skills and supporting their enterprises to grow and develop.
Tunisian Union of Industry, Commerce and Handicrafts	TUNISIA	Outreach	In Tunisia, the National Chamber of Women Business Owners, created in 1990, is part of the Tunisian Union of Industry, Commerce and Handicrafts. The aim of the women's Chamber is to encourage the integration of women in all EO structures.
Groupement Inter-Patronal du Cameroun (GICAM)	CAMEROON	Access to EO membership	The Groupement Inter-Patronal du Cameroun (GICAM) actively seeks women's business organizations as members. It has created a women's entrepreneurship commission led by women within GIGAM and recently integrated women heads of enterprises into its Executive Council and provided business training for them.
ASIA AND THE PACIFIC			
Asian Women Entrepreneurs Network (AWEN)	SOUTH-EAST ASIA	Networking	The Association of Southeast Asian Nations (ASEAN) launched a network of women's business associations called the Asian Women Entrepreneurs Network (AWEN) in April 2014. The Vietnam Chamber of Commerce and Industry (VCCI) was instrumental in its creation.
EUROPE AND CENTRAL ASIA			
Montenegrin Employers' Federation	MONTENEGRO	Advocacy for women entrepreneurs	The Montenegrin Employers' Federation (MEF) is playing a key role in research and advocacy on women's entrepreneurship development in the country. In 2013 MEF prepared a report supported by the ILO on "Assessment of the Environment for Women Entrepreneurship in Montenegro."

TABLE A3.
EO INITIATIVES FOR INTERNAL GENDER EQUALITY (CHAPTER 4)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
AFRICA			
Chamber of Women Entrepreneurs (CWE)	RWANDA	Assigning responsibility for gender	CWE is one of nine chambers within the Private Sector Federation (PSF). CWE has the mandate of identifying gender issues for the PSF to address.
Nigerian Employers' Consultative Association (NECA)	NIGERIA	Women on EO boards	There is one woman on the five-member management committee of the NECA.
NECA Network of Entrepreneurial Women (NNEW)	NIGERIA	Assigning responsibility for gender	NECA created NNEW and is currently considering offering NNEW three seats on its Governing Board and recognizing NNEW as an associate member of NECA.
Federation of Uganda Employers (FUE)	UGANDA	Appointing women	Established the Women Executives' Chapter in 2010 to reduce marginalization of women in top decision-making positions in the corporate world, and to promote members' compliance with the equal opportunities legislation.
Groupement Inter-Patronal du Cameroun (GICAM)	CAMEROON	Women on EO boards	Actively advocating for more women on its board. The board currently has two women and eight men. Women are heads of two out of the four departments of the EO secretariat.
LATIN AMERICA AND THE CARIBBEAN			
COSEP	NICARAGUA	Assigning responsibility for gender	The gender committee of the apex employers' organization in Nicaragua (COSEP) has a gender policy that seeks to achieve a greater integration of women in business organizations and the boards of the various chambers of commerce in the country.
Consejo Hondureño de la Empresa Privada	HONDURAS	Women in EO management	Three women including the President sit on the 15-member board.

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TABLE A3. (Continued)
EO INITIATIVES FOR INTERNAL GENDER EQUALITY (CHAPTER 4)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
LATIN AMERICA AND THE CARIBBEAN (Continued)			
UCCAEP	COSTA RICA	Women in EO management	There is only one woman on the board of the UCCAEP. The Annual Strategic Plan (2016) identified the low number of women in management as an institutional concern, so that the affiliated chambers will take it on as a priority and support the UCCAEP's initiatives.
Confederation of Production and Commerce	CHILE	Women on EO boards and management	The Confederation has no women on its board, despite being active on gender and women in management issues. It aims to boost measures to increase the membership of women and so have more "women's brains" inside the institution, participating at different decision-making levels.
Confederação das Associações Comerciais e Empresariais do Brasil (CACB)	BRAZIL	Assigning responsibility for gender	CACB created the National Council of Business Women.
Jamaican Employers' Federation (JEF)	JAMAICA	Women in EO management	Of the 18-member executive committee (elected annually), ten are women. The president and two vice-presidents are men and the CEO is a woman and 57 per cent of staff managers are women. The JEF had two women CEOs before the current one and also had one woman president.
National Business Association of Colombia (ANDI)	COLOMBIA	Women on EO boards	The Executive Board of ANDI is led by a woman. There are five vice-presidents, two are women and the Executive Director is a woman.
ASIA AND THE PACIFIC			
CAMFEBA	CAMBODIA	Adopting EEO and diversity policies	Executive Committee members and Secretariat are committed to the CAMFEBA Code of Conduct, which includes respecting gender diversity and equality.

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TABLE A3. (Continued)
EO INITIATIVES FOR INTERNAL GENDER EQUALITY (CHAPTER 4)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
ASIA AND THE PACIFIC (Continued)			
Vietnam Chamber of Commerce and Industry (VCCI)	VIET NAM	Assigning responsibility for gender	VCCI created a Women Entrepreneurs' Council.
Vietnam Chamber of Commerce and Industry (VCCI).	VIET NAM	Women in EO management	Twelve of the 78 executive committee members of the VCCI are women, 30 per cent of top managers of departments are women and about 50 per cent of departmental deputy managers. In 2014, VCCI had 902 staff, of which 54 per cent were women.
Australian Chamber of Commerce and Industry (ACCI)	AUSTRALIA	Women in EO management	The staff of ACCI were mostly men a few years ago, but now 30 per cent of staff are women and many women work as senior leaders. 18 months ago, ACCI hired its first woman CEO and the 11-member board has two women (there were previously three women members). Of the 18 managers, 11 are women.
APINDO	INDONESIA	Women in EO management	In Indonesia, there are six women out of 40 APINDO board members. There are 21 women out of 133 heads and deputy heads of departments. The executive director is a man and there are two deputy executive directors, one man and one woman.
Pakistan Employers Federation (EFP)	PAKISTAN	Women in EO management	One of the three women candidates was elected to the 20 member board of EFP in 2014. Women are encouraged to participate as co-opted members of the board's subcommittees and in the EFP secretariat 20 per cent of the management staff are women.
Employers Federation of Ceylon	SRI LANKA	Women in EO management	EFC has one woman on its 24-member Council (board). Efforts to promote women on the Council are ongoing. A key challenge is that Council members are CEOs of their respective companies and there are very few female-led organizations in EFC's membership.

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TABLE A3. (Continued)
EO INITIATIVES FOR INTERNAL GENDER EQUALITY (CHAPTER 4)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
ARAB STATES			
National Chambers of Commerce	SAUDI ARABIA, UNITED ARAB EMIRATES AND BAHRAIN	Women in EO management	Chambers of Commerce at the national level have active women's sections. Saudi Arabia has a chamber of commerce for women and the United Arab Emirates has the Dubai Business Women Council. The Bahraini Chamber of Commerce established a businesswomen's committee.
Jordan Chamber of Commerce	JORDAN	Adopting EEO and diversity policies	In 2016 the Chamber planned to create an advisory committee on women's participation in the governance structures of the Chamber. It will work jointly with the committees under the board of directors of the Chamber. This initiative will also issue publications and hold awareness raising sessions.
Federation of Gulf Chambers	REGIONAL	Assigning responsibility for gender	A special forum for women entrepreneurs and business leaders.
EUROPE AND CENTRAL ASIA			
Confederation of Hungarian Employers and Industrialists	HUNGARY	Assigning responsibility for gender	Has introduced flexible work arrangements for its own staff in recognition of women's talents, and the contribution of employed women and mothers.
BUSINESS EUROPE	REGIONAL	Assigning responsibility for gender	Established a Working Group on Equal Opportunities within its Social Affairs Committee.
Confederation of German Employers (BDA)	GERMANY	Assigning responsibility for gender	BDA has a dedicated gender focal point, who focuses on gender policy and programmes, diversity, inclusion (disability) and actively drives the promotion of women for the BDA.

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TABLE A3. (Concluded)
EO INITIATIVES FOR INTERNAL GENDER EQUALITY (CHAPTER 4)

EMPLOYERS' ORGANIZATIONS BY REGION	COUNTRY OR SUBREGION	ACTIVITY	INITIATIVE
EUROPE AND CENTRAL ASIA (Continued)			
Republican Union of Employers of Armenia (RUEA)	ARMENIA	Assigning responsibility for gender	There are nine commissions and working groups operating within the RUEA. Those whose actions support women in business and management are the Commission for Women's Entrepreneurship and the Commission for youth employment.
Confederation of German Employers (BDA)	GERMANY	Women in EO management	The board of BDA has 40 members - 34 men and six women. There are 13 committees that guide the work of BDA and six are chaired by women. Internally in BDA, there are ten departments of which three are headed by women.
Irish Business and Employers Confederation	IRELAND	Women on EO boards	Four women sit on the 15-member board of the Irish Business and Employers Confederation
Mouvement des Entreprises de France (MEDEF)	FRANCE	Women on EO boards	There are seven women out of 45 on the executive council of MEDEF.

Promoting women in business and management: A handbook for national employers' organizations is designed to familiarize employers' organizations and business membership organizations with trends and approaches to gender equality and diversity.

Today the contribution of women, as well as men, in top level management and strategic decision-making are recognized as critical for building effective and competitive organizations. Recent research and data support the business case for gender diversity, and business, government and academia have advocated for better representation of women on company boards and in executive management. A range of initiatives are now underway to promote gender equality, heralding change in country after country.

This Handbook discusses ways employers' organizations can support companies to advance women in business and management, and shares examples from around the world that illustrate what is possible. Case studies from India, the Occupied Palestinian Territory, South Africa and the United Kingdom provide greater detail on initiatives employers' organizations are undertaking, and they reflect the challenges and future work for employers' organizations in fostering greater gender diversity.



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