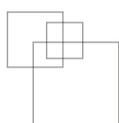




International
Labour
Organization

GENDER DIVERSITY JOURNEY COMPANY GOOD PRACTICES



ACT/EMP
Bureau for Employers' Activities



GENDER DIVERSITY JOURNEY
COMPANY GOOD
PRACTICES

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Preface

Principles of equality of opportunity and treatment, and non-discrimination in employment have been integrated into national constitutions and legislation as well as international labour standards for decades now. Companies worldwide have progressively adopted these principles in the management of their human resources.

Women's labour market participation rate is close to that of men's in many countries, and women are broadening the occupational spectrums in which they work. However, women still lag behind men when it comes to executive management and board membership and the gender pay gap persists in all countries. Continued gender inequality in the workplace can be explained by the prevailing traditional gender divisions in work and family responsibilities. Despite an evolution in these roles, some corporate cultures and workplaces mirror or reinforce the traditional roles and expectations of men and women.

Today, more women than ever before have highly sought after skills and talent. Women are surpassing men in education attainment in many parts of the world and women's consumer power also continues to grow. Yet companies still struggle to attract and retain diverse talent in their decision-making teams and on their boards. It is becoming a pressing business objective to find, recruit and retain talented women to reach market segments where women are the decision-makers.

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, underline the important role of the private sector to strengthen the enabling environment for doing business and building markets around the world. The SDGs include targets to reduce inequalities and promote gender equality, decent work and economic growth. Goal 5 on achieving gender equality and empowering all women and girls is relevant to 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 promotes the SDGs. Over 1,100 chief executive officers (CEOs) are signatories to the Women's Empowerment Principles agreed between the United Nations and members of the Global Compact.

This publication is a direct follow-up to the release of the International Labour Organization (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 conference is planned for Latin America and the Caribbean in 2017.

The current phase of the WIBM initiative continues to promote the business case for gender equality among employers' organizations (EOs) and their member companies at the national level and to develop tools that EOs can use to better assist their members to adapt the business environment to rapidly changing gender roles. The aim is to ensure sustained action on WIBM at the national level by equipping EOs and their member companies to promote women's advancement and leadership.

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

I would like to thank all those who contributed to the publication, particularly the companies in every region who generously shared their experiences and insights, as well as the EOs that facilitated contact with the companies. I look forward to future collaboration with business partners on promoting women's talent and gender diversity in the years to come.



Deborah France-Massin

Director
Bureau for Employers' Activities
International Labour Office

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Abbreviations

ACT/EMP	Bureau for Employers' Activities
CEO	Chief Executive Officer
CSR	corporate social responsibility
EABL	East African Breweries Ltd
EDGE	Economic Dividends for Gender Equality
EEO	equal employment opportunity
EO	employers' organization
ILO	International Labour Organization
KPI	key performance indicators
LGBT	lesbian, gay, bisexual and transgender
MENA	Middle East and North Africa
SDG	Sustainable Development Goals
UN	United Nations
WIBM	women in business and management



1. 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 (WIBM) 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 April 2015, the ACT/EMP organized an international conference in London on Reflecting Global Change: Women in Business and Management, together with the International Finance Corporation and hosted by the Confederation of British Industry. Regional level conferences were held in July 2015 in Singapore for the Asia-Pacific region, in February 2016 in Muscat for the Middle East and North Africa and a conference will be held in 2017 for Latin America and the Caribbean.

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 WIBM. They also created a clear road map for attaining gender diversity at all levels.

In December 2015 and early 2016, the ILO interviewed representatives of 34 companies on their experiences with recruiting and promoting women as well as their links with women-owned businesses in their supply chain. EOs and business membership organizations across every region of the world suggested companies to be interviewed and facilitated contacts. The 34 companies represent a wide range of industries and services, from traditional male-dominated sectors, such as mining, to banking and financial services sectors where more women are concentrated. The ILO also included companies that aim to finance women-run businesses and attract women customers, and some women-owned businesses (although the majority were owned by men).

Purpose

The aim of this good practice publication is to share the experiences of companies in attracting and retaining female talent. It showcases company practices from around the world that are promoting women as leaders and managers. The findings of the interviews are presented in part I of this report, while part II presents a total of 11 in-depth case studies on the implementation of initiatives to achieve gender diversity.

Companies are implementing a range of policies and initiatives to recruit and retain women employees. Strategies and approaches to advance women as managers vary between countries, sectors and by the nature of the job. Sharing company practices is helpful but each company has its own challenges in discovering, adapting and refining measures for its context as its workforce and business evolve.

This publication focuses on national companies whether they be large or small, in addition to multinational enterprises, and demonstrates the steps they can take to attract and retain talented women, regardless of the size of their business or the sector or region in which they operate. Examples in this publication were selected from every region and highlight different approaches and measures. Whether the company has taken a few or many initiatives, they all share the goal of enhancing their competitiveness in attracting and retaining talent by being an employer of choice.



Part 1: Making Gender Diversity Work for Companies

Age-old stereotypes are being challenged by changing social and economic roles of women and men and those changes have implications for the labour force and business outcomes. Today, not only talented women, but also talented men, are seeking employment where they can fully commit to both the job and the family. To remain competitive in this changing environment, companies must find ways to adapt their policies, practices and culture to the changing profile of the workforce. For many companies, the journey towards gender equality is a continuous process. Part I of this report presents an overview of the gender diversity journey, with inputs drawn from desk research and interviews the ILO conducted with 34 companies from different regions and industries.

Companies can begin their journey towards gender equality by deepening their understanding of the business case for gender equality. Recent research and data has indicated that gender diversity in business leadership and management teams may lead to better business outcomes, and companies can consider how those findings may apply to their sector and workforce.

At the outset of the journey to gender equality, companies should set clear objectives based on their understanding of the impact greater gender equality will have on their business. National laws and international initiatives encourage companies to support gender equality and non-discrimination. Companies should consider adopting or endorsing an official policy on these issues, and developing a strategy to implement the policy. Human resources management has a strong role to play in promoting gender equality in every stage of employee recruitment, career development and retention. Companies can take steps to integrate gender equality into these processes and into their supply chains. Part I concludes with ways companies can increase the number of women in top management and on boards.

1. THE BUSINESS CASE FOR GENDER EQUALITY AND DIVERSITY

A range of developments in the economy and society have increased the value of gender diversity in the workforce, and companies have many different motivations to build a more diverse workforce with gender equality as a basic principle. This section explains the business case for gender diversity and summarizes recent research and data on the impact of gender diversity on leadership and management.

1.1. Gender diversity enhances decision-making

The talent pool is increasingly female. Around the world, women are surpassing men in education. More tertiary degrees are awarded to women than men in most areas of study. Fewer women graduate with degrees in engineering and technology, but they are catching up. As global demand for skills increases, it makes sense to take advantage of the increasing number of educated women in the labour force.

Globally women are 40 per cent of the workforce and run 30 per cent of businesses, therefore, women hold significant personal wealth and control a large proportion of the consumer market. Even so, women have been described as the 'third billion', equivalent to the untapped potential of an emerging market such as China or India.¹ Despite the persistent gender pay gap in most countries, women wield considerable purchasing power and often make consumer decisions for the whole household.

The perspectives of both women and men are key in the research, design, production and delivery of products and services. The outlook, insights and skills of both women and men have been shaped from birth by the roles, tasks, and behaviour that society and family assigned to them according to their gender. Capturing both men's and women's perspectives in work teams enables them to better gauge consumer interest and demand. Furthermore, a more diverse workforce and management structure enhances creativity and innovation, making businesses more successful.

Laws and constitutional provisions for non-discrimination on the grounds of sex exist in most countries and many countries have equal employment opportunity (EEO) laws (box 1). Some countries require companies to report on progress in promoting gender equality and some, particularly in Europe, are introducing gender diversity quotas for company boards.

Business reputation is enhanced by greater gender diversity. Companies with a strong reputation as rated by their industry peers have double the proportion of female executives.² Finally, shareholders want more gender diversity in management. Surveys of shareholders report that they wish to invest in companies with gender diverse boards and management.³

¹ Ernst and Young: *Women, the next emerging market*, 2013, p. 8, [http://www.ey.com/Publication/vwLUAssets/Women_the_next_emerging_market/\\$FILE/WomenTheNextEmergingMarket.pdf](http://www.ey.com/Publication/vwLUAssets/Women_the_next_emerging_market/$FILE/WomenTheNextEmergingMarket.pdf) [accessed 9 Mar. 2017].

² 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].

³ See: S. Kessler: *Shareholders pressure Apple to increase diversity among top leaders*, Quartz/Reuters, 2 Feb. 2017, <https://qz.com/899753/shareholders-pressure-apple-to-increase-diversity-among-top-leaders> [accessed 9 Mar. 2017].

BOX 1

Equal employment opportunity (EEO)

EEO is a practice where employers do not engage in employment activities that are prohibited by law. For example, it may be illegal for employers to discriminate against an applicant or employee based on race, age, colour, sex, religion or national origin.



1.2. Gender balance makes a difference: The evidence

Reports from international financial institutions show that raising women's employment levels generally produces higher rates of gross domestic product (GDP) in a country.

Academics and companies are researching whether gender balance in management teams and boards improves business performance. While some studies are inconclusive about these links, most indicate the benefits of gender diversity for business especially when there are more women in top management as compared to a lone female CEO or member of the board. This has led to calls for higher numbers of women on boards and in top management, and more attention to the talent pipeline from the recruitment stage.

“Closing the male-female employment gap would have massive economic implications for developed economies, boosting US GDP by as much as 9 per cent and euro zone GDP by as much as 13 per cent. Conversely, limiting women's access to labour markets is costly. For example, Asia and the Pacific reportedly loses US\$42 billion to US\$47 billion annually as a region because of women's limited access to employment opportunities.”

Source: World Economic Forum: Global gender gap index, 2014, <http://reports.weforum.org/global-gender-gap-report-2014/part-1/the-case-for-gender-equality/> [accessed 20 Nov. 2016]

Large scale studies in recent years by Catalyst Inc., Credit Suisse, McKinsey and Company and Thomson Reuters all found that companies with women on their boards outperformed those without women across areas such as sales, return on equity and investment, corporate governance and company image. For example, a 2016 study of nearly 22,000 publicly traded companies in 91 countries found that having women in the highest corporate offices was correlated with increased profitability. An increase in the share of women in top management positions from 0 to 30 per cent was associated with a 15 per cent rise in profitability.⁴ Similarly, a study of 2.5 million manager-led teams in 195 countries and about 27 million employees showed that female managers outperformed male managers on employee engagement scores.⁵ The study considered over four decades of extensive talent research and examined the crucial links between talent, engagement and business outcomes, including profitability and productivity.

⁴ 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.

⁵ Gallup: *The State of the American Manager Report* (Washington DC, 2012).

2. SETTING OUT ON THE GENDER DIVERSITY JOURNEY

The compelling business case for greater gender balance and stakeholder interest in gender equality are two reasons for companies to take a strategic interest in this issue. This section outlines preliminary steps a company or organization can take to make the most of their journey to gender equality.

2.1. Clarifying objectives

Companies can begin by clarifying the benefits of attracting and retaining female talent in the short and long term, as well as exploring the detrimental consequences of ignoring this talent pool. Companies can analyse the potential business outcomes of greater gender equality. A clear understanding of what is at stake and the opportunities that may be lost will help companies formulate relevant objectives within the sectors and countries where they operate. It will also help them establish effective policies, strategies and plans, and make changes in their corporate cultures.

“The changing role of women and men in society in recent years has created a need for gender balance at all levels in business”

Nestlé

“At PricewaterhouseCoopers gender diversity is a business issue, not a gender issue.”

PricewaterhouseCoopers

2.2. Journey catalysts

Gender equality is good for the bottom line, but companies are also inspired to provide equal opportunity and treatment to men and women because it is the right thing to do. This desire is aligned with laws and international norms based on principles of non-discrimination and fairness. As an expression of their commitment to doing the right thing, some companies have joined local, national and international initiatives to promote equality and diversity.

Many companies strive to attract and retain talent and skills, and to do so they must become an employer of choice. This includes ensuring equal opportunities and family friendly workplaces. Presenting a good company image not only attracts talent but can also be positive for sales of products and services as well as improving relations with the local community. In Uganda, **Pride Microfinance** aims to institutionalize equality in its business operations. To handle staff issues fairly, Pride Microfinance has well-documented policies on equal opportunities, sexual harassment, recruitment, skills development, maternity and paternity leave, mentoring and executive coaching of women.

International initiatives and frameworks often provide impetus and inspiration for companies to undertake initiatives on gender equality and diversity (see box 2). These

include the United Nations (UN) Global Compact and the Women's Empowerment Principles. Since the launch of the Women's Empowerment Principles in 2010, over 1,100 CEOs from around the world have signed the CEO Statement of Support for the Principles. They have expressed their support for "advancing equality between women and men to bring the broadest pool of talent to our endeavours and further our companies' competitiveness at the same time as meeting our corporate responsibility and sustainability commitments."

BOX 2

Gender equality certification schemes

Economic Dividends for Gender Equality (EDGE) is a global assessment methodology and business certification standard for gender equality developed by the EDGE Certified Foundation and launched at the World Economic Forum in 2011. The methodology is practical rather than theoretical and uses a business approach that incorporates benchmarking, metrics and accountability. It helps companies not only create an optimal workplace for women and men, but also to benefit from it. The certification assesses policies, practices and numbers across six different areas: (1) equal pay for equivalent work; (2) recruitment and promotion; (3) leadership development; (4) training and mentoring; (5) flexible working arrangements; and (6) company culture. The EDGE Certified Foundation approves appropriately qualified independent, third party certification bodies to perform audits and certifies companies against the EDGE Standard. EDGE is currently working with 100 companies in 40 countries.

The United Nations Development Programme certification programme is operating across Latin America and the Caribbean. It encourages public and private companies to boost gender equality in workplaces. Around 1,700 firms in 12 countries have qualified for the Gender Equality Seal by meeting programme standards on hiring and workplace practices, including helping women rise into top decision-making positions in the private sector.



In Lebanon, **Audi Bank** aims to ensure alignment with international standards and requirements such as the Universal Declaration of Human Rights, UN Global Compact principles and ISO 26000 standards. Its practices include women's enrolment in executive and fast-track development programmes, support for their career growth and diverse working opportunities in Lebanon and abroad. Several of the companies highlighted in the case studies in this publication have signed on to the UN Global Compact and the Women's Empowerment Principles (see box 3).

At the national level, companies often cooperate with the national ministry for women on programmes that support gender equality. In Argentina, **R.E.D. de empresas por la diversidad** is a national-level network of companies and universities collaborating on gender diversity and acting as a source of inspiration and knowledge.



BOX 3

Women's Empowerment Principles, Equality Means Business, UN Global Compact

- 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 non-discrimination
- 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

Corporate social responsibility (CSR) is another factor that drives companies to introduce gender equality policies and strategies. In Argentina, the CSR programme of **Cablevisión** (cable television services) is working with various departments of the company on gender equity issues. Based on its analysis, a plan was created with 22 targets and specific objectives on inclusion and diversity, work-life balance and management transparency. Similarly, in Egypt, the **Hashem Brothers for Essential Oils and Aroma** company is extensively engaged in CSR activities on gender equality both within the company and in the community. One internal company initiative includes flexible working arrangements to allow for better balance between work and family responsibilities, and supporting promotion of women into management positions. The company has a strong focus on the quality of supply chain products and promotes the employment of women in agricultural supply production. The CSR efforts of the company, based on the Islamic concept of Zakat (annual payment on property used for charitable and religious purposes), extends to projects supporting homeless girls, the economic empowerment of women, and their protection from gender-based violence.

2.3. Establishing a company policy

An early step in the journey is to establish an EEO policy. Often companies adopt EEO policies to comply with national laws prohibiting discrimination on various grounds including sex, race, ethnic origin, religion, age, disability and political affiliation. Some companies have included further grounds such as pregnancy, HIV status, marital status, sexual orientation, gender identity, transgender status and genetic information. Some people, such as older disabled women, may experience multiple forms of discrimination. Commitment from the highest level of management is a critical step towards the corporate and cultural change needed in a company or an organization to fully implement EEO and gender diversity goals (box 4).

See the **Telstra, Australia** (telecommunications company) case study for more details on their company policy.

BOX 4

EEO or diversity policy

An EEO or diversity policy generally consists of a statement of principles and values. The policy should be authoritative and hold managers and employees accountable for its implementation. The policy may refer to national laws on equality, non-discrimination and sexual harassment. It may be brief or lengthy enough to provide definitions and outline responsibilities. The EEO or diversity policy should include a specific section on gender equality or gender diversity.



The aim of equal employment policies is to guarantee equal opportunities in all terms and conditions of employment, including recruitment, hiring, promotions, transfers, reassignments, training, career development, benefits, and separation. Companies may require vendors, contractors and other third parties to comply with the EEO policy. Many EEO policies in recent times include provisions on workplace harassment, sexual harassment and bullying. Implementing an EEO policy can provide companies with a measure of protection against discrimination and sexual harassment lawsuits.

Beyond complying with non-discrimination laws as a minimum, some companies are voluntarily and proactively embracing diversity to maximize performance and strengthen business outcomes. This approach recognizes the link between business competitiveness and talented employees of different appearances and backgrounds. A more recent concept gaining ground is to ensure workplace teams have a 'diversity of thinking' to tackle complex challenges, which would not be achieved, for example, by hiring graduates all from the same business school and social background.

Some companies are now formulating policies to leverage diversity and inclusion. They aim to create an inclusive corporate culture and workplace as critical enabling factors to maximize employee engagement and productivity and, therefore, business competitiveness. More recently, some companies have combined EEO policies with policies to promote diversity, including gender diversity. Diversity policies reflect the belief that when the workforce of a company or organization reflects the diverse personal characteristics and backgrounds in the population and among consumers the company will be better able to meet consumers' expectations in the design and delivery of products and services. Diverse work and management teams contribute to more dynamic workplaces and creative decision-making.

Gender equality is a cross-cutting issue, and policies to promote diversity and non-discrimination aim to counteract many different forms of exclusion. In aiming to prevent discrimination against various marginalized groups, companies must take care to

maintain sufficient attention on gender diversity. To address this concern, the overall non-discrimination policy can include specific language on gender equality.

Enacting an EEO or diversity policy sends a signal to managers and employees that the top management of the company or organization are committed to assuring equal opportunities and that diversity is integral to business competitiveness. Consultation with employees and their representatives, managers and experts can help shape the policy according to the specific needs and profile of the company. Consulting with managers and employees on the application of the policy promotes engagement and ownership. Being an EEO employer has proven to attract the best talent, increase employee satisfaction, strengthen employee engagement, retain skilled staff and enhance public image.

“Equality of opportunity and non-discrimination are the two principles underpinning the Pernod Ricard Group’s recruitment and career development policies. In this spirit, it is committed to developing multicultural teams of men and women with diverse experience and skills. The Group firmly believes this approach acts as a catalyst for better performance: sharing ideas and experience on a permanent basis enhances the ability to anticipate new trends, as well as driving innovation and creativity.”

Yerevan Brandy Company, member of the Pernod Ricard Group (beverages) in Armenia, translated the charter into the local language and trained its managers and employees on its contents.

2.4. Designing a strategy and implementation plan

A strategy and implementation plan for putting an EEO/diversity policy into practice can help a company progress towards the goal of gender equality. The design of the strategy and implementation plan should include quantifiable targets, resources and timelines.

Measuring progress is key to achieving results, and indicators of gender equality need to be chosen and monitored over time. For example, indicators can include the proportion of women and men recruited, their share at different levels and in different types of management (line and support), their pay levels in the same type of work, their promotion rates and their exit levels. Indicators enable companies to set numerical targets and can help companies to identify unmet needs and formulate specific measures such as flexible working time, to achieve gender parity.

In addition, it may be necessary to raise awareness and conduct training for employees on how diversity adds value to the business. Performance assessments of managers in both functional and operational areas should include measures relating to gender diversity.

“To make diversity an issue that managers care about it needs to address the ‘what’s in it for me?’ question. Setting it as part of a leader’s performance metrics makes it a priority for them.”

Naveen Narayanan, Global Head of Talent, HCL Technologies

The following section outlines three key steps for designing and implementing a gender equality strategy, and examples of each step of the process. The steps are: (1) establish a baseline and identify key issues; (2) design a strategy to put the EEO policy into practice; and (3) draw up an implementation plan that specifies the actions, responsibilities and timelines required to implement the strategy.

1. Establish a baseline and identify key issues. The current gender and diversity mix is the baseline and an evidence-based starting point from which to design and implement the strategy. This step may include the following:

- identify the vision of the business on gender diversity and its potential benefits;
- analyse and map the profile of employees (age, gender, education, skills, family responsibilities if known), and the horizontal and vertical distribution of men and women across positions;
- analyse skills gaps among employees and skills needs of the business;
- analyse the participation of women and men in training and mentoring programmes;
- identify untapped potential of current employees, particularly women;
- identify the needs of current employees (training, work-life balance, health etc.);
- identify gender pay gaps;
- review policies on and use of flexible working arrangements; and
- survey employees for feedback on gender diversity issues.

2. Design a strategy to put the EEO policy into practice. The EEO policy may be a well-established part of the company culture and practices or a new initiative. This step may include the following:

- refer to the baseline data to analyse company strengths and weaknesses in relation to the implementation of an EEO/diversity policy, as well as risks;
- identify needed measures, such as flexible working arrangements, executive training and mentoring;
- communicate internally to share the baseline analysis findings, the EEO policy and the business case for gender balance;
- organize information and awareness sessions for employees on gender issues;
- set targets for achieving gender diversity in recruitment, promotion, senior management and the board, the number of women in certain positions, the number of employees to be trained and the gender balance of work teams (40/60 per cent of either sex);
- identify key performance indicators (KPIs) on gender balance in the annual performance scorecards for all managers;⁶

⁶ A key performance indicator (KPI) is a business metric used to evaluate factors critical to the success of a business, for example revenue, customer loyalty or employee retention. KPIs are above all else, a set of indicators to measure data against or to gauge enterprise success.

- decide how gender and diversity targets will be met (through recruitment, retention or internal promotion of employees); and
- identify challenges and ways to overcome them through professional development, mentoring, specialized policies to promote diversity, training or other measures.

3. Draw up an implementation plan that specifies the actions, responsibilities and timelines required to implement the strategy. This step may include the following:

- indicate the timeline for achieving specified targets, such as 30 per cent of line managers are women within two years and 40 per cent within four years;
- determine when and how often to evaluate progress on these targets;
- determine which and how many employees will receive training or mentoring and with what frequency;
- identify resources for implementation and review of progress on the above measures;
- assign responsibilities for implementation of the above measures and for monitoring to human resources managers, line managers, gender focal points and CSR managers; and
- monitor indicators and targets, and periodically report on implementation to the highest level in the company, board or shareholders and to all employees.

Companies worldwide have put into practice a variety of measures to achieve equal treatment and opportunity for women and men in their career paths. Their experiences show that usually a single measure is insufficient. Rather a multi-faceted approach is more effective and leads to sustained results. The number and types of measures and the timing of their introduction must fit the characteristics of each company, the practical needs of employees, and the economic, social and cultural context of the country.

“Achieving a culture that embraces gender diversity requires a multiyear transformation. Strong performers maintain focus during the journey, with the support of a human resources function that is an empowered force for change. Such a culture manifests itself primarily in three areas that work to advance women: (1) talent development; (2) succession planning; and (3) measuring results to reinforce progress”.

Source: McKinsey: *Lessons from the leading edge of gender diversity*, 2013, <http://www.mckinsey.com/business-functions/organization/our-insights/lessons-from-the-leading-edge-of-gender-diversity> [20 Nov. 2016].

See the **T-Systems, South Africa** (information and communications technology) case study for more details on their diversity strategy.

See how **Laboratorio Bagó, Chile** (pharmaceutical company) established their baseline in the case study.

3. THE KEY TO SUCCESS: HUMAN RESOURCES MANAGEMENT SYSTEMS

Policies, strategies and implementation plans can guide human resources management in creating measures that promote diversity and equality of opportunity and treatment for women and men.

3.1. Recruitment and promotion

A range of measures can help companies to attract more women candidates and achieve gender balance. By ensuring objective recruitment and promotion procedures, companies have a greater chance of recruiting qualified women candidates. Companies can ensure both women and men are on candidate short lists and both genders are represented on selection panels to promote gender balance. They can also work with recruitment agencies to search for both women and men candidates.

*See the **Fox Williams, United Kingdom** (legal firm) case study for information on how rigorous recruitment supports gender diversity.*

For example, in the Philippines, **St. Luke's Medical Centre** has a high proportion of women staff, and women make up 50 per cent of executives. The Centre has rigorous recruitment and promotion procedures based on qualifications, competencies, merit and performance. It has a formal leadership training programme that includes coaching and mentoring. Eligibility is linked to the performance management system that helps to identify women and men with potential to participate. Managers are expected to mentor and guide their subordinates, which is reflected in their performance evaluation as managers. Learning sessions are conducted to enhance the mentoring skills of managers.

Some companies use affirmative action to reduce gender imbalances, which are evident in the concentration of one gender in certain positions or in different levels of the hierarchy.

*See the **Nestlé, Nigeria** and **First Citizens Bank, Trinidad and Tobago** case studies on how they use affirmative action to address gender imbalances.*

“We pay attention to recruiting qualified females. We take the qualified females because historically we had been more tilted in favour of men.”

Nestlé, Nigeria

In Botswana, **Sprint Couriers** encourages women to apply for ground courier jobs. The work is physically demanding, which can deter women applicants. Sprint Couriers wants to recruit more women drivers, however, as they tend to drive less aggressively than men and they pay more attention to road signs. The company has a gender target in the recruitment process to redress the gender imbalance in job applicants; they recruit an equal number of men and women.

Gender bias in the recruitment and promotion process can mean that women do not apply for positions or, if they apply, they are not selected. Taking into consideration the following elements can help prevent gender bias (including subtle bias).

- Pay attention to language. Job descriptions or advertisements may use language that echoes traditional gender stereotypes, which may appeal more to men or more to women. Qualified candidates may pick up on this use of language and conclude that only one gender should apply. To attain more gender balance, review job descriptions to identify and exclude language that unnecessarily plays into gender stereotypes (see box 5).
- Short list both men and women. Sometimes additional efforts may be needed to ensure women apply for jobs in male dominated areas and vice versa for female dominated occupations.
- Interview questions should be the same for male and female applicants. Review the wording of interview questions to ensure they do not give subtle advantages to one gender or the other.
- Gender balanced selection or appointment panels (40/60 of either sex) are important for both men and women applicants and help counter gender bias.
- First assignments are critical for women and men after their recruitment. They often serve as the springboard for their careers. Ensuring all recruits, especially women, are given challenging, responsible and visible assignments from the beginning allows them to demonstrate their potential early on in their career.



BOX 5

Language in recruitment

It is important to use neutral language in job descriptions to attract a wide range of applicants. Using words closely associated with stereotypes of masculinity or femininity in job advertisements and vacancy announcements may prevent qualified jobseekers from applying. In some cultural contexts, certain words are strongly associated with gender stereotypes. For example, masculine words may include: active, ambitious, competitive, dominate, confident, decisive, determined, independent, and leader. By contrast, feminine words may include: committed, connected, cooperative, dependable, interpersonal loyal, responsible, supportive, and trustworthy.

Succession planning is an important part of ensuring teams are gender balanced and that women are recruited into upper levels of management. Succession planning involves identifying future vacancies and encouraging and preparing qualified women who have demonstrated their potential to take on more responsible and visible assignments. Guiding the career steps for men and women allows the company or organization to build on the potential of current employees and develop future team leaders and managers internally. Companies may need to offer special encouragement, training or coaching to women if their current practices are not enabling women to progress through the management pipeline.

“A company in Argentina recruited two university graduates, a man and a woman with the same qualifications, although she had scored higher marks. From the first day, he was given responsible and challenging assignments while she sat around for several months having been told to read the manuals. It was assumed he already knew the job, while she had to learn the job.”

*Participant, ILO/IFC/CBI Conference,
London, 28 April 2015*

“We encourage women to take up non-traditional roles. I needed a production manager, and usually women think that this is not a job for a woman. So, I found a woman sales manager in our company, and I told her, look, you can do it! I sent her for training in another company for five months on production processes. Then I got my machine supplier to work with her for another two months. So, she was well taught and that’s how she became head of production in the company. Today, she is doing very well.”

*Adèle Kamtchouang, CEO,
Tropik Industries, Cameroon*

3.2. Ensuring equal opportunities in career paths

Companies should ensure that men and women have equal access to training, mentoring and sponsorship programmes. Due to social roles and cultural differences, women and men may have different needs and companies may need to offer specific mentoring or sponsorship programmes or executive training for women may be effective. In Fiji, **Westpac** (a financial services company) has a mentoring programme for high potential staff. Employees are encouraged to find mentors for various career needs. For example, one employee could have three mentors: one as a sounding board; one for honest feedback; and another for technical advice. The mentors do not necessarily have to be within the company. As part of the programme, mentors receive training and both mentors and mentees receive booklets on their role and the nature of the relationship.

See the **Telstra, Australia** (telecommunications company) case study for further details on mentoring and **Budapest Bank, Hungary** case study for more information on their female leadership development programme.

BOX 6

What is sponsorship?

Sponsorship is a commitment that promotes, encourages and fights for career opportunities of high potential individuals. It differs from mentoring as it is long term and hands-on.

Source: Ernst and Young: The corporate sponsor as a hero: advancing women into leadership roles (Canada, 2014).



When women are appointed to senior management positions it is important that the company takes steps to ensure that they are successful, not only for the good of the company and the employee, but also to set an example for others. A woman in a senior management position may be the only woman at that level, and women on managerial teams may be in the minority. Companies can take steps to create an inclusive culture. They can provide coaching, feedback, mentoring and sponsorship help ensure women succeed in management positions at every level.

Networking is important for women to share information, learn from others and advance in their careers. The benefits of networking are similar to those of the so-called 'old boys network'. Companies and organizations can encourage and sponsor networking among women either within the company, with other companies or in the community. Some companies have encouraged men to participate in these networks to promote greater understanding of and dialogue on gender issues.

*See the **East African Breweries Ltd, Kenya** case study for more information on how they combine networking and mentoring.*

Mobility, such as relocation and business travel, is often a criterion for career advancement. This can be more difficult for women with partners and children, than for men. A general assumption is that men can relocate more easily, as family and domestic responsibilities are taken care of by women. The same goes for business trips that call women away from the daily requirements of the family. Even when women do not have partners or children, this stereotype may be an obstacle. Companies should be mindful of these gender biases, which ultimately prevent the company from reaping the benefits of having greater gender diversity in their workforce. Companies that require mobility for career advancement can review the criteria and consider more flexible modalities. Women may have skills of equivalent value that were developed in other ways. Where mobility is essential to advancement, companies could explore leveraging business networks and providing job placement support or employment options to the employee's partner to ease the impact of relocating the family.

Balancing work with family responsibilities, including flexible working and leave arrangements, are critical for women and men to fully commit to both their jobs and families. Women still expect and are expected to assume more responsibility for family care, but men increasingly play more of a role in parenting and they increasingly value flexibility. Most employees and managers, women and men alike, will have family responsibilities or other commitments beyond work. Having a healthy work-life balance is important for individual well-being and for enhanced productivity and creativity to tackle challenges in increasingly complex and technological work environments in competitive markets. The use of communications technology can blur work and personal time, and management must respond to the challenges this can create. Communications technology can enable greater flexibility, particularly when assessments of work performance are based on clear objectives and outputs rather than on physical presence or face time.

The **Café Galilee** coffee shop chain in Singapore encourages women to advance in their career by providing opportunities for skills development and executive training, and offering flexible working arrangements for those who need to balance family and work. Women are encouraged to take up leadership roles and become outlet managers.

See the **Telstra, Australia** (telecommunications company) case study for more information on their flexible working arrangements.

To attract and retain talent, companies can make provisions for maternity, paternity and parental leave; assistance with child care and elder care; flexible working arrangements (in terms of hours and place of work/teleworking); and options for part-time work and job sharing. Most employees will only have a need for such support for limited periods in their careers. In Egypt, **Vodafone** (mobile phone company) and KPMG (international professional services firm) commissioned research on the costs and rewards of offering maternity leave. The study found that global businesses could save up to US\$19 billion by offering maternity leave to all women after having a baby.⁷ Thus, having a maternity leave policy is not just the right thing to do for women and families, it also makes business sense. Since 2015 Vodafone offers 16 weeks of fully paid maternity leave. Once women return from leave, they can work a 30-hour week for the first six months while still receiving full pay.

Often companies go beyond statutory provisions related to work and family to attract and retain talented and skilled women. For example, in Lebanon, **Audi Bank** was among the rare financial institutions to grant women 60 days of maternity leave, above the 49 leave days granted under Lebanese Labour Law. **St. Luke's Medical Center** in the Philippines has four forward rotating around-the-clock shifts. However, if a staff member needs to work certain hours or schedules because of child care and family responsibilities, this can be arranged between the manager and the employee.

See the **Nestlé, Nigeria** case study for information on how they embrace Nestlé's global maternity policy and practices.

Preventing and eliminating sexual harassment is imperative. While sexual harassment at work is often targeted to women, both men and women can be affected. Women employees and managers may experience various forms of sexual harassment, especially if they are working in areas traditionally dominated by men. In some cases, companies may lose talented women without even knowing that the cause was sexual harassment. To create an enabling environment to protect workers who are targets of harassment and deter culprits, companies can issue a statement from the highest management level on zero tolerance of sexual harassment. Harassment can be prevented if backed up by policy and procedures to investigate allegations and assure all workers that culprits will be held accountable. Sexual harassment policies can be standalone or part of a broader policy on harassment and bullying which are considered as behaviours that create a hostile work environment and reduce productivity. In Trinidad and Tobago, **First Citizen's Bank** strictly enforces its sexual harassment policy, which, over time, led to a change in the corporate culture such that today there is zero tolerance company-wide.

See the **ANZ Lao Bank, Lao People's Democratic Republic** case study for details on their sexual harassment policy.

Exit interviews provide an opportunity for the company to understand why valued employees leave, especially in the female talent pipeline. Information about opportunities, the corporate culture, and work-life balance measures or even the person's manager and

⁷ Vodafone: *Vodafone pioneers global maternity policy across 30 countries*, Press release, 6 Mar. 2015, <http://www.vodafone.com/content/index/media/vodafone-group-releases/2015/global-maternity-policy.html#> [accessed 9 Mar. 2017].

work team can be obtained confidentially to reinforce what is positive and remedy any problems. The person leaving may also have valuable insights and suggestions.

3.3. Retaining talented women

Even after meeting the challenges of recruiting, training and developing the careers of women, companies may struggle to retain women in their work force. Competition from other firms may be fierce. Many companies may be competitive in terms of pay, but other measures, particularly those related to work-life balance, can make the difference in retaining the loyalty of talented employees. Companies should offer an attractive combination of a competitive salary and conditions of employment that support work and family responsibilities. An insurance company in El Salvador, **ASESUISA**, introduced a combination of salary incentives, flexible working hours and on-site breastfeeding facilities to retain women.

“Talented women tend to be poached by other companies with the promise of higher salaries. Paying them higher salaries especially when the company is not in a position to offer raises is not always a solution. The company is looking at ways to offer non-monetary benefits to talented staff so that they would be motivated to remain in their top-level positions.”

Masters (Fujian) Human Resources Service Co., Ltd, China

The gender pay gap remains a significant, persistent and complex problem across sectors and countries. The gap is closely connected with gender inequality, be it in the sharing of family responsibilities or occupational segregation in the labour market, both horizontally and vertically. Measuring and monitoring the gender pay gap over time requires technical evaluation tools given the variety of elements and factors involved. Companies are making efforts to quantify, measure and close the gap.

See the **Telstra, Australia** (telecommunications company) case study for information on how they aim to achieve gender pay equity.

Organizational culture is often responsible for resistance to change even when policies and measures are implemented. Staff and managers may resist efforts to increase diversity and build a gender balanced work force. These changes involve transforming cultures and changing of mindsets within corporate structures. Some people are simply averse to change while others may have strong views on maintaining the traditional roles of men and women. Concepts such as equality, diversity and inclusiveness can feel threatening for some.

See the **Fox Williams, United Kingdom** (legal firm) case study for details on how they foster a corporate culture of inclusion and fairness.

“Without an inclusive culture and employees with the right attitude, written policies and measures will not necessarily achieve greater diversity.”

Fox Williams, United Kingdom

Communication strategies, awareness raising and training are key tools to ensure staff and managers understand, accept and support gender equality and diversity policies. Much of this can be done internally, through intranet, newsletters, memorandums and discussion groups. Support for networks and special structures or forums for information and feedback can also help spread understanding of issues related to gender equality. At times, special training may be needed for managers on the business imperatives of gender equality, diversity and inclusion.

See the **Tenaris, Argentina** (manufacturing) case study for information on how it develops awareness on gender diversity.

3.4. Promoting gender equality in the supply chain

Companies often have codes of conduct applicable to their suppliers and distributors, and these frequently include sections on non-discrimination, sexual harassment and gender equality. Contractors are expected to abide by these policies. Companies may decide to strengthen those requirements or policies to ensure that high standards of gender equality are met. Companies can consider offering assistance to their contractors to enable them to improve on their implementation of equal employment and non-discrimination policies.

In selecting contractors, companies may decide to give preference to women-owned businesses to economically empower women in the local community. These can range from sourcing primary agricultural materials to services in an urban-based environment. These kinds of initiatives can be a strategic part of a firm's CSR programmes.

See the **East African Breweries Ltd, Kenya** case study for how they promote gender equality by supporting women-owned businesses.

By going beyond the gender balance as an internal issue to promote gender equality in the broader context, a company can gain visibility and credibility in the local community, which yields benefits for their business outcomes in the future thus creating a win-win scenario.

“In producing essential oils and aromatic products, our clients want all the supply chain to be responsible. We try to support women and give preference to suppliers who have specific programmes targeting female employment in agriculture.”

Sohaila Hashem, Managing Director, Hashem Brothers Co., Egypt

4. GETTING MORE WOMEN INTO TOP MANAGEMENT AND ON BOARDS

Many of the initiatives to recruit, retain and promote women have yielded results in the ranks of lower, middle and even higher level management positions around the world, and in some cases women have achieved parity with men. However, the number of women CEOs and top managers is still low. The bigger the company is, the fewer women CEOs are found. Similarly, the number of women on company boards remains limited. In recent years, research has focused on why this is the case, especially given the gains women have made in education, and what can be done about it.

4.1. Women in top management

A major challenge for companies is to ensure the career paths of employees are not dictated or limited by gender. In general, many women's careers go toward functional or support management, while men's careers go toward operational management. Pathways leading to executive positions may require operational responsibilities, such as research and product development, sales and marketing, and general management across a variety of functions, and typically, more men are in these functions. Meanwhile, women tend to follow career paths in functional or support management such as human resources, administration and finance, communications and public relations. Although women may become managers of functional areas, further career advancement requires operational management experience. Without such experience, 'glass walls' may prevent women from reaching the highest executive levels. This happens as managers and women and men themselves view certain jobs as more suited to one gender than the other. Women also are under more pressure to meet family commitments and this can lead them into more administrative realms where work hours are fixed and regular, and travel and mobility are not required.

If gender balance at the top is recognized as a key business imperative, then changing traditional career paths is the way forward. To change this pattern a company can take steps during recruitment and in employees' early career phases to ensure men and women are on a career path to top positions. This may include the following measures:

- in the short term, identify women within and beyond the company with the potential to take on senior management positions with accelerated training and mentoring;
- for the longer term, ensure women and men obtain operational and general management experience;
- consult professional women's organizations, universities and other organizations with databases of qualified women to identify potential candidates;
- ensure policies are in place for flexible working arrangements to create work-family balance; and
- change corporate culture through training and communications from the highest level to combat gender stereotyping and emphasize the value added of gender equality for business objectives.

4.2. Women on boards

In the past, companies around the world typically had all male boards and chairs. Family-run businesses were an exception, but women board members were unlikely to take an active or decisive role. Today, research points to the benefits of including women as active members of this leadership body.

*See the **T-Systems, South Africa** (telecommunications company) case study for an example of female board representation.*

The argument for more women on boards is that gender balance improves business outcomes, governance and image, and strengthens progress towards gender equality objectives. The number of women on boards has increased for various reasons, including: (1) the impact of awareness of the business case for gender diversity and the desire of companies to benefit from the talent, skills, education and experience of women; and (2) quotas enacted through national legislation, typically that women make up at least 30 or 40 per cent of board members for publicly traded companies or companies over a certain size. In addition, female board members of family businesses are playing a more active role, which can be seen as a result of their higher educational levels and changes in gender norms.

To help companies find qualified women board members, national and regional organizations are developing databases of qualified women for companies to consult for vacant board positions. For example, the Global Board Ready Women initiative maintains a database of over 8,000 qualified women for executive search firms, companies and investors. Women members can include their profiles in the searchable database and recruiters can contact them directly. The Financial Times Non-Executive Directors' Club administers the Global Board Ready Women's database and forum on LinkedIn (a global social media platform). Catalyst, a non-profit organization promoting women in business, has created the Corporate Board Resource, a directory of CEO-endorsed board-ready women. The InterOrganization Network has a board candidate network to match talent with appropriate board seats. In Singapore, BoardAgender provides a forum to create greater awareness and understanding of the benefits of gender-balanced business, and to facilitate the advancement of more women into senior leadership roles and onto boards. It identifies board-ready women leaders and provides networking opportunities for women professionals. Other initiatives have set targets and timelines. For example, the 2020 Women on Boards, a national campaign, aims to increase the percentage of women on boards in the United States to 20 per cent by 2020.

Various organizations, including business schools, are sponsoring programmes to train and prepare women to take up board functions. Participants learn how boards function and what is required of board members in different areas. Other aspects of preparation for board membership include soft skills such as confidence building. In Western Australia, the Department of Local Government and Communities has published *Being Board Ready: A Guide for Women* that includes information on board roles and responsibilities, tips on developing leadership skills, ways to build networks critical for board visibility and a self-assessment of skill sets needed to qualify for board appointments. **Banco Santander**, in partnership with the University of California Los Angeles (UCLA) Anderson Executive Education in the United States, created W50, a three-month programme to equip women leaders from around the world for service as board directors. Topics include strategic

leadership, organizational savvy, corporate governance, strategy, structure and succession, key accounting considerations, business acumen and mentoring and networking.

Enhancing the role of women on boards is also key. While more women are on boards, they often take up board responsibilities related to the functional or support aspects of the business – human resources, audit, safety and health, and CSR – and few women become the board chair or president. Efforts to assign women a variety of roles on boards, together with appointing a greater number of women would enhance gender equality across all areas.



Part 2:

Company Good Practices

This section presents 11 in-depth case studies on the gender diversity journeys of companies of varying size in attracting and retaining female talent. The information was collected through interviews and documentation provided by the companies on their motivations, strategies, measures and initiatives, and the way forward. This section summarizes their reflections on policies, challenges and results.

For many of the companies, initiatives to promote gender balance began in the last five to ten years. The history of concepts such as EEO, gender diversity and the efforts to break the glass ceiling is much longer, but these recent case studies were selected to show that industry players across diverse cultures around the globe are enthusiastically turning to measures to support women and men to balance both work and family as a real-world solution to the challenge of attracting and retaining talent in increasingly competitive markets. These measures are often part of legislative compliance, but many companies go beyond legislated minimum standards to retain valued employees and offer flexibility in where, when and how work is performed.

Steps towards gender diversity: Policies, measures and initiatives

For all the companies, achieving greater diversity is an ongoing journey involving analysis, experimentation and assessment to develop the most effective measures. While some companies have introduced only a few measures so far, others, particularly large firms, have many initiatives on gender and diversity generally. A selection of those policies, measures and initiatives are summarized below.

- In cases where the company does not have a formal or written policy, the vision, values or philosophy of the founder or leader of the company to provide equal opportunities to employees permeates the culture of the company.
- Some companies have written policies and an array of measures to promote diversity and inclusion at all levels of the business.
- Women on the boards of family-owned companies and women CEOs often help other women advance in the business, as they understand the challenges women face at work as well as expectations related to gender roles.
- Companies pay close attention to recruitment and promotion to ensure non-discrimination in these processes.
- A high level of communication throughout the company is key to identifying gender equality challenges and taking effective steps to promote gender balance.
- Companies leverage training of men and women to promote equality. Often, executive training is offered especially for women. In addition to training, companies have supported networks and mentoring for women.
- There is a strong emphasis on flexible working arrangements, various kinds of leave (maternity, parental and paternity) and options for part-time work after return from maternity leave.
- Rigorous and non-discriminatory human resources procedures have enabled qualified women to gain access to higher level positions. Some companies have analysed the business case for gender balance and overcoming gender stereotypes deeply engrained in their corporate cultures. They engaged in research, set up committees to systematically monitor the situation, and established KPIs related to promoting gender equality.
- Some companies are motivated to be an 'employer of choice' to attract the best talent.
- For many companies, particularly financial institutions, reaching out to women and small businesses as clients is part of their business strategy. For others, their CSR engagement involves projects with women, including women-owned businesses in the community. Others make conscious efforts to support women-owned business suppliers and distributors in the company's supply chain.

Challenges

Various challenges and obstacles exist in experimenting with and determining what measures are most effective in achieving positive results for company profiles. There is no one size fits all approach. Many of the initiatives are gradually changing corporate cultures and mindsets about gender roles.

- Smaller companies can rely on direct communication between managers and employees, while larger businesses often need an internal communication strategy to make workplaces more women- and family-friendly.
- Many companies report that even though a lot is being done on gender diversity, there are still few women on boards or in top management teams and that often women do not step up to these higher-level positions.
- Applying measures such as flexible working arrangements throughout a company while still meeting operational and client demands is a challenge, and forward-thinking employers are developing schemes to support flexible working options suited to the needs of their operational areas and the nature of the clients, while at the same time meeting the needs of employees for flexibility.
- In some countries, the concentration of women in certain sectors makes it difficult to recruit qualified male candidates for jobs. This may occur when the labour market is divided along gender lines.
- Companies in traditional male dominated sectors of the economy reported the challenge of driving internal cultural change in support of gender equality.

"The CEO meets the women in her workforce regularly and understands that they have other roles as mothers and wives, but stresses to them "this is your rice bowl" you therefore need to also take care of your job if you want to take care of your family. The CEO believes that most women need to talk through their problems. Her human resource team monitors the teams and departments to check where problems are occurring. The CEO stresses to her women staff "don't be afraid and don't be ashamed." She learned this herself when she was younger. There is have a high turnover of staff and the company needs to focus a lot on training and educating women due to the skills shortage in Indonesia."

Ibu Yeane Lim, CEO, Denpoo (electronics), Indonesia

"Often women think of themselves as inferior to, and less capable than their male counterparts. They often miss out on leadership opportunities by simply not applying for them. Not coming upfront to demand leadership positions further reinforces a woman's own self-perception and that of her superiors that she is not capable to do the job."

Masters (Fujian) Human Resources Service Co., Ltd, China

Results

- Many companies reported that increased numbers of women at higher levels and the improved retention of women in the company was accompanied by increased sales and better outcomes for their business. Some companies even try to have more women than men as managers as they believe that this is better for the company. Others noted that by sharing and interacting with other companies on gender diversity, they gained access to new markets, suppliers and contractors.
- Several of the companies won recognition awards for their achievements in promoting women employees, while other companies sponsor awards for successful women in business.
- Many companies have benefitted from outside influences on their approaches to gender equality. These influences include national legislation, national and international groups working on gender equality and even the culture of the country. For example, many companies have signed on to the UN Global Compact and the Women's Empowerment Principles. The headquarters of multinational enterprises exert a strong influence on the gender diversity policies of their country offices.
- In some countries, such as Argentina, gender equality is promoted through networking and a shared programme of work among companies in collaboration with universities. EOs and business membership organizations also provide networks, resources and venues to explore good practices related to achieving gender equality and advancing women in business and management.
- Individual champions and pioneers who lead the way and encourage and mentor others over time can be instrumental in driving change for greater gender diversity in their companies. The champions were often women, but there were also men, especially fathers with daughters. They were sympathetic to the gender-based challenges in the labour market. Many of those interviewed were playing the role of gender champion in their own company.

“The wise and efficient management policy, guided by women, has transformed Plantaže into a modern winery that has reached the very top in global wine production and viticulture – a leader in the country and the region.”

*Rajka Pejović, Head of Human Resources,
Plantaže, Montenegro*

“Women at Nestlé Nigeria are very happy with the new policies on maternity protection. This has gone a very long way in retaining women workers. The new maternity policy and benefits women employees enjoy at Nestlé Nigeria has shown an increase in productivity and passion and reduced staff turnover.”

Nestlé, Nigeria

CASE STUDY 1: ANZ LAO BANK, LAO PEOPLE'S DEMOCRATIC REPUBLIC

Growing women managers in the Lao People's Democratic Republic

BASIC CHARACTERISTICS

- A subsidiary of Australia and New Zealand Banking Group Ltd
- Provides savings, term deposits and transaction accounts to employees of its corporate customers
- 95 employees
- Women are around 50 per cent of staff
- 50/50 gender balance in executive committee
- More women at leadership level than men in the Lao People's Democratic Republic
- CEO in the Lao People's Democratic Republic is a woman
- Two women on eight-member global ANZ board
- One woman on nine-member global executive committee

SPECIFIC MEASURES

- Managers must seek resumes from both women and men and ensure at least 40 per cent of candidates for interviews are women
- Both men and women are on selection panels
- Parental leave for mothers, fathers, same sex couples and parents with adopted children
- Diversity promotion with support to lesbian, gay, bisexual and transgender (LGBT) staff through the sponsorship of a group pride network within the Bank
- Pension and health care schemes are extended to life partners
- Flexible forms of work in time and place
- Unpaid 'lifestyle leave' for major life events of employees to keep their job and for the bank to retain valued employees
- Graduate training programme targets women
- Coaching and mentoring women with potential and for senior managers
- Contractors must follow supplier codes of conduct in line with UN Global Compact and gender balance and diversity
- Proactively seeks to contract women vendors and suppliers with a target of 40 per cent women vendors

Gender balance a business imperative

Gender balance is a business imperative for ANZ as a global company. The Bank considers that a diverse and inclusive workforce, where employee differences in gender, age, culture, disability and sexual orientation are valued, is a strategic asset for its business. ANZ is committed to management board-level accountability for annual improvements in gender balance, particularly across senior management ranks.

"Ensuring the equal representation of women and men in our leadership teams is more than just an issue of gender equality - it's about accessing the talent, markets and economic opportunities that gender equality brings." Anna Green, CEO, ANZ Lao People's Democratic Republic

Equal opportunities, sexual harassment and bullying policy

An equal opportunities, sexual harassment and bullying policy is applicable across the bank. ANZ employees may not discriminate against anyone in the workplace by treating them less favourably because of their sex, sexual orientation, age, race, ethnic origin, religion or disability, or other attribute protected by anti-discrimination or any other applicable laws.

All staff in the Lao People's Democratic Republic have been trained on the policy, the definitions, concepts and behaviour involved, bearing in mind cultural differences between the head office country (Australia) and the local context of the Lao People's Democratic Republic. The approach is called 'I care' and uses case studies to support the message of zero tolerance of inappropriate behaviour in the workplace.

In the Lao People's Democratic Republic, ANZ has adopted the Women's Empowerment Principles and actively promotes their application and encourages other businesses to do the same. In 2016, the ANZ Lao CEO presented initiatives in the Lao People's Democratic Republic to the UN Commission on the Status of Women in New York.

ANZ Notable Women Programme

The Notable Women Programme focuses on building the confidence and capabilities of its senior female leaders to build their visibility as experts in the media on key topics in the financial services industry across Asia and the Pacific. Close to 50 female leaders are showcased on ANZ's website. Notable Women are CEOs, directors and leaders that are well recognized in business for their views, insights and presentations. The CEO of the ANZ in the Lao People's Democratic Republic is one of the Notable Women.

Results and challenges

For ANZ in the Lao People's Democratic Republic, investment in women has meant improved retention of female talent. The Bank invests significantly in staff training given the limited pool of skilled employees in the Lao People's Democratic Republic, and aims to retain these staff members by offering a range of work-life balance measures. Women have moved up to senior positions and are being prepared as future leaders. In the last two years, women

vendors contracted by the bank have increased from just 2 or 3 per cent to 22 per cent of all vendors.

Finding experienced female staff willing to step up to take on more responsibility and managerial roles is a challenge as some lack confidence or don't feel ready to take on the challenge. The Bank works hard to help the women in the Lao People's Democratic Republic to change this mindset and to give them leadership opportunities.

"I have been here in ANZ for ten years and during this time I have seen tremendous changes in embracing of gender diversity and measures to combine work and family responsibilities."
Anna Green, CEO, ANZ Lao People's Democratic Republic

Going forward

ANZ in the Lao People's Democratic Republic will continue to implement and enforce the Bank's diversity and inclusion policy, monitor its progress, explain to the staff and bring them on board. Receiving recognition from the employer that there is life outside work is important to employees.

CASE STUDY 2: BLC BANK, LEBANON

The 'We' initiative for the economic empowerment of women

BASIC CHARACTERISTICS

- Over 40 branches in Lebanon and 16 branches in Cyprus
- "We promote gender equality": a highly visible corporate value
- Internal staff policy and external outreach on gender equality
- Women are 56 per cent of employees
- Women are 35 per cent of middle management and 43 per cent of senior management in 2016
- 50-50 target for senior management by 2020
- Two women in the 13-member top management group
- One woman on the 13-member board
- Woman board member is head of the CSR Committee
- 49 per cent promotions for women and 51 per cent for men in 2014

SPECIFIC MEASURES

- Recruitment strategy to attract women and promotion based on merit
- Remuneration is based on performance, achievement, potential, value, quality and attitude regardless of gender
- Annual training needs assessment to promote equal opportunities linked to job requirements and employee potential (women received 49.25 per cent of total training hours in 2015)
- 77 per cent of leadership training participants are women
- 'We' initiative module is included in employee induction programmes
- A grievance policy for unfair treatment, sexual harassment and misuse of authority is in place
- After maternity leave, women are entitled to two months of short days (working only until 2 p.m. instead of 5 p.m. with full pay)
- Paternity leave

'We' initiative

In 2012 the BLC Bank launched the 'We' initiative, the first banking programme in the Middle East and North Africa (MENA) region dedicated to the economic empowerment of women. It goes beyond financial solutions, to extend non-financial services such as training,

networking, mentoring, advisory services and exposure allowing women to enhance their professional and personal lives.

The 'We' initiative has created tangible value for women reaching more than 15,000 small and medium-sized enterprises since 2012, and has been mainstreamed in all BLC Bank products and activities guaranteeing its sustainability. Through performance measurement and project team management, the BLC Bank has ensured a proper governance structure. Key results to date include a year-on-year turnover increase. As of November 2015, a 128 per cent increase in deposits by women with medium-sized businesses; and a 40 per cent increase in loans disbursed to women with small-businesses have been achieved.

In 2012 the BLC Bank introduced the Brilliant Lebanese Awards for the Business of the Year and the award for Woman Entrepreneur of the Year. It was also the first financial institution from the MENA region to commit to the UN Women Empowerment Principles and to create a unit within the Bank exclusively dedicated to supporting and serving women.

"The BLC Bank has worked hard to make gender equality drive their strategies, policies and initiatives for the workforce... During the selection process, there is often unconscious (or sometimes conscious) biases, and remarks could be heard such as 'she will get married soon, have babies, take maternity leave, her children will get sick . . . better get a man instead.' The Bank found it had to always insist on equal opportunity, stressing the competencies and skills of the candidates rather than their gender." Souheil Younes, Head of Human Resources Group, BLC Bank

Result and challenges

BLC Bank's current workforce is comprised of 56 per cent women, an increase from 47 per cent in 2012. In a country where women make up only 27 per cent of workforce this is a sizeable change. In 2016, women were 43 per cent of senior management up from 35 per cent in 2012.

BLC Bank is the first bank in the MENA region to become a member of the Global Banking Alliance for Women and, in 2015, it was voted Chair of its Governing Board. Internationally, the Bank has become a reference point and the subject of several publications and case studies by reputable institutions. The International Finance Corporation (IFC) of the World Bank Group and the Global Banking Alliance for Women invited BLC Bank to share best practices on women's empowerment programmes at a global conference. The Bank has received several awards from renowned international institutions such as the Women's Empowerment Leadership Award from The New Economy Magazine.

One of the biggest challenges is creating understanding that women-friendly does not mean women-only. The key driver to implementing this kind of cultural change is ongoing training.

Going forward

BLC Bank has only just begun the process of change and many initiatives and actions need to be maintained and implemented. The Bank will continue to push for cultural change with more awareness raising and education. It will also continue to make operational changes in support of gender equality with the further adaptation of products, measures and the work environment.

CASE STUDY 3: BUDAPEST BANK, HUNGARY

Budapest Bank launches Female Leadership Development Programme

BASIC CHARACTERISTICS

- Established in 1987
- One of the top eight commercial banks
- Focuses on small and medium sized enterprises
- 100 national branch outlets
- 2,800 employees
- Women are 11 per cent of executives, 50 per cent of middle managers and 30 per cent of senior managers

SPECIFIC MEASURES

- Advancement is strictly merit-based
- Performance is tracked for career development
- Work-life balance initiative
- Re-entry after maternity leave
- Flexible working arrangements
- Work from home, part-time work and job sharing
- Coaching and mentoring for women managers
- Budapest Bank's Women's Network

Equal Opportunity Forum of Employers

Budapest Bank is a founder and an active member of the Equal Opportunity Forum of Employers, set up in 2010. The Bank strives to create a corporate culture and build an environment that will attract and retain the best and most diverse talent available in an open developmental culture.

"We are committed to increasing the proportion of women managers by 2 per cent every year. Women in management is one of the KPIs that our functions and leadership are measured on." Gabriella Eberhardt, Senior Manager Organization and Talent Development and Human Resources, Budapest Bank

Female Leadership Development Programme

In 2011, Budapest Bank launched the Female Leadership Development Programme to nurture women's potential for higher positions. Participants are selected for the 18-month programme based on their capabilities, performance track record and potential to fulfil a senior management position. Typically, 10–14 women participate in the programme – they learn and develop management skills such as communication, motivation, assertiveness and influencing. They also go through a rotation programme where they swap roles and learn about other functions. Participants are assigned a business project as a practical learning exercise in which they are faced with a real-life strategic business case. Through this exercise they can demonstrate their business acumen, expertise, cross-functional team skills and gain experience with senior leadership. The development of executive presence, courage and self-confidence are critical elements of the programme.

Results and challenges

The Bank increased the percentage of women as middle managers from 32 per cent in 2014 to 50 per cent in 2016. It received a special prize in the Best Workplace for Women 2013 competition, by the Association of Women's Career Development in Hungary.

One of the biggest challenges continues to be differences in perceptions and judgements related to principles of non-discrimination and equality at work, particularly at the company level.

Going forward

The Bank continues to seek, attract and retain talent with a strong emphasis on safeguarding the organization's culture and providing challenging and meaningful work. Currently, the Bank is working on renewing the vision, purpose and position of its women's network.

The Bank has defined its new training and development strategy, built an integrated curriculum and is ready to launch initiatives in the coming year. It continues to strive to be competitive and to gain recognition as a major player on the market that offers equal opportunity for diverse talent, including women in management. The company seeks to compete as a significant local player with a multinational developmental culture.

CASE STUDY 4: EAST AFRICAN BREWERIES LTD, KENYA

Mentoring women "through the ranks"

BASIC CHARACTERISTICS

- African regional company headquartered in Kenya
- Alcoholic and non-alcoholic beverage business
- Subsidiary of Diageo (United Kingdom)
- 1,500 employees
- Women are 25 per cent of workforce, 30 per cent of middle management, and 25 per cent of senior managers
- Target of 30 per cent women managers for 2017 and 40 per cent for 2020
- Three women executives representing 20 per cent
- Diageo board is 50 per cent women
- Women concentrated in sales and administration

SPECIFIC MEASURES

- Flexible working arrangements
- Maternity and paternity leave
- Sexual harassment policy
- Two nursing rooms
- Equality of opportunity in recruitment, selection, training and career development
- Aims for 50-50 male/female representation in candidate short lists
- Women in Leadership programme
- Training women to be master brewers

Global gender policies and local adaptation

EABL monitors the gender balance of employees at different levels of the business as part of the Diageo/EABL Diversity and Inclusion Strategy. In addition, Diageo/EABL tracks employee opinions of Diageo as a diverse workplace in an annual values survey. EABL has identified gender equality as a specific area of opportunity under Diageo's broader diversity strategy and tailored it to the company's specific situation.

"In recruiting human resources personnel EABL actively seeks male candidates as women are overrepresented in the sales department and vice versa for supply chain management professionals." Catherine Khabure and Anne Nyaga, Human Resources, EABL

Until recently the EABL board included three women (45 per cent of the board). Two female ex-directors have progressed from the board to further their careers. One has moved to Kenya Breweries as the Managing Director. The board is committed to finding women to fill the vacancies.

Mentoring and networking

EABL Uganda has a programme where senior women mentor junior women "through the ranks". Plans are underway to extend this mentoring programme across other businesses in East Africa as EABL has seen the benefits of this approach in Uganda. In Kenya, EABL has a Spirited Women support programme, which involves networking and advocacy events, career advice, informal mentoring and the development of women role models.

"Our women employees are feeling: 'I don't have to be like a guy to progress up the ranks!'"
Catherine Khabure and Anne Nyaga, Human Resources, EABL

The EABL sales teams are mainly women and sales events take place at night. To support women (and men) sales staff, EABL offers training in confidence building, work-life balance and negotiation skills. In addition, EABL security teams are available to support women workers.

Supply and distribution chain

Retail outlets and wholesale distributors of EABL products that are managed or owned by women tend to be the most successful. They sell the highest volumes and meet their training and sales targets. Thus, EABL is working with more women than men in its retail outlets. EABL is even working with women distributors. EABL seeks to buy from women farmers and is aware of the gender dynamics in farming families where male members of the family control most of the productive resources and income.

Catalyst for change

EABL is aware that purchasing decisions regarding their brands are often made by women. International research that links improved productivity to diversity and gender equality in the workplace has encouraged EABL to promote good practices and measures that encourage the progression of women in the business.

Results and challenges

The diversity strategy, combined with initiatives to break down the company's organizational hierarchies, has resulted in improved productivity, revenue and shareholder returns over the past few years. Nevertheless, finding the appropriate calibre (education, experience and attitude) of women for senior management levels continues to be a challenge for EABL. Currently, its retention rate for men is lower than that of women, but many talented women still leave the company.

CASE STUDY 5: FIRST CITIZENS BANK, TRINIDAD AND TOBAGO

First Citizens Bank supports rigorous recruitment and promotion to achieve gender equality

BASIC CHARACTERISTICS

- Second largest bank in Trinidad and Tobago in five jurisdictions (Barbados, St. Lucia, St. Vincent, Trinidad and Tobago and Costa Rica)
- 3,000 employees
- 77 per cent of staff are women
- Six women out of 22 senior managers
- Two women in three-member senior executive team
- CEO and deputy CEO are women
- First woman CEO in 2015 and first woman in the country's financial sector with final reporting authority
- The board has two women and nine men

SPECIFIC MEASURES

- Work-life balance initiatives
- Sexual harassment policy and procedures
- Whistle blowing hot lines
- Behavioural code and training on the code for men and leadership teams
- Leadership training and mentoring
- Female deputy CEO offers informal mentoring to senior women in the five jurisdictions
- As part of its CSR programme, women's conference held annually in the five jurisdictions on challenges to women's advancement

Tackling bias advances women

Since its establishment the Bank has had an EEO policy and integrity has been a core corporate value. Rigorous, competency-based recruitment and promotion processes are key to the implementation of the policy. In addition to academic qualifications, work experience and competency-based interviews, psychometric testing is conducted and managers undergo assessments. This helps to guarantee more objective and transparent selection outcomes and ensures good job fit.

Diversity issues

The Bank is now preparing a diversity policy that will cover gender as well as people with different abilities, and cultural and ethnic diversity.

Women employees are concentrated in some areas of the Bank and branches, the Bank recognizes that this kind of gender imbalance is not optimal for customer service or for internal dynamics and is considering ways to establish greater gender balance at all levels. Initially, the aim was the number of women employees, and the Bank is still working to bring women into higher-level positions. A related challenge is to recruit men into all-female teams. This means that where male and female candidates are equally qualified for a job, preference should be given to the man to create gender balance.

Results and challenges

The Bank's strict enforcement of its sexual harassment policy has led to a change in the corporate culture such that today there is zero tolerance. Recruitment has become objective and transparent with no room for favouritism, as the Bank strives to ensure the best talent, male or female, are employed.

In Trinidad and Tobago, women are 75-80 per cent of university graduates across practically all disciplines except engineering. Despite women's high level of educational attainment, they are not breaking through the glass ceiling with critical mass.

"A key challenge in getting more women into senior management and on boards is that women lack self-confidence and are reluctant to take up higher-level responsibilities. This is due to cultural conditioning by Caribbean society from an early age such that they don't feel good enough... It is important to find out what is blocking women as leaders and why women are not grasping the reins of leadership." Sharon Christopher, Deputy CEO for Operations and Administration, First Citizens Bank

While many corporate culture and company policies need to change to support women's equality, women themselves need to be active advocates for their career advancement. It is a complex challenge, given the fact that women who are ready for higher-level positions often experience resistance or subtle sidelining.

Going forward

Today, women are being offered board positions across different sectors, but they often decline such opportunities as they do not feel qualified. This could be addressed by a special training programme to prepare women for board positions.

The Bank recognizes the need to provide more leadership training and systematic mentoring for women in the pipeline. Once the First Citizens Bank has its diversity policy in place, leadership training and mentoring for women can be institutionalized. Long-term strategic steps for the bank could include networking in the banking sector, partnering with academic institutions to generate more data to demonstrate the links between corporate performance and women in leadership and decision-making positions, and creating a forum for conversations on issues related to women in leadership.

CASE STUDY 6: FOX WILLIAMS, UNITED KINGDOM

Tailoring flexible work options to client and employee needs

BASIC CHARACTERISTICS

- Limited Liability Partnership medium-sized law firm
- Six partners founded the firm in 1989
- Firm's five core values: "great client service, integrity and professionalism, our people, friendly, strong relationships and open communication"
- Women are eight or 25 per cent of the 31 partners
- One woman and three men are legal directors
- Eight of nine senior associates are women
- 16 women and six men are lawyer associates
- Of 105 staff, 63 are women
- A woman is the Chair of the firm
- Elected partnership board has three men and two women

SPECIFIC MEASURES

- Follows statutory requirements for maternity, paternity and parental leave, employment protection and sexual harassment
- Provides enhanced maternity pay
- Part time work and flexible working arrangements for family commitments
- Shorter hours and remote work after maternity leave
- Three of 31 most senior partners, including men, are on flexible schedules

Corporate social responsibility

Under its CSR policy, Fox Williams states that it is an equal opportunities employer and treats people equally regardless of their racial group, colour, ethnic or national origin, nationality, religion or belief, age, gender, sexual orientation, disability or marital status. It encourages diversity, as well as learning and development among the staff. Fox Williams embraces a policy of 'dignity at work' as a reflection of the firm's culture. There is zero tolerance of sexual harassment. As expressed by the Fox Williams CSR policy statement, "We treat each other as we would want to be treated: with respect."

Corporate culture of inclusion and fairness

Merit is the basis for recruitment and promotion, eliminating the need for specific policies to advance women, other than flexible working arrangements to assist the balancing of work and family commitments. Staff are promoted and given responsibilities and paid on merit, whether they are male or female. Fox Williams considers that rigorous processes for recruitment and promotion are key as they allow for objective assessments that give everyone an equal chance to succeed.

"Rigorous processes for recruitment and promotion are not diversity initiatives as such, but just good management practice. . . . At Fox Williams, the advancement of women in the firm is a result of being rigorously fair across the firm year after year." Audrey Williams and Jane Mann, Partners, Fox Williams

Flexible work options to meet both client and employee needs

Despite the highly competitive legal environment in which the firm works, Fox Williams is focusing on flexible working arrangements that can help balance full attention to clients with the flexibility staff need to manage child care, elder care and care for ill family members. Depending on the department and the area of legal expertise, clients' needs vary. Therefore, the firm is currently exploring, department by department, flexible work options that are specific and tailored to different practice areas within the firm and different clients. In short, one size does not fit all. Fox Williams is sensitive to the issue of fairness to all staff. A sustainable solution to work-life balance must not require those who do not currently have dependents to pick up the work of those who do.

Results and challenges

Gender-balanced management has nurtured a corporate culture that is open, inclusive and trusting so discussions can take place on how to meet both employee and client needs in a satisfactory way. Fox Williams is committed to enabling its employees to have both career and family, but requires that employees are also highly committed to their careers, the clients and the firm.

Achieving equal numbers of women and men at higher levels within the firm is not easy, as the legal profession makes strong demands for commitment to clients. This makes the workload challenging for parents with young children. The client comes first, often requiring long hours of work for certain periods.

Going forward

Fox Williams will continue to develop and refine their flexible working policies for different departments. As one of the specializations of the firm is employment and discrimination law, it is knowledgeable on best practice for advising clients in these fields.

CASE STUDY 7: LABORATORIO BAGÓ, CHILE

Laboratorio Bagó focuses on work-life balance for gender equality

BASIC CHARACTERISTICS

- Medium-sized pharmaceutical company
- Ranked fifth in unit sales in the Chilean Pharmaceutical Market in 2015
- 420 employees
- Women hold 33 per cent of decision-making positions (national average is 5 per cent)
- Member of the UN Global Compact

SPECIFIC MEASURES

- Fosters equality of opportunity and treatment between men and women
- Regular dissemination of the company gender policy through internal communication tools
- Affirmative action in selection and promotion
- Equal access to training
- Annual analysis of gender related training needs
- Executive women's postgraduate studies paid by the company
- Part-time and work from home for executive women after maternity leave for three months

Implementing standards and good practices

Laboratorio Bagó is dedicated to complying with legal requirements and the *Chilean Norm NCH 3262-2012 on Management of Gender Equality and Conciliation with Work and Family and Personal Life*, which only a few companies in Chile have committed to implementing.

The company strives to implement good labour practices, including promoting gender equality. It adopts voluntary policies, measures and initiatives that go further than the national legislation to promote equality of opportunity between working men and women.

Gender equality policy

Laboratorio Bagó's Gender Equality and Conciliation with Work and Family and Personal Life Policy involves all the staff of the company. The approach is based on a model of gender equity called *Equality-Conciliation of the National Women's Office under the Chilean Norm NCH 3262-2012*. The implementation phase of this model includes a self-assessment conducted by the company's Committee for Gender Equity, the implementation of an action plan, monitoring and reporting mechanisms with a verification system and an external audit to review gender equity practices.

Laboratorio Bagó established a management and monitoring system for its gender equality policy. Procedures to guarantee equal opportunities for women and men in access to jobs, conditions of work, career development, training and participation in decision-making have been implemented. The company also undertook measures to identify, prevent and address harassment and sexual harassment.

A baseline was established through a staff survey and review of internal administrative, technical and policy documents. Equal opportunity was systematically analysed, as was the impact on staff and effectiveness of measures and actions taken. Staff needs for professional or career development and training were also identified. The objectives of the gender equality policy were consequently redefined and the action plan revised to address gaps, inequalities and discriminatory practices and strengthen gender equality and work-life balance among staff.

Implementing the gender balance strategy includes the following: (1) always clearly stating that Laboratorio Bagó is an equal opportunity employer in recruitment advertisements; (2) ensuring that suitably qualified men and women candidates are selected for the short list; (3) using affirmative action (if a man and woman both apply for a job and they are equally qualified then the woman is hired); and (4) conducting exit interviews.

Catalyst for change

Laboratorio Bagó is aware of various studies, such as that of the Inter-American Development Bank indicating that greater gender diversity can lead to a 10 per cent increase in income per capita with a subsequent decrease in poverty of approximately 20 per cent. Greater participation of women in executive positions also makes companies more profitable. This evidence helped to motivate Laboratorio Bagó to promote gender equality as a business goal.

Results and challenges

Annual working climate surveys indicate increased impartiality in recruitment and promotion and the achievement of greater equality. In 2015, Laboratorio Bagó was ranked among the 40 best employers by the Great Place to Work Survey of Latin America.

Laboratorio Bago's gender equality policy has helped build a brand with greater visibility in the labour market, with more qualified people seeking employment in the company. Rotation and talent retention indicators have improved, increasing the competitiveness of the company. In the last seven years, the proportion of sales by women has grown. Whereas previously there were no female supervisors, currently five of the nine supervisors are women.

The main challenge continues to be cultural transformation. Education is essential to eliminate the stereotypes that threaten gender equality.

Going forward

Laboratorio Bagó will need to continually monitor the gender equality policy and indicators on rotation and the integration of women in decision-making teams and leadership. The company plans to achieve a narrowing of the gender pay gap through its actions to advance gender equality.

CASE STUDY 8: NESTLÉ, NIGERIA

Nestlé, Nigeria leaps ahead with maternity initiatives

BASIC CHARACTERISTICS

- Manufactures, markets and distributes food products throughout Nigeria
- 265,000 employees globally
- 3,300 employees in Nigeria
- 24-hour production cycle
- Many women in administrative and senior positions
- One woman on the seven-member Nestlé Nigeria Board

SPECIFIC MEASURES

- Affirmative action for gender balance
- Equal opportunity employer
- Ensures both men and women candidates in short lists
- Conducts exit interviews
- Continually monitors statistics on men and women
- Working hours support work-life balance
- Incorporates gender issues in operational documentation, staff induction programmes, and employee handbooks
- Coaching and mentorship
- 14 weeks paid maternity leave with the right to extend maternity leave up to six months
- Breastfeeding rooms
- One week paid paternity leave
- Five days' compassionate leave to care for sick children, for bereavement or to handle family crisis
- Flexible work arrangements

Gender balance policy

Nestlé's global policy and strategy aims to enhance gender balance in its workforce. The gender balance strategy was developed after research conducted by Nestlé Global showed that most of its customers were women, yet most of their employees were men. The company considers that diversity in their business and in their supply chain is an asset, and "the changing role of women and men in society in recent years has created a need for

gender balance at all levels in business." Different ways of thinking complement each other and lead to better decisions, thus Nestlé strives to put in place strategic steps towards creating a workplace where men and women can progress equally.

"We pay attention to recruiting qualified female. We take the females because historically we had been more tilted in favour of men." Marie Owoniyi, Executive Manager, Stakeholder Relations, Nestlé Nigeria

Some five years ago Nestlé Nigeria adopted the Nestlé global maternity policy and practices, as part of Nestlé Global's gender balance initiative. This initiative has been widely embraced by the Nestlé Nigeria staff and has had a dramatic impact on women workers. Nestlé Nigeria also has an employee handbook of rules and regulations that includes sexual harassment.

Indicators on the percentage of men and women employees, men and women promoted internally and in top leadership are part of Nestlé Nigeria's KPIs.

Nestlé maternity initiatives

Nestlé Global adopted a progressive policy on maternity protection, which aims to foster a supportive environment for employees and their families.

"The Nestlé Maternity Protection Policy implements minimum standards and provisions to be applied across the company that strengthen maternal safeguards and help all our employees care for their children. The policy embraces the key principles set out by the ILO's, Maternity Protection Convention, 2000 (No. 183)... Women in Nestlé Nigeria are very happy with the new policies on maternity protection. This has gone a very long way in retaining women workers." Marie Owoniyi, Executive Manager, Stakeholder Relations, Nestlé Nigeria

Results and challenges

The new maternity policy and benefits women employees enjoy at Nestlé Nigeria have increased productivity, reduced staff turnover and resulted in the retention of women. In addition, Nestlé Nigeria was recognized as the most employee friendly organization in the food and beverage sector of Nigeria in 2013.

Implementing the gender balance programme at times can be challenging due to clashes with local Nigerian Labour Law as women are prohibited from working night shifts.

Going forward

Nestlé aims to be a gender-balanced company by 2018. This will be achieved by creating enabling working conditions to attain annual increases in the percentage of women managers and senior leaders.

CASE STUDY 9: T-SYSTEMS SOUTH AFRICA, SOUTH AFRICA

Nation-building for inclusive corporate culture

BASIC CHARACTERISTICS

- Information and communications technology provider
- Part of the Deutsche Telekom group of companies
- 1,700 employees
- Women are 35 per cent of employees
- Three women on five-member board
- Three women on seven-member Executive Committee
- 20 per cent of company shares in an employee trust, with equal female and male ownership

SPECIFIC MEASURES

- Fair Share Policy for gender equality
- Regular reporting on gender indicators
- Member of the 30% Club, and women occupy 30 per cent of highest decision making positions
- Five days of family responsibility leave per year
- Flexi-work arranged with supervisor
- Employee, Empowerment and Skills Development Forum reviews issues such as sexual harassment

Gender equality policy

As part of T-Systems International (TSI) global strategy to further gender equality, TSSA developed policies and programmes to encourage and support women. The Fair Share Policy seeks to promote gender equality and aims to have at least 30 per cent women staff in all areas, accompanied by measures for work-life balance. TSSA reports on the indicators as set out in the TSI global Fair Share Policy and the company also aligns these with local initiatives for race equality and transformation in South Africa.

"TSSA has most definitely had an impact on how Deutsche Telekom does things and how they see things. T-Systems South Africa is being used for benchmarking and best practice in the Deutsche Telekom Group not only from a gender perspective, but also from a broader diversity perspective." Adré Du Plessis, Vice President, Strategy and Transformation, TSSA.

Nation building for an inclusive culture

TSSA embarked on a nation-building journey several years ago, focusing on developing an inclusive company culture that embraces diversity both internally and externally.

The internal nation-building diversity strategy aims to provide employees with opportunities to develop their careers and potential. The strategy focuses on gender, age, race and disability. There are three informal working groups for women within TSSA for employee dialogue and support: 1) women in leadership; 2) women in mentorship; and 3) womanhood.

External nation-building involves skills development and internship programmes for women and disadvantaged groups, which provide a skilled talent recruitment pool for the company. TSSA has an information and communication technology academy to remedy the skills shortage, focusing on women and disadvantaged individuals. More than 1,800 graduates were enabled with internationally recognized technology qualifications, of which approximately 50 per cent were women. Most academy graduates gain employment through the TSSA internship programme, TSSA's supply chain or with other industry stakeholders. TSSA also has a rural skills development centre in which 80 per cent of the beneficiaries are women. An internship programme equips graduates with tangible work experience. The programme provides mentoring, coaching and life skills to complement practical skills. The most recent intake had 45 per cent women interns. The TSSA supplier development and localization programme aims to develop businesses and suppliers both within and outside their supply chain, with a focus on black women and black youth. This is done through skills development, mentorship and market access initiatives.

Results and challenges

The 30% Club aims to increase the share of women executives, with a target of a minimum 30 per cent. Through TSSA's involvement with the 30% Club, the company has forged links with like-minded executives and companies enabling it to access new markets.

TSSA won first place in the Deutsche Telekom Diversity Hot Projects Awards for their nation-building initiative out of 23 nominations worldwide. The judges of the award noted "T-Systems South Africa stood out as a sterling role model and true leaders in the field of transformation, diversity and inclusion with the numerous initiatives contributing to nation building."

TSSA also received national recognition for its gender equality programmes. At the 2014 BusinessEngage Gender Mainstreaming Awards, TSSA won awards in the following categories: Investing in Young Women; Women on Boards; Gender; and Poverty Alleviation. It also received the overall Gender Mainstreaming Champion award. Under the auspices of the UN Women's Empowerment Principles TSSA was recently nominated for the prestigious Heroes Award of the International Federation of Business and Professional Women in collaboration with the South African Department of Trade and Industry and the UN Global Compact. This award recognizes CEO commitments to gender equality and highlights concrete actions taken by the leadership to achieve noteworthy progress on gender equality at the executive level.

TSSA believes that initiatives to promote gender equality must be driven from the top down to ensure that it is not just an add-on but is entrenched and mainstreamed within the company. Initially, TSSA had to invest a substantial amount of effort to drive some of the initiatives but many of them have become self-sustaining.

CASE STUDY 10: TELSTRA, AUSTRALIA

Telecommunications and technology company goes 'All Roles Flex'

BASIC CHARACTERISTICS

- Australian telecommunications and technology
- Approximately 30,000 employees of which around 3,000 employees are based in 22 countries outside of Australia providing services to business and government customers
- Female representation across Telstra Corporation Limited and its wholly owned subsidiaries rose to 31 per cent by 2015
- Women represented close to 28 per cent of middle managers and nearly 26 per cent of executive managers
- The company target for women in executive management was 30 per cent for 2016 and 40 per cent for 2020, and the target for overall female representation was 32 per cent in 2016 and 35 per cent in 2020
- Leader on gender parity in the top ASX 20 (stock exchange) companies in Australia
- The ten-member Telstra leadership team, led by the CEO, is equally split between men and women (The CEO and Chief Financial Officer are men, while Chief Operations Officer, Chief Marketing Officer, and Group Executive of Media as well as acting Group Executive of Human Resources are women. The Group Executive of Telstra International and New Business, and the Group General Counsel are women.)
- The 2016 target of 40 per cent women on the board has been achieved and women have chaired the board since 2009

SPECIFIC MEASURES

- Telstra Group has a diversity policy that is applied to all employees and contractors that covers diversity and inclusion
- Telstra offers a range of flexible working arrangements, and 'All Roles Flex' mainstreams flexibility in the company
- Telstra has specific policies on gender equality for recruitment, retention, performance management and promotions
- Telstra expects all leaders to mentor their employees, as well as provide sponsorship
- Dedicated careers website for women candidates
- Parental leave arrangements for both the primary and secondary carer
- Sexual harassment is covered under its broad harassment policy
- Policy on equal remuneration for work of equal value between men and women, which includes specific gender pay equity objectives

Diversity Council at Telstra

The Telstra CEO, Andrew Penn, chairs a Diversity Council, which includes the entire leadership team. The Council acts as a performance planning forum but it also sends a powerful message to the organization about the expectations and values of the company's leadership. The Telstra Diversity Council assists in guiding and promoting the diversity and inclusion strategy, while the Telstra Board establishes measurable objectives for achieving diversity and inclusion at all levels.

Telstra policy on employee diversity and inclusion

The Telstra Group has a diversity policy that is applied to all employees and contractors. The policy identifies the following groups: "female employees, indigenous employees, other ethnically, racially, culturally and linguistically diverse employees, employees with a disability, and gay, lesbian, bisexual, transgender and intersex employees". Telstra's definition of diversity also includes differences related to age, religion and differences in background, life experience, communication styles, interpersonal skills, education, functional expertise and problem solving skills. The policy statement covers diversity also but goes further to address inclusion.

The policy is centred on five core principles:

- 1. Merit:** decisions about recruitment, development, promotion and remuneration are based on performance and capabilities.
- 2. Fairness and equality:** embracing diversity and being inclusive means that unlawful discrimination, bullying, harassment or victimization will not be tolerated.
- 3. Contribution to commercial success:** diversity and inclusion initiatives are based on sound business principles and objectives. The company focuses on results for the Telstra Group and its people, not on processes or programmes for their own sake.
- 4. Everyone's business:** there are some focused initiatives for identified groups, but essentially diversity and inclusion is for everyone. It is part of how the company works and, because it helps the Telstra Group to be successful, it is everyone's business.
- 5. Part of who we are:** at Telstra "we are diverse and we are inclusive". The staff live the company's cultural priorities that include valuing diverse ideas and innovating together to achieve Telstra's objectives.

TELSTRA GROUP POLICY STATEMENT

- Diversity and inclusion is a business imperative. Telstra's policy is to leverage diversity and practice inclusion to contribute to the achievement of its strategic objectives. This means using diversity to drive business results, enhance the reputation of the company and attract, recruit, engage and retain a diverse team of talented people.
- Telstra's policy is based on the strong business benefits that accrue from effectively managing diversity, the value that difference brings to the Telstra Group, the diversity that exists among the customers and the need for flexibility that exists within a progressive organization.

- Telstra's diversity and inclusion strategy is aligned to its strategic priorities and values.
- Development of a diverse team of skilled people who are increasingly engaged, enabling delivery on the company strategy.
- Telstra's diversity and inclusion initiatives are based on three strategic pillars: 1) customers – to leverage diversity as a business driver; 2) communities – to be a leader in diversity and inclusion in the business and broader community; and 3) people – to attract, recruit, engage and retain diverse talent. This includes embedding of inclusive practices within each part of the employee life-cycle.

Suppliers are also expected to practice diversity

Telstra's Supplier Code of Conduct (2014) states "Telstra is committed to being a diverse and inclusive employer and achieving greater diversity in our supply chain." The Code stipulates a clear preference for suppliers who share the Telstra vision for more gender-balanced teams and strong female representation, including at the senior leadership level. Telstra seeks to partner with organizations that demonstrate improvements on gender equality at all levels, actively promote women and work to eliminate gaps in pay equity. Telstra actively supports suppliers in the establishment of better practices to meet and exceed the standards outlined in the Code.

Flexible working: All Roles Flex

All Roles Flex at Telstra means that flexibility in some form is open for discussion for all jobs. The aim of introducing All Roles Flex was to adopt a new and disruptive position around mainstreaming flexibility to amplify productivity benefits, lift engagement and enable a new way of working with technology.

The initial pilot showed positive results, including the recruitment of women, and All Roles Flex was introduced in all business units at Telstra by March 2014. The roll-out was managed and implemented locally through diversity councils in each business unit of Telstra that decided on the right timing and led manager education locally.

A broad definition of 'flexibility' has been adopted, recognizing that the practice will mean different things for different people and different types of work. Flexibility can include part-time work, different working hours, or working from different locations, instead of the traditional 36.75-hour week, and it is practiced in different ways across many types of roles in scheduled and non-scheduled environments. Flexibility in a scheduled work environment (such as a Telstra store) could mean a preference to work certain scheduled shifts. Flexibility in a non-scheduled work environment could mean different working hours (such as later starts or earlier finishes depending on the employee situation); working at other locations (either from home or at another Telstra office if more convenient); being open to hiring candidates in different locations; and reduced hours. Leaders are expected to model work-life balance and encourage their teams to pursue work-life balance. They discourage employees from always being connected by mobile phone and computer, especially because flexibility and technology make this possible. Employees are also expected to take responsibility for their own work-life balance.

For a company used to a traditional working structure, All Roles Flex was initially a big challenge, a jump into the unknown. Making it work has required trust, courage, creativity and a determination to challenge and disrupt the traditional approach. Some employees are more at ease with traditional work schedules. Telstra still has the standard 9am to 5pm, Monday to Friday workweek for such employees, but there is scope for those who want use the many types of flexible working to suit their needs and preferences.

Recruitment and retention

Telstra has specific policies on gender equality for recruitment, retention, performance management and promotions. There are key performance measures for business units on gender equality. Telstra makes efforts to ensure women are represented on every recruitment list and in every interview panel. However, Telstra still grapples internally to ensure more women are in the room for major cross-company forums and ensure enough women are on recruitment short lists.

Mentoring

Telstra practices mentoring throughout the company. Previously there were formal mentoring programmes, but these tended to reach only a limited number of employees. Today Telstra expects all leaders to mentor their employees, as well as provide sponsorship. Leaders and managers in the company are expected to grow and sponsor talent and build diverse teams as part of the corporate culture.

Networking

In 2015, Telstra launched Brilliant Connected Women, a network designed to engage leaders in more actively recruiting, retaining and developing female talent. It has grown to 1,800 members and launched initiatives such as a mentoring programme and internal speaker events on gender equality.

Female career progression

'Women at Telstra' is a dedicated careers website for women candidates and aims to attract and retain women employees. Telstra decided to create an employment brand directed towards women featuring real-life stories of employees and their careers, information, news, articles and testimonials, as well as guidance on career paths within Telstra. To further facilitate the sharing of ideas and stories Telstra uses the internal social media tool Yammer. The tool gives the company the ability to share stories that enriches the organizational culture and, feed into change at the grass roots level.

Gender-based violence

As a White Ribbon accredited workplace, Telstra has taken active steps to support its employees. It launched a family and domestic violence support policy, which initially provided up to ten days of additional paid leave each year for employees in Australia who

were experiencing violence. This policy is now global and applies to all employees of Telstra. Training is provided to human resources staff and referral services are provided. Telstra also sponsors the Safe Connection Programme in partnership with the Women Services Network. It provides 20,000 smartphones annually, prepaid recharge cards and technology safety tips to the Network for distribution to partner agencies to support women experiencing family and domestic violence.

Family responsibilities

Telstra provides 16 weeks of paid parental leave to the primary carer (i.e. full salary in addition to government subsidies) and two weeks paid leave to the secondary carer. Employees have the option to take unpaid leave after the paid leave period. The leave benefits combined with the flexible working options help employees to combine work and family responsibilities. Breastfeeding facilities are available at the head office and some other worksites. Referral services and an internal support networks are available at all worksites to support employees with family and caring responsibilities.

Sexual harassment

Telstra's sexual harassment policy is part of a broader harassment policy. It includes a grievance procedure. Managers are trained at induction and every one or two years on the policy.

Gender pay equity

Telstra has a policy on equal remuneration for work of equal value between men and women, which includes specific gender pay equity objectives. These objectives aim to achieve equity, ensure no gender bias in the remuneration review process and hold managers accountable. A gender remuneration gap analysis is conducted annually to identify the causes of any gaps and report the results to Telstra's board and executive management.

Results

The pioneering decision in 2014 that all jobs and roles in Telstra would be flexible has had a considerable impact on improving gender equality. There is now more gender balance in recruitment, promotion and exits, and women are no longer dropping out of the Telstra workforce (the leaky pipeline). Telstra considers that ensuring diversity in languages and cultures in addition to gender among staff is vital for its successful growth in markets beyond Australia.

Today, there is more gender balance and more flexibility at Telstra. Men have also increased their uptake of flexible work options. The company has made a profound cultural change in terms of work-life balance and the meaning of work. Overall, the workforce is more engaged and revenue and profits have improved. However, a direct causal link cannot be made between the presence of more women at different levels in the company and positive business outcomes as there are many other initiatives and factors involved. Above all, there is no comparator company with which to correlate indicators and outcomes.

Challenges

While more women are now in line management positions and the profit-generating parts of the business, it is still a challenge to recruit women to Telstra male-dominated field operations with little mobility. Telstra has increased its female graduate intake from 29 per cent a few years ago to 45 per cent, but closing the gender gap is difficult because there are fewer women graduates in engineering and technology.

Another challenge is demonstrating that inclusion rather than diversity is the main issue. Being inclusive of a diverse workforce requires intent and action. Inclusiveness does not happen as result of a policy but rather because individuals value different perspectives and ideas. Employees can learn to be more inclusive when leaders set the example, when there are discussions about the concept and sharing of stories about what makes an inclusive leader. Telstra has started formalized training and learning programmes around inclusion.

"If we keep doing the same thing we should expect the same result. So, we're constantly looking for disruptive new approaches to achieve the change we want. Innovation and the ideas to disrupt the status quo to drive gender diversity can come from anywhere in the organization – top down from the leadership team, bottom up from the front line, and everywhere in between. What matters, though, is having the right culture. Culture is critical because your people need to feel empowered to share their ideas and stories and call out issues. Leaders will never have all the answers and some of the best ideas and freshest thinking will come from deep down in the organization." Andrew Penn, CEO, Telstra

Going forward

Telstra will continue to work toward inclusivity and equality by doing the following:

- Ensure diversity and local nuances in country based plans as Telstra expands and grows beyond Australia in the coming years;
- Focus on Telstra's reconciliation plan for increasing indigenous employment by 2018; and
- Continue with the diversity and inclusion programmes to meet the various targets.

CASE STUDY 11: TENARIS, ARGENTINA

Tenaris tackles the challenge of a highly male-dominated sector

BASIC CHARACTERISTICS

- Argentine multinational company that manufactures steel pipe products for the oil and gas industry worldwide
- 30,000 employees in over 40 countries
- 78 per cent of employees are men
- 4 per cent of top managers are women
- First woman in the 14-member senior management team was employed in 2016

SPECIFIC MEASURES

- Code of conduct prohibiting unlawful discrimination in employment relationships
- Communication strategy to disseminate information on the company's targets for gender balance and its key performance indicators
- Internal gender diversity newsletter
- Flexible working options to attract and retain talent
- Breastfeeding and milk extraction facilities
- Mentoring to build a new organizational culture
- More bathrooms and changing rooms for women
- Work uniforms more suitable for women
- Transparency Hotline for complaints such as mistreatment, discrimination and harassment
- Diversity issues in training programmes of the Tenaris University
- Participation in the Buenos Aires Network of Companies for Diversity, with Di Tella University
- 127 young women employees from 15 countries are Tenaris recruitment ambassadors

Changing corporate culture

Tenaris is concerned about the low presence of women in key business areas of quality, operations, technology and engineering. It began its gender diversity journey about seven years ago, taking on the challenge of changing a male dominated corporate culture, given the nature of the business sector. Today, because of sustained internal initiatives there is more understanding and acceptance within the company of gender equality and other forms of diversity.

Gender diversity project

In 2009 Tenaris included gender diversity as one of the ten key strategic areas for the company. While the other strategic areas have changed over the years, gender diversity remains an ongoing and key concern. Tenaris aims to increase the proportion of women in all positions and functions. The CEO took a personal interest in the diversity project when he realized that the absence of women with high potential within the company was cause for concern. The diversity project aims to mainstream gender diversity in Tenaris in a sustainable manner by identifying and implementing initiatives throughout the entire talent supply chain (attraction, retention and development).

A global eight-member steering committee, comprising top managers and experts, guide the gender diversity project. The Committee establishes guidelines and specific targets for recruitment, promotion and training aligned with the company strategy. It oversees the company's implementation of the project's action plan as well as the global action portfolio. The design and implementation plan is managed by 12 local committees which consider and evaluate different needs and situations around the world.

The project tracks statistics on the composition of staff by age, sex and levels as well as by region, country and functional job category. The lowest representation of women, 9-10 per cent, is among engineers. The project ensures that gender diversity is included in the regular climate survey that gathers the opinions of employees and follows up on the findings.

Catalysts for change

Tenaris adopted the gender diversity project to enhance the company's competitive advantage by integrating diversity in its leadership and management styles. Other factors that influenced Tenaris include: (1) the lower physical demands of many jobs today because of automation and technological revolution; (2) the increase in the number of women graduates in engineering; and (3) the need for diversity for an international business to be successful in today's globalized world.

Results and challenges

Awareness of the importance and benefits of gender diversity within the company has grown since the launch of the gender diversity project in 2009. Prior to this there was little interest in gender equality or knowledge of its benefits, and there was even some resistance to it. Today, as a result of the project, the staff accept the commitment to gender diversity, but cultural change takes time and behavioural issues are complex. The history of Tenaris and the people who have evolved with the company affect the extent to which gender diversity is embraced. However, the younger generation is more open to change and new initiatives and the training, mentoring and networking initiatives have helped more women executives succeed.

ANNEX I: COMPANY INTERVIEWEE LIST (Continued)

	DATE	NAME	TITLE	COMPANY AND COUNTRY
1.	30 Nov. 2015	Kelvin Lai	Business development director	Café Galilee Singapore
2.	2 Dec. 2015	Mariana Brandeburgo	Chief of Corporate Social Responsibility and Manager of External Communications	CABLEVISION Buenos Aires, Argentina
3.	6 Dec. 2015	Dina Khayyat,	Deputy General Manager	Al-Dulail Industrial Park and Real Estate Jordan
4.	3 Dec. 2015	Eseta Nadakuitavuki	Senior Manager Microfinance and Women's Markets	Westpac Fiji
5.	9 Dec. 2015	Gabriela Quiroga Carolina Martin	Head of the Diversity Committee	Tenaris Argentina
6.	9 Dec. 2015	Barbara Roberts		Sprint Couriers Pty Ltd Botswana
7.	10 Dec. 2015	Yeane Lim	CEO	Denpoo PT Mandiri Indonesia
8.	10 Dec. 2015	Yanfei Susan Li	CEO Chairperson	Masters (Fujian) Human Resources Service Co., Ltd China
9.	10 Dec. 2015	Marie Owoniyi	Human Resources Manager	Nestle Nigeria Nigeria
10.	10 Dec. 2015	Indika Gamage	General Manager of Human Resources	Polytex Garments Ltd of the Esquel Group Sri Lanka
11.	14 Dec. 2015	Rehema Mutazindwa	Head of Human Capital	Pride Micro Finance Kampala, Uganda
12.	14 Dec. 2015	Indira Abidin,	Chief Happiness Officer	PT Fortune Indonesia
13.	16 Dec. 2015	Francisco Mendez	Human Rights Manager	Laboratorio Bago Chile
14.	16 Dec. 2015	Marcela Morán de Guerrero	Director of Wellbeing and Human Environment	ASESUISA El Salvador
15.	16 Dec. 2015	Samer Khadeer	Advocacy and Media Advisor	The Palestinian Businesswomen's Association (Asala)
16.	17 Dec. 2015	Mark Halabe	Founder	Mark One Apparel Suva, Fiji
17.	18 Dec. 2015	Sharon Christopher	Deputy CEO for Operations and Administration	First Citizens Bank Trinidad and Tobago

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ANNEX I: COMPANY INTERVIEWEE LIST (Concluded)

	DATE	NAME	TITLE	COMPANY AND COUNTRY
18.	18 Dec. 2015	Catherine Khabure and Anne Nyaga		East African Breweries Ltd Kenya
19.	21 Dec. 2015	Sohaila Hashem	Board Member and Managing director	Hashem Brothers Co. Egypt
20.	22 Dec. 2015	María Sanz	Corporate Manager of Human Resources and Sustainability	CAP Group (Mining)
21.	Jan. 2016	Gabriella Eberhardt	Senior Manager Organization & Talent Development	Budapest Bank Hungary
22.	Jan. 2016	Armine Bibilyan	Human Resources Director	Yerevan Brandy Company Armenia
23.	5 Jan. 2016	Hisham Mahmoud	Diversity and Inclusion Champion, Human Resources - People Capabilities Team	Vodafone Egypt
24.	8 Jan. 2016	Adre Du Plessis	Vice President Strategy and Transformation	T-Systems South Africa South Africa
25.	11 Jan. 2016	Sabbah el Hajj	Chairman - General Manager	Management Plus Consulting and Recruiting
26.	12 Jan. 2016	Nathalie M. Abi-Nassif	Project Manager/ Organizational Development, Human Resources	Bank Audi SAL, Lebanon
27.	19 Jan. 2016	Simone Dunbar	Human Resource Administration Manager	Jamaica Money Market Brokers Ltd Jamaica
28.	19 Jan. 2016	Souheil Younes	Head of Human Resources Group	BLC Bank Lebanon
29.	29 Jan. 2016	Troy Roderick	Head of Diversity and Inclusion	Telestra Australia
30.	20 Feb. 2016	Rajka Pejović	Head of Human Resources	JSC Podgorica, Montenegro
31.	4 Mar. 2016	Jane Biddell Audrey Williams	Head of Marketing Partner Fox Williams	Fox Williams Law Firm, London, United Kingdom
32.	23 Mar. 2016	Mr. Marquez	Head of Human Resources Group	St. Luke's Medical Centre, Manila, Philippines
33.	24 Mar. 2016	Anna Green	Chief Risk Officer	ANZ Lao Bank Vientiane, Lao PDR
34.	1 Apr. 2016	Adèle Kamtchouang	President and Director General	Tropik Industries Douala, Cameroon

ANNEX II: PROPORTION OF WOMEN EMPLOYEES AND MANAGERS IN INTERVIEWED COMPANIES (Continued)

COMPANY AND COUNTRY	ALL EMPLOYEES	MANAGERS	EXECUTIVES	TOP TEAM	BOARD MEMBERS	WOMAN CEO? (YES/NO)
	PERCENTAGE FEMALE					
Yerevan Brandy Armenia	36	27	40		n/a	
Telstra Australia	31	26		50	40	No, Board President a woman (2009-2016)
Cablevisión Argentina	Majority men	14			0	
Tenaris Argentina	22			7	0	No
Budapest Bank Hungary	80 (clerical employees)	50 (middle managers)	30	11	n/a	
Bagó Chile	52	33		13	n/a	No (President)
ANZ Laos	50			50		Yes
Grupo Cap Chile (mining)	9	19		9	n/a	No
Masters HR China	70	70			n/a	Yes
ASESUISA El Salvador	60				13	
Westpac Fiji	50	50			n/a	
Lebanon Bank	56	35 (middle managers)	43 (senior managers)	15	n/a	
Jamaica Money Market Brokers Jamaica	65	78 (branch managers)	56	54	27	
Plantaže winery Montenegro	41	70			30	Yes
Nestle Nigeria					13	
Polytex Garments Ltd Sri Lanka	85		50	20	66	
Pride Microfinance Uganda	46	38 (middle managers)	36		n/a	
Sprint Courier Botswana	32	76 (middle managers)		72	No board	Yes
East African Breweries Kenya	25	50	25	20	10	

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ANNEX II: PROPORTION OF WOMEN EMPLOYEES AND MANAGERS IN INTERVIEWED COMPANIES (Concluded)

COMPANY AND COUNTRY	ALL EMPLOYEES	MANAGERS	EXECUTIVES	TOP TEAM	BOARD MEMBERS	WOMAN CEO? (YES/NO)
	PERCENTAGE FEMALE					
Tropic Industries Cameroon	43	71			No board	Yes
Mark One Apparel Fiji	65	60			n/a	No
PT Fortune Indonesia	50	75			n/a	No, CFO and CHO are women
PT. Denpoo Mandiri Iectronics Indonesia	40	Depart. heads mostly women			n/a	Yes
St. Lukes Medical Center Philippines	61	64	50 (executives)	31	7	No
Hashem brothers for essential oils Egypt	90					
Café Galilee Singapore	65			17		
Fox Williams Law Firm United Kingdom	60	89 (senior associates)	25 (legal directors)	25 (partners)	40	Chair is a woman
Bank Audi SAL Lebanon	49	43				
Management Plus Consulting and Recruiting Lebanon	73					No (General manager)
Palestinian Businesswomen's Association (Asala)	85	90			77	Chair and deputy are women
First Citizens Bank Trinidad and Tobago	77		27	66	18	Yes
T Systems South Africa	35			43	60	

NOTES: All employees: percentage of all employees who are women.

Managers: percentage of all managers who are women.

Executives: percentage of all executives who are women.

Top team: percentage of the highest-level management team members who are women.

Board members: percentage of all board members who are women.

Women's contributions to decision-making have been shown to improve business outcomes, and attracting and retaining women's talent is a pressing business objective.

Around the world, women are attaining education and joining the labour force at increasing rates and have even surpassed men in various sectors and markets. Yet companies still struggle to attract and retain diverse and talented decision-making teams and boards. This two-part publication, *Gender diversity journey: Company good practices*, profiles successful efforts of companies in their journey to attract and retain female talent. Part I provides summaries and descriptions of good practices from companies of varying size from around the world. Good practices serve as points of reference as each company will have a unique journey to identify, develop and implement measures that work best for them as their workforce and business evolve. Part II presents 11 detailed case studies of companies and their practices to promote women as leaders and managers. The case studies also show how gender diversity can be advanced within company structures, regardless of the size of the company, and the sector or region in which they operate.



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