



# Responsible Business Conduct in G7 Countries



The *WE EMPOWER through responsible business conduct in G7 countries* is a programme funded by the European Union (EU) and implemented by UN Women and the International Labour Organization (ILO). The EU is also funding a sister programme in six Latin American and Caribbean countries: *Win-Win, Gender equality means business* together with UN Women and ILO and is considering a possible future EU action with strategic partner countries in Asia. The Asia project is currently being conceptualized in cooperation with UN Women.

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United Nations Entity for Gender Equality  
and the Empowerment of Women

220 East 42nd Street  
New York, New York 10017  
United States  
[www.EmpowerWomen.org](http://www.EmpowerWomen.org)

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# Foreword by the European Union



Gender equality and women's empowerment are not issues for women only. When half of society does not have the same opportunities as the other half, we are putting a limit on our collective potential. We are all worse off, not just the women.

In recent years, gender equality has become a central component of our foreign, security and development policies. The United Nations Agenda 2030 has made clear that gender equality is essential to sustainable development. For the first time ever, the G7 has put women's empowerment at the core of its agenda. In our European Union's foreign policy, we now invest substantial resources in women entrepreneurs worldwide, and in the crucial role of women as peace-builders. And together with Canada, I have proposed to host a meeting with women foreign ministers in September.

However, progress remains too slow on the ground. In Europe, women tend to be better educated than men but remain under-represented in the labour market, particularly in decision-making positions. Too many of us know what it feels like to be the only woman in the room. And women earn on average sixteen per cent less than men.

In my daily work, I meet so many strong women who are determined to take their life into their own hands. Single mothers trying to find a good and flexible job. Women entrepreneurs who want to meet the challenge of international competition, and reap the opportunities of

globalization. Smart young women who mix ancient local traditions with modern technology.

Policy-makers have a responsibility to remove the obstacles preventing women's empowerment. But we can only do this if we work together with the private sector, civil society and local communities.

For this reason, the European Union has decided to partner with UN Women and ILO to ensure greater progress on gender equality and women's empowerment in G7 countries.

We will work together to overcome barriers that hold women back from entering the labour market, such as gender gaps in earnings and pensions, and lack of work-life balance and child care.

Through the WE EMPOWER programme, we will contribute to promoting gender equality globally with good practices. The programme places women's economic empowerment at the heart of the Future of Work agenda and will help strengthen connections between women entrepreneur associations in Europe with those in fellow G7 countries.

Progress is possible, and is already happening. But it cannot be taken for granted. It calls for everyone's contribution - for women, and for all of us.

**Federica Mogherini,**

High Representative of the Union for Foreign Affairs and Security Policy

Vice-President of the European Commission

# Foreword by UN Women



The world of work is undergoing rapid and profound transformation. Innovations, especially in digital and information and communications technologies (ICTs), are rapidly affecting the quality and quantity of jobs, as well as changing the nature and conditions of work. This presents

both opportunities and challenges for women's economic empowerment.

That is why UN Women, the International Labour Organization and the European Union have joined forces to support sustainable, inclusive and equitable economic growth in G7 countries. Through the EU-funded programme ***WE EMPOWER: promoting economic empowerment of women at work through responsible business conduct in G7 countries***, we are supporting the active engagement of the corporate sector in a way that aligns with public policies led by G7 governments, and that strengthens and activates multi-stakeholder dialogues.

WE EMPOWER has adopted the future of work as an overarching theme. It draws on discussions and commitments made during the Italian G7 presidency in 2017, as well as the 2018 G7 Summit under the Canadian

presidency which focuses on *preparing for jobs of the future*. It will draw on the 2030 Agenda for Sustainable Development and call on all stakeholders, including governments, the private sector and civil society, to take immediate action.

WE EMPOWER will also leverage UN Women and the UN Global Compact's Women's Empowerment Principles—which were endorsed by the G7 in 2015 to engage the private sector in building gender-responsive workplaces and marketplaces and creating more and better jobs for women—while addressing key issues such as the gender pay gap, work-life balance and flexible working arrangements.

This booklet provides information about the WE EMPOWER programme and its priority areas, and offers insights into the efforts of 15 G7-headquartered companies to promote gender equality and women's economic empowerment. I hope that it will serve as an invitation to join us in turning the promises of the 2030 Agenda into action and results.

**Phumzile Mlambo-Ngcuka**

United Nations Under-Secretary-General and Executive Director of UN Women

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**Canada is proud to put forward a progressive agenda for the 2018 G7. The themes we have chosen for the year will help focus our discussions on finding real, concrete solutions to promote gender equality, women's empowerment, clean energy, and economic growth that works for everyone. As G7 partners, we share a responsibility to ensure that all citizens benefit from our global economy, and that we leave a healthier, more peaceful, and more secure world for our children and grandchildren.**

— Rt. Hon. Justin Trudeau, Prime Minister of Canada

# G7 commitments on women's economic empowerment

**G7 Ministers and policymakers will meet at the G7 Summit in Charlevoix from 8 to 9 June 2018 to build consensus and set trends around some of today's most challenging global issues.<sup>1</sup>**

The 2018 Summit builds on previous commitments to promote women's economic empowerment at G7 Summits in Germany (2015), Japan (2016) and Italy (2017).

In Germany, the G7 leaders cited women's economic empowerment as a top global priority. Ensuring women's access to decent work and entrepreneurship opportunities was recognized as a key driver of innovation, growth and jobs. G7 leaders highlighted the vital role of the private sector in creating an enabling environment where women can meaningfully and equally participate in the economy and called on companies worldwide to integrate the Women's Empowerment Principles (WEPs)<sup>2</sup> into their operations. Strong emphasis was placed on the need to support women in science, technology, engineering and mathematics fields (STEM).<sup>3</sup>

The G7 Ise-Shima Leaders' Declaration issued in Japan committed to empower women through upholding their equal rights, full and effective participation, equal leadership

opportunities, and equal pay for work of equal value. The Women's Initiative in Developing STEM Careers (WINDS) was launched to catalyze global momentum to promote women's advancement in STEM fields and careers, in partnership with the Organization for Economic Co-operation and Development (OECD), UN Women, and other international agencies and stakeholders.<sup>4</sup>

The G7 Roadmap for a Gender-Responsive Economic Environment was adopted at the 2017 G7 Summit in Taormina, Italy.<sup>5</sup> The Summit discussion of women's economic empowerment built on a W7 network<sup>6</sup> meeting which emphasized the importance of putting in place effective monitoring systems to measure G7 members' progress against their commitments. These commitments included reducing gender gaps in labour force participation by 25 per cent by 2025 and increasing investments in technical and vocational education and training by a third by 2030.



# The WE EMPOWER programme

**On 1 January 2018, the European Union (EU), UN Women and the International Labour Organization (ILO) began a three-year programme, *WE EMPOWER: Promoting economic empowerment of women at work through responsible business conduct in G7 countries.***

This EU-funded initiative aims to create an enabling environment where active engagement of the corporate sector blends with public policies led by G7 governments.

Over the next three years, programme partners will help advance the G7 gender agenda by convening multistakeholder dialogues and knowledge exchanges on experiences, lessons learned and good practices in the key areas of the future of work, equal pay for work of equal value, work-life balance, childcare, and gender lens investing. These thematic areas were identified in a series of consultations held in 2017 and 2018 to ensure that the programme aligns with stakeholder needs. Advisory groups with members from academia, employers' and workers' organizations, women's business associations, chambers of commerce and civil society organizations will be set up to help expand and mobilize networks across the G7.

WE EMPOWER aims to deepen private sector engagement with the Women's Empowerment Principles (WEPs) to ensure effective implementation and reporting on progress. The programme will work closely with companies to support them in an enhanced *WEPs Journey*, from committing to gender equality and women's empowerment to signing the WEPs, and subsequently to implementing and reporting on progress.

The 250 best practices and case studies that will be produced by the programme, including on *the future of work*, will support implementation of the G7 Roadmap for a Gender-Responsive Economic Environment, adopted at the 2017 Summit in Taormina. In addition, the programme will strengthen linkages between women entrepreneur associations in Europe with those in the G7 countries, with the target of 400 women entrepreneurs with improved business contacts in G7 countries.

Since many multinational corporations have their headquarters in G7 countries, creating positive impacts and results for women's economic empowerment at the highest level of corporations could have important ripple effects for their operations and supply chains across the world.

This booklet offers insights into existing practices of G7-headquartered companies that the programme will draw and build upon as it is rolled out.

In addition to the WE EMPOWER programme, the EU is also funding a sister programme in six Latin American and Caribbean countries: *Win-Win, Gender equality means business* together with UN Women and ILO. The EU is considering a possible future EU action with strategic partner countries in Asia. The Asia project is currently being conceptualized in cooperation with UN Women.





**Europe's future will be digital and it is in our hands to make it inclusive. Women and girls cannot be left out of the digital transformation of our economy and our society. Our 'Women in digital agenda' will be about enabling, empowering, encouraging and motivating women and girls to close the gender digital divide."**

— Mariya Gabriel, Commissioner for the Digital Economy and Society



**Ensuring that the great transformations underway in the world of work are shaped to create the decent jobs people want and need is hugely important all around the world. G7 countries are amongst those on the frontier of technological changes that have great promise for better lives, but which equally could lead to many working women and men being left behind."**

— Guy Ryder, Director-General, ILO.



**To meet the demands of an increasingly digital economy, the tech industry has to increase the number of women in decision-making positions. To get there we must break down negative stereotypes that are holding girls and women back, and equip future leaders right from their early education through access to opportunities in STEM and ICT. The nature of work is changing and the workplace has to change with it. That includes workplace cultures that are zero tolerant to sexual harassment. We must make sure that work really works for women."**

— Phumzile Mlambo-Ngcuka, Executive Director, UN Women

# Future of work

**The world of work is undergoing rapid and profound transformation marked by innovations, especially in digital and information and communications technologies, that are affecting the quality and quantity of jobs as well as the nature and conditions of work. This presents both opportunities and challenges for promoting women's economic empowerment.**

Institutions and companies, as well as women and men, are adjusting to the new realities brought about by this economic transformation. It is becoming increasingly clear that innovation and well-trained, talented people are vital for competitiveness. Countries around the world are competing for the most talented people, the newest technologies, and the fastest-growing companies. Indeed, jobs and prosperity will be seen in countries that are successful in these areas. Countries need to prioritize the future of work, including keeping up with innovation, upgrading infrastructure, and adequately educating and training their workforce.

As technological and digital developments advance, automating more tasks, the greater the risk of labour market disruptions with potentially wide-ranging implications for job loss. This increasingly applies not only to the low-quality and low-skilled jobs that are often held by women, but also to higher-skilled, professional job categories. Automation, robotics, and artificial intelligence (AI) contribute to this

emerging trend. The disappearance of jobs is a source of concern, as is the potential for heightened inequality, especially gender inequality.

Women's relatively low participation in STEM professions, where job creation tends to be driven by technological developments, could mean a significant widening of the gender gap. At present, women stand to gain only one new job for every 20 lost elsewhere, whereas the ratio for men is one new job for every four lost. To close this gap, improved recruitment, retention and promotion policies need to be

**WE EMPOWER places women's economic empowerment at the heart of the future of work agenda and will explore linkages with the gender pay gap, women's access to skills development opportunities, work-life balance, and childcare.**

enacted, and investments made in building new skills and new jobs for women.<sup>7</sup>

The G7 Summit under the Canadian Presidency is focusing on ***preparing for jobs of the future***, drawing on the discussions and commitments made during the Italian G7 presidency in 2017.

Three areas will be of strategic importance:

- (1) Labour, employment and social protection policies to support workers in non-standard and new forms of work, including those engaged in the gig-economy;
- (2) Skills development of workers and entrepreneurs that aligns with labour market requirements;
- (3) A multi-stakeholder approach to addressing the future of work.

## Labour, employment and social protection policies

The emergence of new technologies and labour forms is redefining economic and labour market stability. For example, it is estimated that 50 per cent of the types of professions that exist today will disappear by 2025.<sup>8</sup> Recent estimates predict that a majority of the United States workforce will be freelancing by 2027<sup>9</sup>, raising concerns about the impact of limited access to benefits and social protection.

Most freelancers, crowdworkers and workers in the gig economy are considered self-employed, independent contractors who assume all the potential risks and liabilities of transactions with customers, with none of the benefits of fundamental rights at work, such as minimum wages, social

security, anti-discrimination regulations, sick pay, holidays and unemployment insurance.<sup>10</sup>

Remote and flexible working arrangements may therefore create opportunities for women, but also challenges in terms of their access to decent work and social protection. Research shows that large numbers of freelancers are women as work flexibility may enable them to better manage competing career and family responsibilities, but often means lack of work benefits and prolonged working hours.

The Government of Japan allows employees to work from home (telework) to address challenges such as a growing childcare crisis and overworked staff. Yet, telework has been relatively slow to take off in Japan largely due to fears about data security, and a work culture that emphasizes long hours and employee 'face time'.<sup>11</sup>

G7 governments should consider extending social protection coverage to all, including workers with remote and flexible working arrangements and in the gig economy, and to support universal social protection floors in all countries.

## Skills development

A key challenge of the future will be how to effectively match people with the skills required by the labour market. In the European Union, almost half of Europeans (44 per cent) still lack basic digital skills, such as using email and editing tools or installing new devices.<sup>12</sup> In G7 countries, significant re-skilling will be required, for example, in Italy over 40 per cent of top skills today will no longer be so within 5 years, 29 per cent in the US and 25 per cent in Japan.<sup>13</sup>

**WE EMPOWER will curate e-learning resources to support underserved women and girls with skills development opportunities through the WeLearn platform.**

To ensure that both women and men have access to decent work in the digital economy, governments and businesses need to create inclusive pathways for continuous learning, re-skilling and up-skilling. Public and private institutions will need to produce policies, action plans, skills development programmes and tools to keep up with rapidly changing demands.

The **Europe 2020 Strategy** for smart, sustainable and inclusive growth is the key policy to promote labour market reforms in Europe, such as raising employment levels, reducing youth unemployment and developing a skilled workforce.<sup>14</sup>

The **German** vocational educational and training system is recognized for the cooperation between small and medium enterprises and vocational schools, matching employee skills with employer demands.<sup>15</sup> In **France**, as of 2015, companies or groups with at least 300 employees must provide a personal training account for each employee from when they first join the labour market until they retire.<sup>16</sup> This programme provides professional qualifications that are intended to meet the anticipated needs of the economy over the short and medium terms, while also providing much needed skills development for women and men.

Other G7 countries are also taking action to adapt to the changing world of work, including in their educational systems and curricula. In 2017, the **Government of Canada** introduced a comprehensive five-year *Innovation and Skills Plan* to equip workers with the tools needed to succeed in the new digital economy. Recognizing talent cultivation and lifelong learning as keys to innovation, the plan provides unemployed and underemployed Canadians with access to training and employment and support to find, access and keep jobs in the high-tech economy. These measures are expected to benefit unemployed and underemployed Canadian women seeking to improve their career prospects while balancing family responsibilities.<sup>17</sup>

The **Government of Japan** adopted the *Action Plan for the Realization of Work Style Reform* in 2017 to enable workers to choose their preferred work style. The plan includes efforts to reform the education system; ensure effectiveness of equal pay for equal work, flexible work styles, career changes and re-employment opportunities; and legislative reform related to part-time, long working hours and overtime. It specifically targets women, youth and the elderly.<sup>18</sup>

The **Government of the United States** has prioritized expanding opportunities for work-based learning, work-readiness and career pathway training strategies, while connecting employers with skilled workers through customer-centered business services and effective partnerships. The United States is also establishing a network of over 2,400 job centers and apprenticeship opportunities to allow key stakeholders to adapt to changes in technology and to meet employers' skills requirements.<sup>19</sup> Targeted policies and initiatives promote the interests of working women.<sup>20</sup>



The future work force will need to focus on skills that AI and machines seem unable to replicate, such as 21st century skills – foundational literacies, competencies, and character qualities – as well as social and emotional intelligence, intercultural and gender sensitivity, abstract and systems thinking, complex communication capacity, and the agility, adaptability and ability to thrive in changing and diverse environments.

Women and girls must be enabled to access jobs in the digital economy without discrimination and equipped to use technology in their private and professional lives. They need equal access to information about the jobs of the future, STEM education, training and re-skilling, as well as opportunities to benefit from apprenticeships, internships and jobs in order to become future technology creators and innovators.

## Multi-stakeholder approach

Multi-stakeholder approaches are needed to resolve the major challenges of the future of work. The G7 is well placed to promote inclusive innovation for the future of work by convening policymakers, social partners, the private sector, education and training providers, innovation analysts and civil society and women's organizations to ensure that policies and decisions are informed by all stakeholders.

**WE EMPOWER will convene multi-stakeholder groups to dialogue and exchange knowledge about women's economic empowerment in the future of work.**



**We look at the private sector to generate innovation, employment and financing that we hope will bridge the gender gaps in the world of work and advance the SDGs. This will help our women, families and communities, and it is certainly good for the bottom line in business. Companies that invest in women and support women's leadership and decision-making, and commit to gender equality typically outperform their competitors. [...] We believe [WEPs] offer great potential for change. I am happy to say that nearly 2,000 CEOs worldwide have already committed to them. It is now up to us to ensure that they are followed up with action and accountability.”**

— Amina J. Mohammed, United Nations Deputy Secretary-General<sup>21</sup>

# Advancing gender equality and women's empowerment in the workplace, marketplace and community

**The Women's Empowerment Principles (WEPs), launched in 2010 by UN Women and the UN Global Compact, have been endorsed by the United Nations General Assembly<sup>22</sup>, the W20<sup>23</sup>, and the G7<sup>24</sup>.**

The WEPs offer a platform to mobilize business action for implementation of the Sustainable Development Goals (SDGs). They guide businesses – regardless of size, sector or geography – to promote gender equality, and empower women in the workplace, marketplace and community.

The WEPs provide a gender lens through which businesses can analyze their current initiatives, benchmarks and reporting practices, and then tailor or establish policies and practices to realize gender equality and women's empowerment.

Today, nearly 2,000 CEOs have committed to implementing the WEPs, double the number since 2015.

During the WE EMPOWER consultation process, UN Women identified the below 15 stories from companies with inclusive business models that have allowed them to make progress on gender equality and women's empowerment in the workplace, marketplace and community. The stories cover all the WEPs: high-level corporate leadership; gender

equality in the workplace, marketplace and marketing practices; community initiatives and advocacy; and transparency, measuring and reporting.

**WE EMPOWER will leverage the WEPs in its engagement with the private sector. Through an expanded WEPs ecosystem and deepened WEPs Journey, the private sector will be encouraged to document and exchange knowledge on experiences, lessons learned and good practices; participate in learning opportunities; and measure and report publicly on progress towards gender equality and women's empowerment in their workplaces and marketplaces.**





## Women's Empowerment Principles

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

Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination

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

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

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

Principle 6: Promote equality through community initiatives and advocacy

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

# High-level corporate leadership for gender equality and women's empowerment

Making gender equality a top strategic priority is critical for promoting women's economic empowerment in public and private institutions. When company leaders affirm high-level support and policies for gender equality and human rights, transformations are more likely to take place. Commitments need to be accompanied by company-wide goals and targets for achieving gender equality, and a shift towards corporate cultures that are rooted in gender equality, diversity and inclusion.

In a world requiring integration, collaboration, connectivity and creativity as never before, 21st century leaders need to understand gender equality issues and communicate and lead in gender-responsive ways. While reaching gender parity is significant, it is only one step towards an inclusive and gender-sensitive corporate culture.

In a 2010 global survey, gender equality was among the top ten strategic priorities for only 28 per cent of executives surveyed.<sup>25</sup> In a more recent survey, 90 per cent of corporate leaders say that they are prioritizing gender equality. However, although this is promising, only 50 per cent of employees feel that gender equality is

truly a priority in their companies; they do not see senior managers taking concrete steps to ensure inclusion and equality.<sup>26</sup> Further, in a study of companies in nine European countries, only 7 per cent of companies ranked diversity among their top three priorities.<sup>27</sup>

**WE EMPOWER will support corporate leaders, senior management and their teams to understand and take concrete steps towards developing a gender-responsive action plan, key performance indicators, and an effective reporting system.**

# IKEA Group\*

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**IKEA Group has created the conditions to empower women over the last few years through many initiatives and efforts. Gender equality goals are focused on achieving gender balance and creating a culture of inclusion.**

IKEA Group has committed to (1) achieving gender balance (50/50) in all levels of leadership, functions and positions; (2) equal pay for jobs of equal value by 2020; and (3) creating equal opportunities for women and men.

To reach these goals, IKEA Group launched a global Gender Equality Plan, following a systematic approach integrated into the business. The plan provides a consistent way of working to achieve gender equality across all IKEA Group

organizations. It follows the IKEA Group Diversity & Inclusion six-step approach and inclusion model for creating an inclusive workplace. The steps are:

**Establishing the mindset for gender equality** – Getting commitment from top management and management teams in each organization. Determining the value-add of having a gender-equal organization and the barriers that stand in the way of reaching this goal.



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**Analyzing gender equality and identifying gaps** – Identifying strengths and areas of improvement. Analyzing the as-is situation – both on diversity and in inclusion metrics – as well as identifying gaps to the wished position.

**Setting goals for gender equality** – Such goals will help reach the wished position on gender equality and thereby reach business objectives.

**Creating gender balance in all levels of leadership, functions and positions** – Identifying actions to work towards achieving gender balance. Understanding where IKEA Group is with regards to equality in numbers in all levels and all functions and taking actions towards equality.

**Creating an inclusive organization for all genders** – Defining activities and measures taking into account all four elements of the inclusion model: a) Values-driven culture; b) Gender

equality competence; c) Emotional intelligence; and d) Gender-inclusive systems.

**Measuring gender equality** – Following up, acknowledging milestones, being accountable and taking actions according to findings.

Today at IKEA Group, 54 per cent of all co-workers are women and 49 per cent are female managers. Yet, achieving gender balance is only the beginning. The focus is on creating an inclusive work environment, with the aim to contribute to positive change in all areas of business and in society. IKEA Group continues to actively engage by joining forces with governmental and non-governmental organizations in order to create an even greater movement towards gender equality and drive positive change in society.

*\*Contributed by IKEA Group*



Going all in on equality is a priority at IKEA Group, and it is in line with our humanistic culture. Gender equality is integrated into our business strategy and we have a high leadership commitment to making it happen. We set a bold goal of 50 per cent women in all leadership positions, in all levels and all functions by 2020.

– Sari Brody, Equality, Diversity and Inclusion Global Manager, IKEA Group





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2018*

## L'Oréal implemented a Gender Equity Action Plan in 2013, guided by Chairman and CEO Jean-Paul Agon's mission to achieve gender equity at all levels of the organization.

In 2013, 70 per cent of L'Oréal USA's workforce were women and 70 per cent of the leadership were men. In 2014, EDGE<sup>28</sup> conducted a gender equality analysis which validated L'Oréal USA's policies and practices for being the right ones. However, it also pointed out that continued efforts were needed to advance more women into senior levels and attract more men at junior levels.

Based on that feedback, L'Oréal USA developed and implemented an action plan. It conducted communications outreach that focused on engagement and benefits such as family leave and flextime, explaining those benefits and featuring employees at all levels who utilized these programmes successfully. Upon re-certification in 2016, the number of men who had taken paternity leave had more than quadrupled since 2014. Additionally, the number of employees who have taken advantage of flextime reached its highest levels in 2017, and the company increased both maternity and paternity leave by one week.

L'Oréal USA put in place annual Executive Women's off-site meetings designed to support, encourage and retain executive women as they advance in their careers. The meetings are sponsored by Frederic Rozé, President and CEO of L'Oréal USA, and provide both women and men executives the opportunity to participate in panel discussions, workshops and join networking opportunities. L'Oréal USA

partnered with the Harvard Kennedy School in providing leadership and negotiation courses for senior executives as well as a custom-designed programme focused on gender bias in the workplace.

Since the first EDGE certification, L'Oréal USA increased the number of female executives, and the Executive Committee reached parity in 2018. The gender pay gap was cut in half and the company is piloting internal and external pay regression analyses to ensure it is understanding the gap in more detail. L'Oréal USA broadened its reach in mentoring and educating female executives through membership with the Network for Executive Women and employee think tanks, which enables women to reach mid-management executives, especially those in the field.

Since its gender equity initiatives began, L'Oréal has become a signatory of the Women's Empowerment Principles and received the Leadership Award by UN Women. L'Oréal has been named number one in Gender Equality by Equileap<sup>29</sup> in 2017 and a top company for Gender Equity in the Bloomberg Gender Equality Index. It has also been recognized as a Top 10 Company by the National Association of Female Executives and one of Working Mother Media's Top Companies for Working Mothers over the past three years.

\*Contributed by L'Oreal

# Gender equality in the workplace

The business case for gender equality in the workplace is compelling. It is associated with greater national productivity and economic growth.

Recent estimates suggest that increasing the number of women in work could boost GDP by: US\$320 billion in France; US\$310 billion in Germany; US\$630 billion in Italy; US\$550 billion in Japan; US\$250 billion in the United Kingdom; and US\$1,750 billion in the United States.<sup>30</sup>

For companies, it would mean increased performance and innovation, better decision-making, and enhanced reputation and ability to attract talent as well as higher employee retention and satisfaction.

In G7 countries, women's participation in the labour force has steadily increased and more women than men overall are graduating from tertiary education. However, this has not produced equal outcomes: the gender pay gap is still high, women are still underrepresented in managerial posts and decision-making bodies, and women continue to bear the disproportionate share of unpaid care and domestic work. This constitutes a significant barrier to gender equality in the workplace by limiting women's capacity to engage in paid work.<sup>31</sup>

In the United States and Germany, women do 1.6 times the unpaid care and domestic work that men do. In Italy, women fare worse than the

global average, with women doing three times the unpaid work that men do.<sup>32</sup>

Gender equality in the workplace means ensuring that women and men are equally able to access and enjoy the same resources, opportunities, benefits and rewards regardless of their gender. Yet, this remains a significant challenge for countries and companies alike. Women continue to experience gender discrimination in recruitment, retention, promotion, re-entry and succession practices.

Gender discrimination exists across the corporate pipeline from entry-level professional positions to the C-suite. Women and men may enter at similar levels, but women are less likely to be promoted and tend to fall off as the career ladder goes higher. This has resulted in fewer women on corporate boards and executive committees – 39 and 14 per cent respectively for France; 28 and 15 per cent for Germany; 33 and 9 per cent for Italy; and 25 and 17 per cent for the UK.<sup>33</sup>

Gender inequality can be compounded by race and class. For example, women of colour lag behind white men, men of colour and white women in opportunities and outcomes along the corporate pipeline.



**WE EMPOWER will offer support to companies on establishing gender-equal and diverse workplaces free from gender-based discrimination and increasing women's representation at every level.**

Women continue to be systematically paid less than men for work of equal value. Globally, women earn 23 per cent less than men, costing women in OECD countries US\$2 trillion.<sup>34</sup> While the overall hourly gender pay gap for Europe is about 20 per cent, in the top 1 per cent of wage earners it reaches about 45 per cent.<sup>35</sup>

The average gender pay gap in G7 countries is 16 per cent, with variation across countries: 25.7 in Japan, 18.2 in Canada, 18.1 in the United States, 16.8 in the United Kingdom, 15.5 in Germany, 9.9 in France and 5.6 in Italy.<sup>36</sup>

This gap affects women throughout their careers and lifetimes and is wider in higher-paying industries and roles.<sup>37</sup> In addition, gender pay gaps tend to be wider for parents than non-parents – up to 40 to 50 per cent of the gender pay gap in some high-income countries can be attributed to parenthood and marriage.<sup>38</sup> Ethnicity and gender also interact to create even larger pay gaps for minority women.<sup>39</sup> Limited access to social protection and gender pay gaps over the course of women's lifetime can reduce retirement savings. Indeed, many women end up living in poverty in their old age.

Addressing gender pay gaps will lead to more equitable, transparent and just workplaces for all, and some countries are leading the way. Iceland became the first country to pass legislation against gender pay gaps.<sup>40</sup> From April 2018, the United Kingdom's transparency policy requires companies with more than 250 employees to report details of the gap between female and male staff, including salary and average bonus differences, and publish this information on company and government websites.<sup>41</sup> As of January 2018, employees in Germany are allowed to find out what their co-workers earn.<sup>42</sup> France has proposed plans to fine companies that do not close their gender pay gap within three years.<sup>43</sup>

Violence and harassment affects women regardless of age, location, income or social status and represents a serious obstacle to gender equality in the workplace. One in three women in Europe has experienced either physical and/or sexual violence since the age of 15, and 55 per cent of women in the EU has experienced sexual harassment.<sup>44</sup> Violence signifies high costs to women in lost earnings, missed promotions and wellbeing, and to companies in form of absenteeism and productivity losses. The cost to the global economy of violence against women is estimated to be approximately US\$12 trillion annually.<sup>45</sup>

Effectively addressing this issue requires zero-tolerance policies, and measures that ensure workplace health and safety, including women's safety while traveling to and from work and on company-related business trips, and the right to time off for medical care and counseling.

## Gap Inc.\*

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**Since 1969, when Don and Doris Fisher opened the first Gap store in San Francisco as equal partners and grew the company together, the corporate culture at Gap Inc. has broken gender norms and made pay equity and women's leadership part of the company's heritage.**

In 2014, Gap Inc. became the first Fortune 500 company to confirm it paid women and men equally for equal work across all its locations. It had its methodology for an annual gender compensation analysis independently verified by a third party firm. The company's efforts were publicly recognized with the 2016 Catalyst Award. The company culture has enabled women to rise in the ranks through a variety of policies and practices including diminishing psychological barriers, encouraging mentorship, and being family-friendly. This culture of collaboration, inclusion, and close relationships has created a solid structure for women's advancement and equal pay.

Managers are provided with criteria and filters to position employees appropriately in the pay range based on performance and contribution. To reduce unconscious bias in pay but also increase female representation, the company provides leaders with data to make informed decisions in terms of paying talent properly. A promotion/equity budget is a part of the overall annual pay increase budget and can be used to address equity issues.

Gap Inc. has eliminated performance ratings in headquarters and Distribution/Call Centers and is in the process of expanding this change to stores of its brands. Eliminating performance ratings, which can have gender biases baked into them, does not mean that Gap Inc. has walked away from a focus on performance against goals. Instead the company performance standard encourages managers to have more frequent and honest touch-base conversations about performance against goals.

Gap Inc. does not require applicants to provide previous salary information when submitting an employment application. One positive outcome is that for applicants who have been unfairly compensated for their skill and experience in previous positions, their new salary is not anchored to the past. The impact of this hiring policy has been most pronounced among women and minorities.

Gap Inc. publishes the company's compensation practices on GapWeb (the company's intranet site), which employees can access to understand the company's pay practices.<sup>46</sup>

\*Contributed by Gap Inc.





Pay equity is a very important principle at Citi, and I'm proud to work at a company that has taken action on this important issue.

– Kira Cordoba-Brown,  
Head of ICG Diversity, Citi

The Citi logo, consisting of the word "Citi" in a bold, purple, sans-serif font, followed by an asterisk. A thick blue horizontal line is positioned below the logo.

Citi\*

**Citi has long had a number of efforts in place to help it adhere to the important principle of pay equity, including continuously evaluating market conditions to help inform pay, and conducting a rigorous review of pay recommendations across the company as part of its annual compensation process.**

This year, Citi expanded on those efforts to assess pay at the company when comparing women to men, and US minorities to US non-minorities. As a starting point, this analysis was conducted in the United States, the United Kingdom and Germany, and accounted for a number of factors to make the comparisons meaningful, including job function, level and geography. Citi found that women are paid on average 99 per cent of what men are paid and US minorities are paid on average 99 per cent of what US non-minorities are paid.

Citi disclosed the results of this analysis to its employees and externally, becoming the first financial services firm to do so. Importantly, as part of this year's compensation cycle, Citi made appropriate compensation increases to help

close the gaps for both women and US minorities identified in the analysis. Citi also committed to continuing to review compensation for pay equity and will continue this analysis in all other countries where it has employees.

Citi's continued focus on pay equity furthers its goal of being the employer of choice for employees of diverse backgrounds, and supports the company's efforts to attract and retain the best talent and reward performance consistent with Citi's Leadership Standards. These are clear business imperatives for Citi, and the company remains firmly committed to them.

\*Contributed by Citi





## BNP Paribas\*

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**BNP Paribas diversity policy relies on the Group Diversity Committee that consists of 39 diversity officers (pairs of business line and human resources (HR) representatives) and employee networks with over 20,000 members, which act as an important informal information relay for diversity policies and a source of innovation.**

Employee networks play a key role in the dissemination of the diversity and inclusion policy. They continue to grow in terms of both the number of members and the creation of new and local networks. Networks are facilitated by the support of senior managers and have group-wide exchanges.

Gender equality networks encourage and empower women to realize their professional ambitions. They help their members focus on defining their professional goals and sharing their ambitions; growing a professional network and increasing their visibility in the organization; and keeping a proper work-life balance.

They also aim at creating management awareness and promoting actions towards gender equality within the organization through continuous feedback to management and HR staff of the bank on how to initiate a shift in the corporate culture. The networks also engage with men to get them on board with efforts to promote gender equality.

Since 2009, the main gender equality network "Mixcity" counts 24 local networks with 7,600 members in 24 countries, with the latest ones created in 2017 in Brazil and Portugal.

\*Contributed by BNP Paribas

## Danone is creating an inclusive and diverse environment where it embraces and celebrates both commonalities and differences.

Through inclusive diversity Danone builds collaborative high performing teams that deliver breakthrough thinking and results, as well as develop innovative and culturally-relevant solutions.

Danone has a holistic approach towards inclusive diversity. First, it creates working environments where everyone is respected and valued. Second, Danone believes that its external commitment strengthens employer branding both at global and local levels, which makes it attractive to the best talents. Third, the company insists on a two-pronged approach when implementing programmes, globally through global key performance indicators and global functional champions, and locally through locally-relevant roadmaps and local champions. Danone's Inclusive Diversity programme focuses on three global priorities: gender balance, culture and nationality, and inclusive behaviors.

In 2010, a group of female leaders in Danone initiated the EVE leadership programme, supported by L'Oréal, Orange, Caisse des Dépôts Group, Société Nationale des Chemins de Fer Français (SNCF), Crédit Agricole and KPMG. EVE Asia was launched in 2014 and EVE Africa was launched in 2017. Since 2010, over 3,000 women and men have received training on two complementary levers: the first, career management and organization -the external "glass ceiling" – and the second, male and female stereotypes -the internal "glass ceiling"<sup>47</sup>

Danone became a HeForShe thematic champion in March 2017, committed to offering industry-leading support to

new parents. Danone's Parental Policy provides support at different stages of parenting. Additionally, a bottom-up movement in Indonesia was started with a mentoring programme for female junior leaders and a Peer Networking Forum. The movement has been replicated in other countries, such as Brazil, Mexico and the Netherlands.

Danone believes it has an opportunity to bring to light the valuable contribution of women, particularly in local communities. It does this through the funding of Danone Communities, Ecosystem and Livelihoods, which support long-term locally-led initiatives with positive social, environmental and business impacts. Bonafont, the biggest bottled-water brand in Mexico, is doing brand activation by funding a 3-year project to help women rebuild their lives after the earthquake by creating jobs locally, in partnership with UN Women Mexico.

In 2018, Danone is rolling out inclusive diversity plans across various countries, including empowering staff to contribute in their local inclusive diversity roadmaps, and engaging with local passionate champions who will connect the issues more strongly to their local business context.

Globally Danone has made progress in terms of gender parity in senior leadership. 40 per cent of the Board members are women, and three have been on the Executive Committee since 2016. Female representation at both Executive and Directors levels increased in 2017 by 25 and 39 per cent respectively.

\*Contributed by Danone







## **In March 2013, SAP launched a strategy aimed at bringing greater diversity into the company around four focus areas – gender intelligence, culture and identity, cross-generational intelligence, and differently-abled people.**

Two years earlier, SAP had appointed a global Gender Intelligence Lead and established the Global Diversity & Inclusion Office. The mission was to figure out how SAP could achieve its target of 25 percent women in leadership by year-end 2017. At that time, in 2011, the company was at 19 per cent and had grown less than 1 per cent year over year. By June 2017, SAP hit its goal of 25 per cent – six months ahead of schedule.

It is important to note that it was never about the number but rather about creating a more diverse pool of talent so that SAP can tap into unique perspectives. No longer is it one team's responsibility to come up with the next greatest thing – it is a company-wide effort and ideas come from everywhere. Gender is one of many denominators that craft SAP's point of view and guide our path forward.

The ability to achieve gender diversity has a direct result on the company's ability to see business opportunities that it might not have seen before. It forces SAP to go beyond the everyday to find new ways of doing things. In short, women and men benefit when gender equality is achieved.

What is the outcome, why does it matter? By delivering on its promise SAP is now an employer of choice for women in technology. This achievement lays the foundation for women but also paves the way for many other dimensions of diversity.

What comes next? SAP's Executive Board has extended its commitment to increasing the percentage of women in leadership by one per cent each year with a target of 30 per cent by year-end 2022.

SAP's commitment to gender diversity extends beyond its employee base. Through its Business Beyond Bias movement, SAP employs business process expertise combined with machine-learning-based biased language detection to prevent unconscious bias across the workplace. This is the latest benchmark in SAP's commitment to eliminate unconscious bias and enable an inclusive culture for all companies.

\*Contributed by SAP

## Orange S.A.\*

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### **En Avant Toutes is an internal development programme for Orange Business Services female employees that has been implemented in France and Mauritius since 2014 and in India since 2017.**

This programme helps women in different areas and at different levels within the company to accelerate their professional and personal development: to boost their confidence, benefit from individual coaching, achieve greater self-awareness, improve productivity and effective communication, and expand their professional network.

In addition, the programme helps managers detect the potential of female employees at all levels and make them more visible within the company. The programme is expected to increase the women's rate in managerial positions, and to support and recognize women's talent and performance in a new way.

The programme starts at the individual level with interviews with HR consultants on participants' individual professional development plans to be deployed throughout the programme, and with self-image surveys and personality tests. Following their development plans, participants will then enroll in training sessions and mentorship-buddy programmes, and monitor their own

development with HR consultants, the HR director and their direct manager. This comprehensive programme combines individual coaching sessions with workshops on specific themes (business awareness, risk-taking, self-empowerment, self-awareness, personal brand).

In order to involve more members in Orange CSR activities, the participants of the programme are also asked to engage in volunteer initiatives with NGO partners working on the inclusion of young people from less privileged areas or people with disabilities, or on attracting young girls to STEM jobs.

As a group, participants are engaged through 6 day workshops in Paris, and via videoconference sessions with external or internal speakers chosen by the group. Participants are also invited to create their own internal network to exchange information between each other and with programme sponsors using the internal social media communities on Piazza and the Double You women's networks.

\*Contributed by Orange S.A.







Scotiabank



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## In an effort to influence change and bring greater diversity to management roles in 2015, Scotiabank set up 21 employee focus groups across Canada and its Pacific Alliance Countries (Mexico, Peru, Chile & Colombia) to obtain feedback on the barriers to achieving gender balance in leadership roles.

Scotiabank identified four common barriers to true gender inclusion:

**Selection Process:** Lack of confidence in selection process transparency with a perception that preferred male candidates are usually pre-selected.

**Work-Life Demands:** Women felt challenged with managing their professional careers and home life. Long work hours were attributed to an organizational culture with pressure to put in 'face time', meetings scheduled outside set work hours, negative connotations of telecommuting and lack of support for flexible arrangements.

**Development:** Biases in allocation of work assignments such that women were given more operational work versus men in strategic roles.

**Culture:** Highly male-dominated workplace culture with lack of female leadership role models.

These four themes enabled Scotiabank to formulate its inclusion strategy and initiatives.

Across Scotiabank's geographical footprint it established several gender diversity programmes in its Pacific Alliance Countries: (1) Mexico – unconscious bias workshops; (2) Peru – women's empowerment workshops; (3) Chile – work-life balance and co-responsibility programmes; (4) Colombia – women's advancement programme.

The women's empowerment workshops have helped female Scotiabankers develop their self-confidence and increase their exposure to senior executives across the organization. The objective is to identify Vice President-ready women and enhance their skills to ensure they are the best possible candidate when an executive role becomes available.

Scotiabank's unconscious bias workshops have helped to build a more inclusive environment – one in which everyone is valued and heard, and where it starts seeing talent and skills placed ahead of names or gender. Scotiabank processes require job vacancies for all directors, and above, to be posted, at least one woman to serve on the interview panel, and at least one woman to be considered for the particular role. The Bank has also created work-life balance programmes to assist both women and men employees.

The Work-Life Balance programme in Chile promotes co-responsibility as a fundamental element for gender equity, allowing women and men to equally share responsibilities and tasks, and including parental leave that goes beyond what is required by Chilean law. Scotiabank also offers new mothers in Chile and Colombia a private and comfortable breastfeeding room.

True gender equality requires an inclusive approach that recognizes the role of women and men, as partners for women's rights.

\*Contributed by Scotiabank

# Gender equality in the marketplace and marketing practices

Promoting women's economic empowerment in the marketplace requires an enabling environment that eliminates gender barriers to business start-up and growth, improves access to markets and resources, enhances social inclusion and protection, and fosters a supportive culture and context.

Investing in women's enterprises and integrating them into corporate supply chains through purchasing policies and practices can contribute to women's economic empowerment while helping companies to expand their markets and diversify their supply chains.<sup>48</sup>

Leveraging procurement is critical for promoting women's equal participation in and benefit from value chains. Procurement market opportunities have long been recognized as an engine for growth in small and medium enterprises, yet women do not benefit equally from these opportunities due to structural inequality and discrimination. It is estimated that women-owned businesses only secure one per cent of procurement contracts.<sup>49</sup>

Simultaneously, women entrepreneurs need training, skills development and access to market

information in order to succeed in meeting buyers' requirements, submitting competitive bids, and managing business for growth. Skills include business development, financial literacy and sector-specific skills, and also the capacity to access information, lobby for changes in procurement policies, and hold governments and corporations to account.

Fostering a supportive cultural and business marketplace means eliminating harmful discriminatory stereotypes of both women and men. Companies must address harmful attitudes and stereotypes in advertising and respect the dignity of women in all marketing and other company materials. The advertising industry has a key role to play in ensuring that women receive messages of equal opportunity and equal acceptance in order to promote their empowerment.





UN Women launched the Unstereotype Alliance<sup>50</sup> during the 2017 Cannes Lions International Festival of Creativity. Recognizing the power of partnerships to accelerate progress, this industry-led initiative unites leaders across business, technology and creative industries to tackle

the widespread prevalence of stereotypes that are often perpetuated through advertising and marketing content. By developing new standards and tools, the Alliance seeks to transform and ‘unstereotype’ their advertising.

# Procter & Gamble\*

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## Creating a better world through gender equality is a P&G Citizenship priority. P&G improves the lives of two and a half billion women and girls worldwide every day.

Gender equality is ingrained in the business – P&G is doing this collectively through its brands, its corporate voice, and its people and partners inside and outside of P&G. In a more equal world, communities are healthier, businesses thrive, and the world is a better place for everyone.

P&G wants women to have an equal voice and equal representation to create an inclusive environment where both women and men can realize their full potential. Its goal is to have 50/50 representation at all company levels. Today, 45 per cent of managers are women and P&G has increased the share of female employees in its production plants across the globe. Some manufacturing plants are run by women in countries such as Brazil, Poland and Japan.

WEP5 is an area of strength for P&G. In 2017, P&G and a group of other leading global companies committed to source US\$100 million each from women-owned businesses over the next three years. To realize this goal, P&G and UN Women partnered to promote women's economic empowerment by building capacity of women entrepreneurs to access P&G supply chains in Egypt, Nigeria, Pakistan

and South Africa. With P&G's support, UN Women is identifying potential suppliers, delivering capacity building that supports women entrepreneurs with access to finance, marketing skills, business development and other training to enable access to P&G supply chain opportunities. The partnership is having catalytic impact since it brings together P&G's experience and expertise in inclusive and sustainable sourcing with UN Women's vast network of women's enterprises and women's business organizations.

By studying attitudes toward gender equality around the world, P&G, UN Women and partners across the advertising supply chain are tackling gender bias and fostering gender equality throughout the advertising and media industry. Linked to this work is P&G's founding membership in the UN Women-led Unstereotype Alliance where P&G and other global companies are affecting positive cultural change by using the power of advertising to help shape perceptions that reflect realistic, non-biased portrayals of women and men.

\*Contributed by Procter & Gamble



Phumzile Mlambo

@phumzileunwomen

Following

Great meeting with @ProcterGamble team today. We're making progress in our partnership on promoting women-owned businesses, specifically in South Africa, Nigeria, Pakistan and Egypt. #WEEGS

📍 UAE



4:56 PM - 4 Dec 2017

“

P&G is proud to work with UN Women and support gender-responsive procurement that makes supply chains more inclusive. With training and access to opportunities that build their businesses, women entrepreneurs and their families can escape the cycle of poverty, help economies grow, and ultimately create a better world for everyone.”

–Carolyn Tastad, Group President-North America & Executive Sponsor Gender Equality, Procter & Gamble



Our industry needs to be brave enough to depict society in a realistic way rather than reinforce potentially harmful stereotypes. We're witnessing a broader movement; it's time for the marketing industry to play its part in promoting and reflecting diversity and equality in all its different facets and guises and at a global level."

– David Wheldon, CMO RBS and WFA President

# World Federation of Advertisers\*

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**The World Federation of Advertisers (WFA) joined the Unstereotype Alliance at the Cannes Festival in 2017 with the belief that a new unprecedented agenda for the industry is needed to break down outdated and harmful stereotypes about women and men and create a world with unlimited possibilities.**

As part of its commitment to the Alliance, WFA developed a short guide<sup>51</sup> to build awareness amongst its corporate members around the world, national advertiser associations in sixty countries on six continents, and the tens of thousands of brands represented by them at local level.

The WFA guide illustrates how the advertising industry needs to move with the times in terms of gender portrayal in advertising. It is not just ‘a nice to do’. There are compelling social and policy-based reasons why the marketing industry needs to evolve. Critically, there is also a very compelling business case for why industry must act.

Many industry leaders have already made great progress in terms of addressing gender portrayals in their own marketing communications. They have also comprehensively researched and developed a strong understanding of how

‘unstereotyping’ – the use of messages that do not confine either gender to a traditional or limited role but instead show them as progressive and modern, authentic and multidimensional – can have a positive impact on both society and the company bottom line. WFA worked to help gather insights and share best practices across the broader marketing industry in the Guide.

The guide highlights five clear steps for marketers to improve the way they and their brands address the issue of gender equality: (1) Encourage diversity in your teams; (2) Track performance; (3) Find your purpose – what the brand stands for; (4) Think long-term; (5) Go beyond marketing – gender equality requires company-wide change.

\*Contributed by the World Federation of Advertisers

## Unilever's sustainable living commitment, *Opportunities for Women*, encompasses different dimensions of gender equality and empowerment: access to rights, skills, resources, jobs and livelihoods.

Unilever aims to empower five million women across the entire value chain by: (1) building a gender-balanced organization with a focus on management; (2) promoting rights and safety for women; (3) enhancing women's access to training and skills; and (4) creating economic opportunities for women in the value chain. Unilever's ambition is to empower many more by activating the power of its brands and triggering the transformative effect of collective action.

Unilever's products reach consumers through more than seven million stores and micro-entrepreneurs in more than 190 countries, where millions of women participate whether as retail business owners, managers or employees. Women help build stronger supply chains, distribution networks and markets.

Unilever has created new distribution models to enhance the businesses of many women within the existing retail networks, supporting sales agents in a variety of ways including access to finance, training and skills and addressing social barriers they face. By recruiting, training and supporting women as independent sales agents, Unilever empowers them to enhance their own and families' livelihoods, with ripple effects in their communities.

Unilever does this directly, or in partnership with civil society organizations, governments or financial institutions. Since billions of people live in hard-to-reach rural areas, or in cities with limited retail infrastructure, connecting these consumers with Unilever brands is vital to Unilever's business growth.

Unilever's best-known distribution model is Shakti, a door-to-door selling operation in India, which began in 2001. By 2017, it provided work for nearly 75,000 women in low-income rural communities. Shakti entrepreneurs distribute Unilever brands in many thousands of villages across India. The company provides training on basic accounting, sales, demand creation, health and hygiene, and other relevant skills.

The Shakti programme has helped increase women's confidence, self-esteem, negotiating skills, communication and engagement capabilities, and also supported the development of an entrepreneurial mind-set needed to run a business. To-date the model is being replicated in different parts of the world, including Colombia, Ethiopia, Nigeria, Pakistan, the Philippines, and adapted to the local context.

\*Contributed by Unilever





# Community initiatives and advocacy

Companies are increasingly investing in community development programmes to make valuable, effective and responsible contributions that also make business sense.

A key motivation is to respond to consumer preferences to buy from companies that are active in the community and support community initiatives.

For example, global research found that worldwide more than 77 per cent of consumers prefer to purchase from socially responsible brands and are willing to pay 5-10 per cent more for these products and services while encouraging community-based values of diversity and inclusion within the business culture.<sup>52</sup> In the United States, a 2017 study showed that 63 per cent of Americans are hopeful businesses will take the lead in promoting social and environmental change in the absence of government regulation. Some 87 per cent of survey respondents would purchase a product because a company advocated

for an issue they cared about, and 76 per cent would refuse to purchase a company's products or services upon learning it supported an issue contrary to their beliefs.<sup>53</sup>

In other words: consumers want companies to give back to the communities where they do business; therefore, companies can make important contributions to social change by aligning to consumer preferences.

Committed companies lead by example, showcasing their commitment to gender equality and women's empowerment. Community leadership and engagement can take many forms. Companies can leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.

Businesses can use philanthropy and grant programmes to support company commitments to inclusion, equality and human rights in local communities. Businesses with diversity and inclusion initiatives can create inclusive cultures where every voice matters. This should be consistent from job descriptions to participatory decision-making and advertising practices.

**WE EMPOWER will convene corporate leaders and community stakeholders in G7 countries to help eliminate gender-based discrimination by creating opportunities for women and girls to make their voices heard, while encouraging community-based values of diversity and inclusion in business culture.**





Empowering women is a critical part of our business strategy. We know that diversity in our workplace leads to better performance outcomes for our business and empowering women in the marketplace and the communities we serve will improve quality of life for all.

—Rohini Anand, Global Chief Diversity Officer, Sodexo

## Sodexo\*

**With the Better Tomorrow 2025 Roadmap, Sodexo has built gender equality into the heart of its business strategy. Gender equality considerations are highlighted as one of three key issues that inform how Sodexo supports communities through its role as an employer, as a service provider, and as a corporate citizen.**

As a result of this longstanding commitment to gender equality, Sodexo now has 50 per cent female representation on the board of directors and 43 per cent of women in management positions globally. The Better Tomorrow 2025 Roadmap is designed to build on this progress.

Sodexo knows that basic safety and security is an important precursor to women's empowerment and is addressing violence against women in Argentina, Brazil, Chile, Colombia, India, Mexico, and Peru through four actions: 1) Raising awareness of gender-based violence as an issue of concern for communities; 2) Providing in-depth training about gender-based violence, including how to identify the different types of violence and how to provide appropriate support; 3) Providing economic opportunity with job training

and outreach for survivors of violence; and 4) Collaborating with NGOs and others in the community to scale up impact in the community.

In 2017, over 76,200 employees were reached with awareness campaigns and 4,782 received more extensive training. Each employee received a purple ribbon that symbolizes support for eliminating gender-based violence.

Sodexo also leads a workstream on Eliminating Harassment & Violence Against Women Action Cluster of the Business Action for Women collaborative<sup>54</sup>, which is a leading coalition of companies committed to achieving progress for women globally.

\*Contributed by Sodexo

## The Coca-Cola Company\*

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**The Coca-Cola Company believes its business is only as sustainable as the communities it serves. In many countries where it operates, women face significant cultural and economic challenges, and unleashing women's entrepreneurial potential is a powerful and enduring way to help families and communities prosper.**

Coca-Cola's 5by20 initiative strives to enable the economic empowerment of five million women entrepreneurs across the Coca-Cola value chain by 2020. This includes the small businesses the company and bottling partners work with in more than 200 countries – from fruit farmers and recyclers, to retailers and artisans.

The 5by20 programmes address the barriers that prevent women entrepreneurs from succeeding in the marketplace through increased access to business skills training courses; financial services and assets; and networks of peers or mentors. 5by20's implementation design differs by country, enabling it to fit local needs, aligned with local partners to have a greater local impact. 5by20 is built on the power of partnerships of business, government and civil society to create positive social change. Each partner organization brings unique expertise that greatly increases the impact of Coca-Cola's programmes.

In 2013, the global 5by20 team engaged in a three-year partnership with UN Women to provide business skills training to women who owned small retail stores or food stalls. Coca-Cola and Ipsos conducted an impact study of the UN Women programme in South Africa, finding that women benefited significantly, particularly in being able to save more money per month and over time, and being better able to afford basic expenses such as children's education, medical visits and clothing. Total average business sales increased 46 per cent over the 18-month survey period post-training. Over half of participants reported their business improved "a lot" as a result of the training, and more than 90 per cent said they were confident they would keep their businesses open and would be able to grow them.

\*Contributed by The Coca-Cola Company



Zandile



# Transparency, accountability and gender lens investing

Transparency and accountability are required for companies to uphold their commitments to gender equality in the workplace, marketplace and community. Measuring and reporting mechanisms are crucial to monitor and track performance and progress. Business leaders and stakeholders agree that while not everything of value can be counted, it is difficult to manage what is not measured.

Companies that have committed to promoting gender equality and women's empowerment have explicitly stated their intention to measure and publicly report on their progress – ensuring they turn their promises into action and results is a necessary component of this.

For transparency, measuring and reporting, businesses can routinely gather gender statistics and sex disaggregated data, and analyze, track and benchmark their performance over time. There is added value in using a standardized

set of parameters and indicators to measure progress as it allows businesses to compare their performance with peers and effectively communicate progress to stakeholders.

Companies can make public their policies and implementation plans for promoting gender equality; establish benchmarks that quantify inclusion of women at all levels; measure and report on progress against targets, both internally and externally; incorporate gender markers into ongoing reporting obligations and continuously assess the gender equality impact of the company's business strategy and current operations.

Transparency and accountability can lead to increased interest from investors to invest in gender-responsive companies for financial returns that simultaneously support gender equality (commonly known as “gender lens investing”).

**WE EMPOWER will promote gender lens investing by encouraging companies to be transparent and to measure and publicly report their progress.**





Through the WE EMPOWER programme, we will expand the Women's Empowerment Principles Journey to include guidance for gender lens investors to place their money into companies that have successfully embraced the seven principles. We seek partners from the corporate and investor communities that are ready to join us in championing corporate accountability, public reporting, and gender lens investing.”

– Anna Falth, WE EMPOWER Programme Manager, UN Women

Gender lens investing, which is becoming increasingly popular, initially focused on women-led businesses and companies that promote gender diversity in their workplaces. Now, investors are also investing in companies that develop products with the particular needs and preferences of women in mind.

Closing the gender gap in access to products and services in the water, contraception, telecommunications, energy and childcare sectors could unlock US\$300 billion in incremental annual spending by 2025.<sup>55</sup>

Investors, asset managers and companies with a double bottom line seize the opportunity to advance gender equality while securing financial returns. For instance, asset managers can create new funds and financial instruments for individual and institutional investors by targeting companies that offer products and services supporting gender equality. Considering how the use of products and services can shape health outcomes, livelihoods, and opportunities of billions of women, this investment approach has the potential to help advance gender equality at scale.



## **As impact and sustainable investing have become more mainstream, UBS clients increasingly want to know that their investments are having a positive impact on society while earning a return. Research shows that 90 per cent of women want to be able to deploy their capital for societal good.<sup>56</sup>**

As global wealth held by women increases 7 per cent a year, there is a significant opportunity to funnel philanthropic funds towards the Sustainable Development Goals (SDGs).

In response to client demand for access to sustainable investment opportunities, and in line with its commitment to connect capital to SDG5, UBS launched a first-of-its-kind exchange-traded fund (ETF) in January 2018, which has gender equality and sustainability at its core. This Global Gender Equality ETF invests in 100 companies selected based on 19 different diversity criteria and Environmental, Social and Governance (ESG) screening. This includes equal compensation and work-life balance, transparency and accountability, gender balance and sustainability policies. The index provides a higher overall gender equality score than any other global gender equality index, while still providing investors with a stable, risk-adjusted performance.

Investor appetite for the ETF has been significant. Inflows into the index are USD\$72 million (as of 15 May 2018). The launch of the ETF provides investors with a unique opportunity to benefit from investing in the leading global

companies on gender diversity, based on pioneering research, while at the same time having the potential to achieve strong returns. The combination of broad gender equality criteria, sustainability and donation make this ETF a leap forward in connecting capital to the SDG5 – achieving gender equality and empowering all women and girls.

As part of our own commitment to supporting SDG5, UBS will dedicate 5 per cent of management fees received in relation to the ETF to the philanthropic project, We Care Solar (WCS), which aims to provide reliable energy for medical care and safe childbirth in rural communities across Africa and Asia. WCS has developed a “solar suitcase”, which has helped 550,000 mothers and infants to have safe, well-lit births.

UBS also launched the InsightShares LGBT Employment Equality ETF, the first in the series of ETFs issued under the “InsightShares” brand. This cause-focused ETF offers the opportunity to invest in a socially conscious strategy. Created and offered by Exchange Traded Concepts, this ETF offers exposure to the UBS LGBT Employment Equality Index.

\*Contributed by UBS



# Endnotes

- <sup>1</sup> The Group of Seven (G7) is an informal grouping of seven of the world's advanced economies consisting of Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States. The Government of Canada holds the Presidency of the G7 in 2018. The European Union (EU) was first invited to attend the G7 in 1977 and the President of the European Commission has attended all of its sessions since 1981. Both the President of the European Council and the President of the European Commission represent the EU at G7 summits.
- <sup>2</sup> The Women's Empowerment Principles (WEPs) are a set of principles for businesses offering guidance on how to empower women in the workplace, marketplace and community. See [www.empowerwomen.org/weps](http://www.empowerwomen.org/weps).
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