

IOE-ILO ACT/EMP Compilation

Women's Economic
Empowerment – Good
Practices from National
Employers' Organisations
& Partner Companies

**APPENDIX II- GOOD PRACTICES CATALOGUE
CONTINUATION**



International Organisation of Employers
Organisation Internationale des Employeurs
Organización Internacional de Empleadores
The Global Voice of Business



ACT/EMP
The Bureau for Employers' Activities

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Appendix II

Good practices catalogue

COMPANY EXAMPLES

Company Example 1: Archroma Pakistan Limited (Website)

Basic Characteristics

- A company that specialises in dyes and chemicals and is engaged in the manufacturing, sales and indent business for the textile, paper, adhesives, coatings and construction industries
- 5 percent of female staff in the organisation. This figure is representative of organisations in Pakistan
- 2 percent of women in management positions
- One female in the Board of Directors out of 6 members. Archroma Pakistan Limited is one of the few organisations in Pakistan that have women representation on its Board of Directors. As a recognition of this special inclusion initiative, the Women on Board Pakistan Trust expressed its appreciation to Archroma at a high-profile meeting in 2017.

Specific Measures

- Has a gender equality policy
- Has gender equality training programmes for employees
- Offers mentoring for young female professionals
- Has non-discrimination policies in place
- Has clear policies on preventing harassment at work
- Offers transport to and from home for female employees

Case Study of Good Practice

The best practice initiative adopted by Archroma is the inclusion of women in decision-making within the organisation. The main purpose of this initiative is to empower women at the highest level of the organisation by providing them with an equal opportunity to participate in decision-making.

Archroma did so by promoting more decision-making power and also increasing the scope of assignment in terms of the area covered for decision-making for two female employees in management level positions so that they could fully take part in decision-making in the organisation. The main challenge in implementing this initiative was in gaining the support and buy-in for this initiative from peers in management. Often, these women were considered as subpar, and were being offered the opportunity only because they were women, and not because of their abilities. For the women themselves, this unfriendly climate led them to develop doubts as to their own ability and they faced the challenge of reconciling their personal/private life with the additional responsibility brought by promotion. Nevertheless, in the long run, these women were able to prove their abilities, and were completely assimilated with their peers in management. They also serve as good role models to other aspiring female professionals, interested in pursuing leadership positions within Archroma.

Company Example 2: Fasken Martineau (Website)

Basic Characteristics

- A large Canadian law firm with international offices
- Composed of 700 lawyers, with a total of 1700 members
- 60 percent of staff are female
- 22 percent of senior management are female
- 29 percent of board-level positions are held by women

Specific Measures

- Has a strong mentorship programme in place for all professionals, not just women
- Is subjected to a quota for women on the Board, as per the partnership agreement
- Established a specific LGBT practice group within the firm

- Currently, the Mansfield Rule initiative is being piloted which requires a minimum percentage of consideration of female candidates for management opportunities and lateral hires
- Has no specific flexible working arrangement other than a formal programme to facilitate women leaving for and returning from maternity leave

Case Study of Good Practice

As part of a pilot driven by the Diversity Lab Group¹ from the United States, Fasken Martineau adopted the Mansfield Rule initiative. The Mansfield Rule was one of the winning ideas from the 2016 Women in Law Hackathon hosted by the Diversity Lab in collaboration with Bloomberg Law and Stanford Law School. Fasken Martineau embraced the challenge to implement one of the proposed solutions emerging from the hackathon: the Mansfield Rule, roughly modelled on the National Football League's revolutionary "Rooney Rule". It aims to ensure that at least 30 per cent of candidates for senior positions in law firms include women and visible minorities.

In order to implement this Initiative, a tracking mechanism was set up and efforts were made to ensure the commitment of the Board and Management in its implementation. In addition, key stakeholders were also made aware of this initiative and increasingly the firm was able to put this rule into practice.

The main challenge with this initiative is that it is not always possible to control the candidates assessed for opportunity hires.

Nevertheless, this initiative led to an increased level of awareness among management on the importance of a diverse workforce, especially at the top and board levels.

NATIONAL EMPLOYERS' ORGANISATIONS (EO) INTERNAL POLICY EXAMPLES

Internal EO Example 1: Board of Education of Antigua and Barbuda (Website)

Basic Characteristics

- A statutory corporation tasked with the collection and administration of the

Education Levy for the development and enhancement of education in Antigua and Barbuda

- The Board is an associate member of the Antigua and Barbuda Employers' Federation
- 70 percent of full-time employees are female
- 67 percent of part-time employees are female
- 55.5 percent of managerial positions are held by women
- 89 percent of supervisory roles are held by women
- 82 percent of board-level positions are held by women

Specific Measures

- Has non-discrimination policies in place
- Has clear rules on the prevention of harassment in the workplace

Case Study of Good Practice

There is no official initiative taken by the Board on women's economic empowerment, largely due to the fact that there has not been a problem with the advancement of women to leadership positions. For example, since its establishment, women have been at the highest levels of leadership of both the organisation and the Board of Directors for over 16 out of the 21 years it has existed. Thus, there is a clear recognition of the skills, abilities and competencies of female talent as professionals in the organisation. A culture that promotes and celebrates the talents of women at all levels (entry, professional, management and board) is conducive to women making progress.

Internal EO Example 2: Employers' Federation of Pakistan (EFP) (Website)

Basic Characteristics

- The national employers' organisation in Pakistan
- 45.5 percent of staff are female
- All of this 45.5 percent are management level
- 10 percent of board members are female

¹ The Diversity Lab Group is an enterprise that creates and experiments with innovative ways to close the gender gap and boost diversity in law firms, legal departments and banks by leveraging data, behavioural science and design thinking.

Specific Measures

- Has a gender equality policy
- Has gender equality training programmes for employees
- Has non-discrimination policies in place
- Has clear policies on preventing harassment at work

Case Study of Good Practice

EFP focused on creating gender equality in terms of staffing within its organisation. Diversity in the workplace is important, and recognising that, the organisation wanted to create a gender-balanced workforce. In order to achieve gender equality, new female employees were recruited with the aim of maintaining the gender ratio and ensuring it reaches to 50%, in due course. However, the problem of attracting and retaining female employees within the organisation had to do with the poor public transportation systems at work. Poor public transportation makes it difficult for women to travel to workplaces. Due to cultural norms in Pakistan, men in the family are often reluctant to allow women to travel long distances for work, making it challenging to retain these women in the workplace. Improving public infrastructure (such as transport, financing infrastructure for entrepreneurs, and child care services) can have cascading positive effects on attracting and retaining female talent in the economy.

Internal EO Example 3: Iranian Confederation of Employers' Associations (ICEA) (Website)

Basic Characteristics

- A national employers' organisation in Iran
- Composed of 440 member associations, representing 176,000 enterprises
- 5 female staff in total with 2 of them in management
- 2 women in board-level positions

Specific Measures

- Has partnered with civil society by forming an umbrella organisation to promote gender equality in the context of the Sustainable Development Goals
- Offers international training opportunities to staff on gender equality

Case Study of Good Practice

ICEA has been focusing on promoting gender equality as part of the 2030 Agenda and the

Sustainable Development Goals (SDGs). As there is limited awareness of the SDGs amongst the very stakeholders who are required to implement measures to this end, ICEA has embarked on raising awareness of the importance of contributing to the 2030 Agenda.

By raising awareness of the Agenda, ICEA also promotes the effective implementation of this agenda by contributing to the National Strategic Plans. Implementation requires the State, in association with key stakeholders, notably the social partners, to put in place effective measures to promote sustainable development and achieve gender equality by 2030. ICEA has established an experts' group to develop an informative and comprehensive report on adopting an appropriate national strategic plan as part of the 2030 Agenda.

The weak capacity of tripartite Constituents has created challenges in implementing the 2030 Agenda. Strengthening the capacity of Constituents' through training and other capacity-building activities can help equip the Constituents with the knowledge and the capacity to take effective action in promoting sustainable development, which will inevitably require the empowerment of female talent in Iran.

The initiative is at the starting stage and it is too early to evaluate its outcome at present.

NATIONAL EMPLOYERS' ORGANISATIONS (EO) EXTERNAL POLICY EXAMPLES

External EO Example 1: Bulgarian Chamber of Commerce and Industry (BCCI) (Website)

Basic Characteristics

- The national employers' organisation of Bulgaria
- Composed of 53,000 enterprise members, who are mostly SMEs
- Composed of 28 regional chambers of commerce and industry
- 70 percent of BCCI staff are female
- 20 percent of the Managing Board are female
- 30 percent of the Executive Council of the Chamber are female

Specific Measures

- Although BCCI does not have a gender policy, it advocates for diversity in the workplace

- Member of the South Eastern Europe Women Business Angels Network (SEEWBAN) which aims to increase the number of Women Business Angels (WBAs) in Europe
- Through SEEWBAN, different training courses are provided for female employees of BCCI and their member affiliates
- SEEWBAN facilitates the funding of Women Entrepreneurs (Wes) by Business Angels
- Has mentoring schemes for women professionals in place
- Participation in different CSR initiatives such as supporting women in the International Women's Club of Sofia

Case Study of Good Practice

The initiative adopted by BCCI is the creation of the South Eastern Europe Women Business Angels Network (SEEWBAN). This network predominately focuses on the creation of a women "business angels" consortium with partners (BSOs - Chambers of commerce and industry and Associations of Women Entrepreneurs), coming from 7 EU member states: Bulgaria, Greece, Cyprus, Bulgaria, Slovenia, Hungary, Italy and the UK (a region of Scotland). The initiative envisages, in the period of 2017 – 2019, that research will be conducted into the best practices of successful women "business angels" from Italy and Scotland; a study on the obstacles, challenges and success factors of women "business angels" in Bulgaria; the organisation of training courses to improve the skills of women "business angels" and women entrepreneurs; the creation of an e-platform to facilitate women entrepreneurs and women "business angels" networking in the region of South East Europe; and connecting members with other international contact networks.

At present, the network has organised on-line training courses on pitching and relevant business strategies for women entrepreneurs, conducted a survey on the key obstacles, challenges and success factors of WBAs through desk and field research, as well as on the degree of female entrepreneurship development in the research on partner countries and have created the e-platform for women entrepreneurs. The purpose of the platform is to deliver e-training and mentoring programmes for WBAs and to exchange best practices. However, the main challenge in implementing all the activities envisaged by this initiative is the lack of information and initiatives that can support female entrepreneurship in Bulgaria such as financing opportunities and entrepreneurship skills courses.

This initiative is expected to improve the access of women entrepreneurs to financing through

"business angels" networks. If SEEWBAN is able to tackle the information asymmetry and get up-to-date information on entrepreneurship opportunities, it would surely serve as a one-stop-shop for female entrepreneurs throughout the country.

External EO Example 2: Confederación Española de Organizaciones Empresariales (CEOE) (Website)

Basic Characteristics

- A national employers' organisation in Spain
- Made up of 200 direct associate members and 4000 indirect associate members
- Two million company members
- 64.5 percent of staff are female
- Female Secretary General
- 16 percent of the Executive Committee are women

Specific Measures

- Various initiatives are taken to promote gender equality at both the national (through the Equality Commission) and enterprise (through Promociona Project) level
- Has mentoring programmes for women professionals
- Has non-discrimination policies in place through the Equality Commission and Promociona, and harassment policies through the Equality Commission and the Compliance Department
- Has a CSR Commission in place, which oversees all CSE initiatives, including gender-related initiatives
- Has flexible internal working arrangements for all staff

Case Study of Good Practice

The best practice adopted by CEOE is the Promociona Project. The Promociona Project is an initiative spearheaded by CEOE and the Spanish Women's Institute in alliance with ESADE Business School, which aims to empower women managers to reach the front line of the organisation, raising awareness among member companies.

Promociona was created in 2013 precisely because of the concerns of both institutions regarding the scarce representation of women in senior management positions.

The project is specifically designed to strengthen the technical and leadership skills of female managers.

To achieve this objective the courses taught at ESADE are complemented by individual executive coaching sessions and a complete individual cross-mentoring programme, with managers of the highest level (Presidency, General Management and CEOs) of the participating companies, as well as various networking activities, with the participation of leaders from different fields.

The challenges in implementing this project relate to securing buy-in from companies and candidates themselves. This was an initial challenge, before the Project gained credibility and produced results. Exporting this project outside of Spain to Chile proved to be challenging as well, so it was important for the project to be adapted to fit Chile's circumstances.

Throughout the programme, 437 participants from 260 companies have passed through five editions. Of the first four editions, 43% of the directives were promoted. However, success is not only due to the quantitative objective achieved, but also to the degree of awareness and interest of the companies, demonstrable in the candidatures presented in the subsequent editions.

Promociona has been developed internationally, having launched Promociona Chile on August 4, 2017 with successful participation and reception in that country.

External EO Example 3: Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela (FEDECAMARAS) (Website)

Basic Characteristics

- A national employers' organisation in Venezuela
- Composed of 220 Chambers and employers' associations
- 51.7 percent of staff are female
- All high-level management staff are men while 73.3 percent of managers are female, which makes the composition of female management staff 36.3 percent
- 5.7 percent of women in the Governing Board

Specific Measures

- Supported the formal constitution of a Civil Association called "Venezuelan Business Alliance for the Leadership of Women" (AVEM) which aims to encourage female leadership and employment in the private sector

Case Study of Good Practice

FEDECAMARAS created the Venezuelan Business Alliance for the Leadership of Women (AVEM) in 2017 to promote a set of private corporate policies in the business sector, geared towards gender equality and increased female participation in leadership within private sector organisations. The main emphasis in AVEM was to ensure that women increasingly participate in the decision-making ranks of their companies and to work towards a corporate culture that is non-discriminatory and guarantees equal access to training opportunities and professional development. AVEM also seeks to promote public policy initiatives that are focused on enhancing the private sector's efforts towards gender equality and equal opportunities.

At present, there are no national statistics that measure the percentage of women at board or management level. As such, there is no measure to study the impact of initiatives undertaken to improve women's access to management position. In addition, the current initiatives remain scattered across the country, resulting in less uptake and less awareness being raised on the importance of gender equality throughout the country.

Given that AVEM is a recent initiative, no concrete results have been obtained thus far. It is, however, expected that as AVEM gains traction amongst national and multinational enterprises in Venezuela, tangible results will be seen. Since 2017, this initiative has garnered the interest of many national and multinational enterprises. To raise awareness of AVEM, a launch event was also organised in November 2017, which brought together over 300 participants to discuss the challenges in achieving gender parity on leadership in organisations. A radio programme project is being developed with the support of FEDECAMARAS Radio, along with other efforts to promote AVEM in Venezuela.

The main challenge with optimising the potential of AVEM is the lack of resources. Resources geared towards stocktaking through the collation of national statistics are vital in ensuring a better understanding of the root causes behind gender inequality in leadership positions in enterprises in the country.

External EO Example 4: Federation of Uganda Employers (FUE) (Website)

Basic Characteristics

- A national employers' organisation in Uganda
- Composed of 574 members which include 548 individual organisations and 26 sectoral associations

- About 35 percent of enterprise members are SMEs
- 50 percent of staff are female
- 50 percent of management positions are held by women
- 53.8 percent of board-level positions are held by women

Specific Measures

- Supports member organisations to develop gender equality policies
- Runs the Female Futures Programme (FFP) aimed at increasing the number of women in senior management positions and on boards
- Conducts gender equality training for member organisations
- Using FFP alumni, conducts mentoring for young female professionals
- Implemented the ILO Start and Improve Your Business (SIYB) with a particular focus on women
- Reviews Human Resources manuals for member organisations to ensure members practice non-discrimination when recruiting
- Ensures that Human Resources manuals address preventing harassment, especially sexual harassment
- Teaches courses at universities geared towards gender equality such as the Master of Vocational Pedagogy at Kyambogo University
- Encourages members to adopt flexible working hours
- Has flexible working arrangements in place
- Adopted the UN's Women's Empowerment Principles and encourages members to promote these principles
- Organises the Annual Women Leadership Conference to promote women in leadership
- Facilitates interaction between women leaders and other CEOs for mentoring purposes

Case Study of Good Practice

The FUE organises an Annual Women Leadership Conference to facilitate knowledge sharing,

networking and the promotion of best practices to support women accessing top leadership positions and boards. Six annual conferences have been organised thus far. These Conferences have been successful as they have led to the creation of a high-level network and have encouraged companies to sign up to promote the Women's Empowerment Principles (WEPs). The awareness raised by the Conference on the importance of women in leadership positions has also led to a clear commitment by the State to promote women in leadership. The Conference showcases the graduation of Female Futures Programme (FFP)² participants and encourages more women to participate in this programme. Finally, the Conference facilitates knowledge sharing and an exchange of best practices on reducing gender inequality at the top. The conference has attracted a number of companies and individuals, with over 300 participating each year.

While the Conference has a significant ability to focus attention on this subject, it is important to keep the momentum of efforts going once the Conference ends. This requires a strong commitment from leaders in their companies to ensure that their participation is not a one-off event, and that they are able to lead by example within their own organisations. Public policies that encourage women to participate in the labour market and to reintegrate them into it after long absences from the labour market are necessary in supporting efforts by companies to attract and retain female talents in leadership roles.

External EO Example 5: Jamaica Employers' Federation (JEF) (Website)

Basic Characteristics

- A national employers' organisation in Jamaica
- Composed of SMEs, associations and individuals
- 42 percent of staff are female
- 17.5 percent of management positions are held by women
- 20 percent of board-level positions are held by women

Specific Measures

- Offers specific training courses provided to staff on gender equality
- Ensures gender equality in participation for gender-equality training

² The Female Future Programme (FFP) is a leadership and boardroom competence development programme for the enterprise's own talents. The objective of this programme is to promote women to top decision-making positions in the corporate world through training and by providing a forum for women in management and leadership positions to interact and exchange ideas. The training touches on issues such as leadership development, rhetoric and communication skills as well as Board skills.

- Informal mentoring arrangements are made upon request
- Offers support to member enterprises to develop non-discrimination policies
- Offers specific training to members on the prevention of harassment at work
- Advocates for pending bills on preventing harassment at work
- Offers flexible working arrangements on a case-by-case basis

Case Study of Good Practice

JEF's Executive Women's Forum provides a space for women owners, employees to network, share best practices and develop their careers. This forum is usually conducted annually at the JEF Convention.

Although the event is by invitation only, JEF believes that the impact would be greater if it was able to host more gatherings per year.

More and more women, professionals and students are requesting to be part of this forum and to be mentored and shadowed during the interim. In aspiring to grow this Forum, JEF plans to make use of technology to provide support and assistance to women throughout the year as they wade through the world of work.

A challenge that needs to be surmounted is the variety of different initiatives adopted to promote women's economic empowerment. It is important to avoid the duplication of such efforts, and rather to integrate some of these efforts so that resources can be better reallocated to ensure a stronger impact on the ground.

External EO Example 6: Malaysian Employers' Federation (MEF) (Website)

Basic Characteristics

- A national employers' organisation in Malaysia
- Composed of 5204 members
- 67 percent of staff are female
- 36 percent of management positions are held by women
- 21 percent of the Council/Board positions are held by women

Specific Measures

- Adheres to and supports the government quota (30 percent of women in professional and board-level positions)

- Offers training to members on the prevention of harassment at work
- Conducts surveys on work-life balance practices in member organisations

Case Study of Good Practice at PwC (link)

PricewaterhouseCoopers (PwC) Malaysia is the world's largest accounting, tax and consulting firm. They employ more than 180,000 people across 158 countries around the world. PwC Malaysia launched the Work Life Plus Programme (WLPP) which enables employees to spend their time participating in engaging activities that facilitate personal and professional growth as well as quality time with family.

PwC Malaysia has introduced mentoring, sponsoring and development programmes for high potential female talent in organisations partnering with PwC firm with the view to developing a larger pool of women who can take on their organisation's leadership roles.

Aimed at addressing employees' concerns of maintaining a healthy balance between work and personal life, the WLPP includes the Flexible Work Arrangements (FWA) which stipulates that all workers can opt to apply for a 2.5-day, three-day or four-day work week in their organisations. Other initiatives include the Time Out programme which allows employees to plan in advance for additional time off beyond the annual leave entitlement and Career Break which gives employees the flexibility to apply for one continuous month or up to three months in a year for personal and professional development.

In PwC Malaysia, the WLPP has played a pivotal role in increasing the level of engagement of workers, demonstrated by the increase in their engagement scores by 7% in the last two years. The challenge, however, is getting buy-in from workers themselves. It has been challenging to convince workers to take advantage of FWAs and other initiatives. The leaders of enterprises will need to lead by example in promoting the use of FWAs and the other initiatives meant to support a healthy work-life balance among both female and male workers.

External EO Example 7: United States Council for International Business (USCIB) (Website)

Basic Characteristics

- A national employers' organisation in the United States
- Composed of 300 global companies, law firms and business associations

- 50 percent of staff are female
- 20 percent of the Senior Management Team are female
- 17 percent of the Board of Directors are female
- No females in the Officers of the Board or the Board of Trustees

Specific Measures

- Has organised and contributed to the BIAC Gender Workshops on Employment, Education and Entrepreneurship
- Continued engagement with IOE policy work on gender, employment and entrepreneurship as well as in numerous ILO programmes to promote gender equality globally and nationally
- Has non-discrimination policies in place
- Has clear policies on preventing harassment at work
- Has flexible working arrangements for all staff in place

Case Study of Good Practice

USCIB led a series of BIAC Workshops and contributed to BIAC Reports on Women's Economic Empowerment.

In 2013, the OECD issued a Recommendation to governments on Gender Equality in Education, Employment and Entrepreneurship, familiarly known as the "Three Es." Recognizing that empowering women – at work, as entrepreneurs, and in education – benefits companies, our economies, and society as whole, BIAC decided to contribute to the OECD Gender Initiative by assembling a practical evidence base on the issues it covers. Under this initiative, 3 workshops and 4 reports were conducted and written, respectively between 2012 to 2016.

The most recent report is based on the outcome of a BIAC workshop addressing Education, the "Third E." of the Recommendation, which considers both business and government initiatives that promote the education and training of women at various stages in their lives. The report applied a gender lens in addressing the ways in which the digital economy and the technologies underpinning it are affecting the future of work. It highlighted the importance of science, technology, engineering and mathematics (STEM) education and training, and identified a number of issues and challenges facing women in STEM and information and computer technology (ICT) careers.

The aim of this is to support the OECD Policy Recommendations and disseminate best practices among member companies.

The IOE is the largest network of the private sector in the world, with more than 150 business and employer organisation members. In social and labour policy debate taking place in the International Labour Organization, across the UN and multilateral system, and in the G20 and other emerging processes, the IOE is recognised as the Global Voice of Business.



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