

# Why Gender Matters



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# Overview

- Objective
  - To understand the importance and value of integrating gender into your work
  - To introduce some ideas about challenges and risks
  - To consider some business drivers for gender
- Participant outcomes
  - An understanding of gender, diversity and related concepts.
  - An understanding of the value of creating commitments regarding gender and diversity, including the supply chain.
  - Some practical tools for integrating gender into business

# Some gender concepts and considerations

What is  
gender?



# Gender roles





# Gender Equality

*Gender equality* is attributing women with the same rights and opportunities as men.

Men and women should both have:

- The same **rights**
- The same **opportunities**
- Contributions equally **valued**
- Access to equal **situation and income**
- A voice to claim **agency**



# Gender Equality

- **Rights** – both women and men should have the same rights, and be equal before the law.
- **Opportunities** – neither women nor men should face barriers to learning, working or participating in politics in the community or in the family simply because of their sex.
- **Value** – both women's and men's contributions to the family, society and community should be valued equally, even though those contributions may be different.
- **Situation and income** – inequality in the situation of women and men is often a “red flag” that inequality of opportunity exists more widely in communities.
- **Agency** – both women and men should be in a position to claim equality through their actions and voice.

*(United Nations Development Programme 2007:*



# Gender Equity

*Gender equity* refers to measures to redress a lack of *gender equality*.

- Gender equity is focused on fairness of treatment according to women's and men's respective needs.
- If significant gaps exist in the relative status of women and men, gender equity measures may be implemented to address this gap. Such actions are sometimes needed to address entrenched inequality



# Gender Mainstreaming

Integration of gender considerations into *all aspects of management, design and implementation* of programs and policies



# Diversity

*Diversity:*

*Diversity of perspective* and tapping the value that lies in differences.

Gender is most often considered as a part of *diversity*



# Diversity

- recognise and take into account the diverse interests and cultures amongst a range of stakeholders;
- build a workforce that is representative of the communities and geographies in which you operate;
- fully utilise the potential contribution of all employees;
- leverage the thinking and problem solving capacity brought by different skills, ideas and experiences; and
- make sound decisions on how you organise our business, resources, and work, in order that we eliminate structural and cultural barriers to working together effectively (both internally and externally).

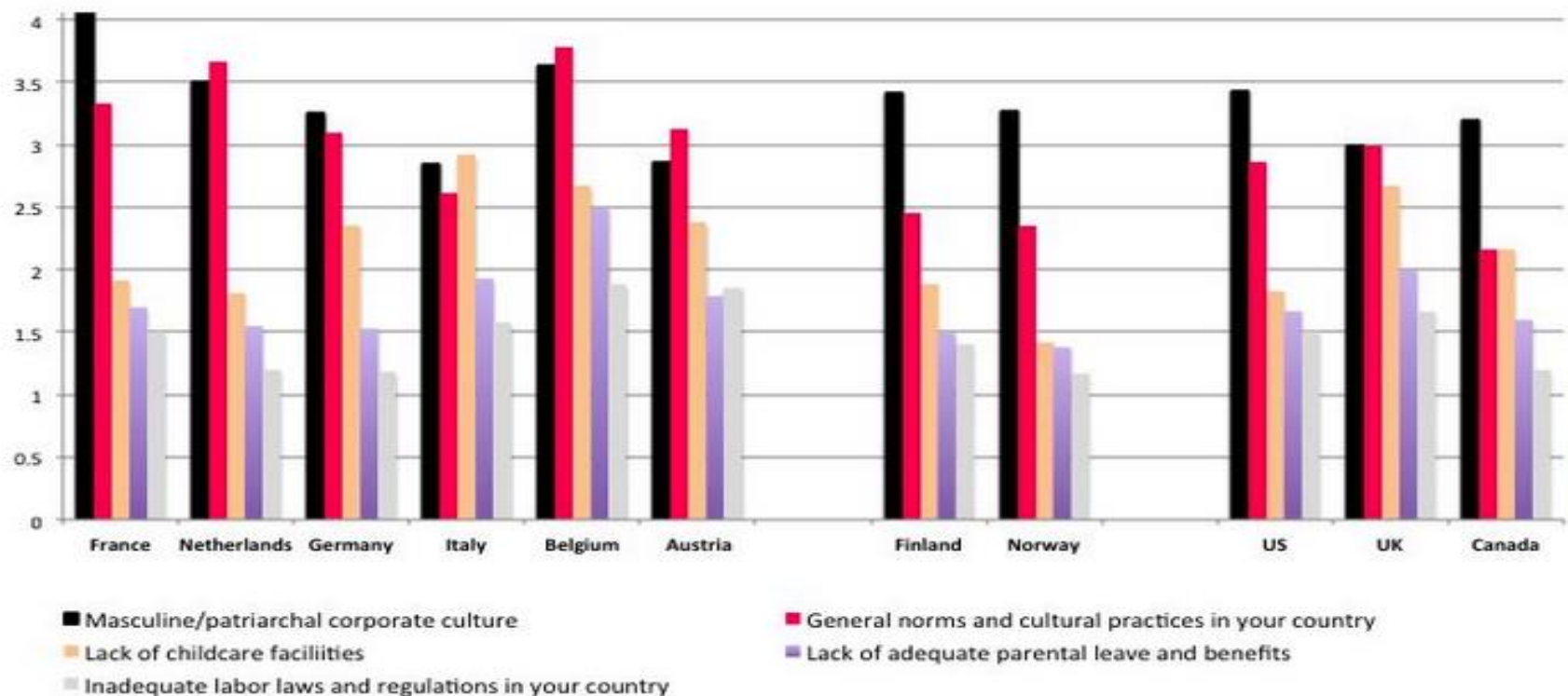


Why are we still  
talking about gender?



# Inside

## Human Resources Executives' Assessment of Remaining Barriers to Women's Advancement



Source: World Economic Forum Corporate Gender Gap Report, 2010. 600 top employers in 20 countries responded to the survey. For this data, they were asked to rate a set of items on a scale of 1 to 5 for whether the issue was problematic for women's advancement.

*What do you think are the most important issues facing working women in this country today? [OPEN-ENDED]*

	<b>All Americans</b>	<b>Women</b>	<b>Men</b>	<b>Working women</b>
	%	%	%	%
Equal pay/Fair pay	39	41	37	42
Equal opportunity for promotion, advancement/No gender discrimination	20	20	21	24
Jobs/Unemployment/Availability of jobs	8	8	8	8
Sexual harassment/Better treatment, more respect in workplace	8	7	9	9
Access to childcare/Better childcare	7	10	3	12
Balancing work and home life	6	9	3	10
Healthcare	5	7	3	9
Maternity leave/Family leave/Time off for family matters	3	3	3	2
Abortion/Access to contraception	2	2	2	2
The economy (nonspecific)	2	2	2	3
Education/Access to education	1	1	1	1
Equal benefits	1	*	1	*
Other	5	5	6	4
No opinion	16	12	20	8

\* Less than 0.5%

Sept. 25-30, 2014

Responses total more than 100% because of multiple mentions.

GALLUP®

# What's happening

Men and women see the world differently.

1. Potential versus performance
2. Confirmation bias
3. To whose advantage
4. We want the same things
5. Leaders: look through another lens

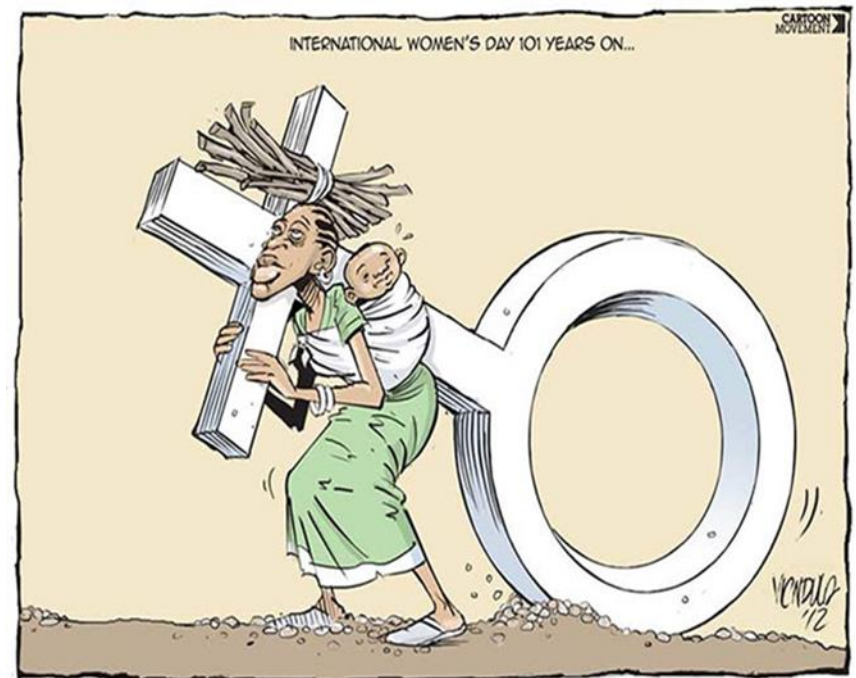




# Outside

- Achieving gender equality and realizing the human rights, dignity and capabilities of diverse groups especially women is a central requirement of a just and sustainable world

- *UN WOMEN Gender equality and Sustainable development, 2014.*



# Why is gender good for business

- help increase our capacity to gain and maintain a social licence to operate;
- improve the quality of life and socio-economic conditions of employees and stakeholders;
- increase local and indigenous employment and supply chain opportunities;
- minimise the negative impacts of business; and
- uphold commitments to human rights.

# Reflection

- What messages did you receive as a child about gender – about the roles, qualities and expectations of women and men?
- Where did these messages come from?
- How did this early learning shape your adult values and assumptions?



# Different Points of View

HSBC has had a series of advertisements in the walkways to the planes at airports that are striking



A different point of view is simply the view from a place where you're not  
*Source HSBC.*

# Different Points of View

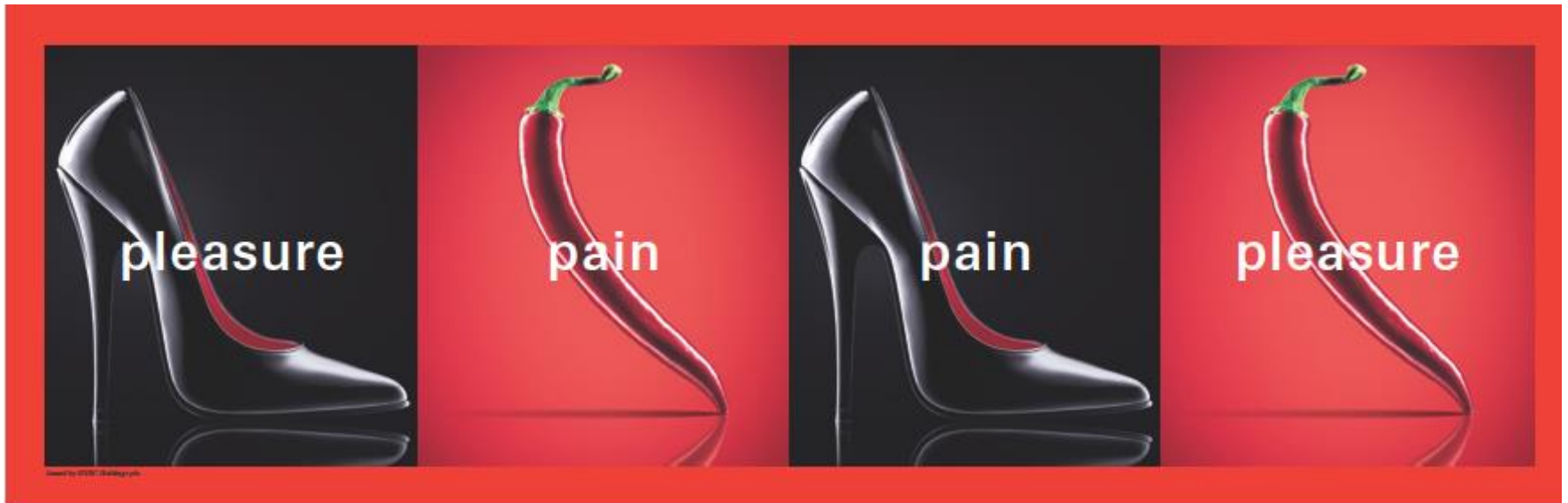


Everyone looks at the world from a different point of view

*Source HSBC.*



# Different Points of View



Sometimes another point of view can open up a whole new world

*Source HSBC*

# Different Points of View

The religious hardliner  
view of women in  
“backward” Arab nations



The religious hardliner view of  
women in “enlightened” Israel







# Human rights and why they are important in a business context

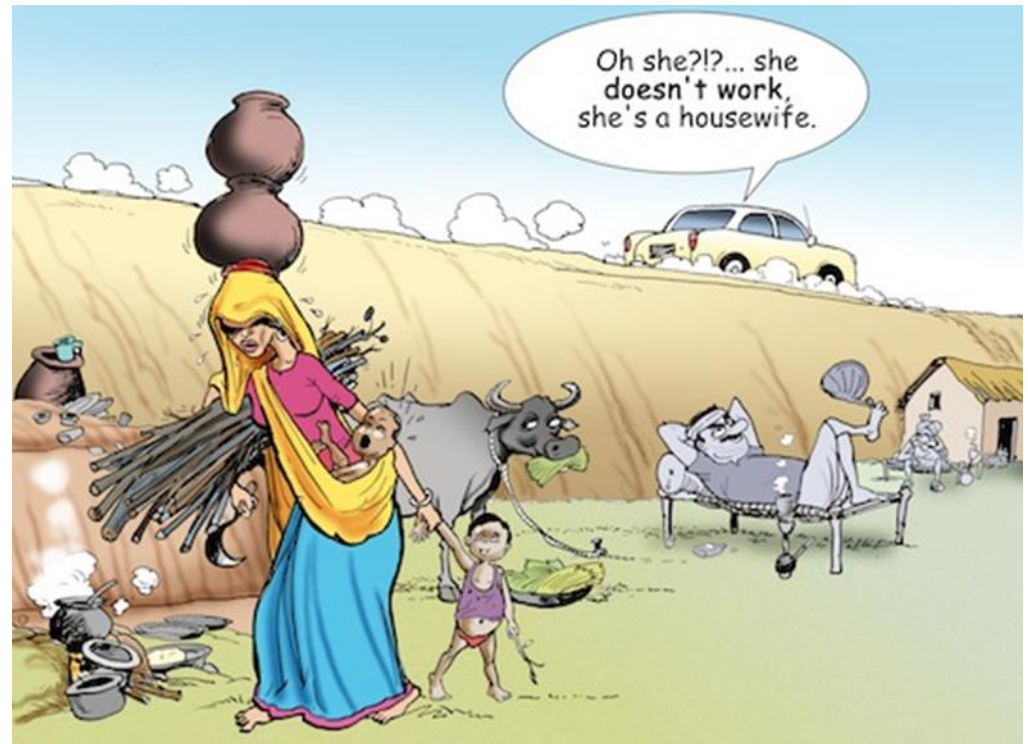
- **UN Business and Human Rights Guiding Principle's:** Protect Respect Remedy
- **Challenges:** Operating in increasingly challenging environments from a human rights perspective.
- International scrutiny and the interface with sovereign law.
- Working with a broader group of business partners with potential exposure to human rights risk through their practices.
- Human rights issues likely to be most relevant include those relating to land use, security, workplace practices, environment (including access to water) and cultural heritage, particularly relating to Indigenous peoples.
- **Opportunity** Contribute to positive human rights impacts through economic development.
- **The bottom line:** Responsibility to respect all internationally recognized human rights.
- Managing human rights risk contributes to business success.
- Alternative: adverse potential for legal claims, operational delays, reputation concerns.

# Gender and Human rights

The social, economic and cultural norms of each country and location where you work pose a different set of challenges in terms of human rights, gender and diversity.

Culture and tradition can enable or obstruct, and be oppressive or liberating for different people at different times.

‘Outsiders’ need to be cautious about how they judge other people’s cultures. However, this does not mean standing back in ‘respect’ of ‘local culture’.



# Other

## Inside

- Code of conduct for employees and contractors
- Human rights policies and guidance
- Employee behaviour
- Voluntary Principles on Human Rights and Security (VPHRS)
- UN Guiding Principles on Human Rights and Business

## Outside

- Violence ( especially against women)
- Sex work/ trafficking
- Keep girls in school
- Reproductive health including access to family planning

# Women and men in ASM



# Contributing to change

- Form partnerships with local change agents.
- Facilitate discussions/dialogue between groups
- Enable participation and leadership of previously excluded groups.
- Support initiatives that empower and enable marginalised groups, especially support for education, business development and employment.
- Make space for discussion of cultures by 'insiders' and enable people to identify and take action against practices they find oppressive.



# Reflection

- Have you had a situation where you have been challenged by cultural bias?
- (In the workplace or personal context?)
- How did you deal with it?
- How would you deal with it now?
- From where would/could you draw support?

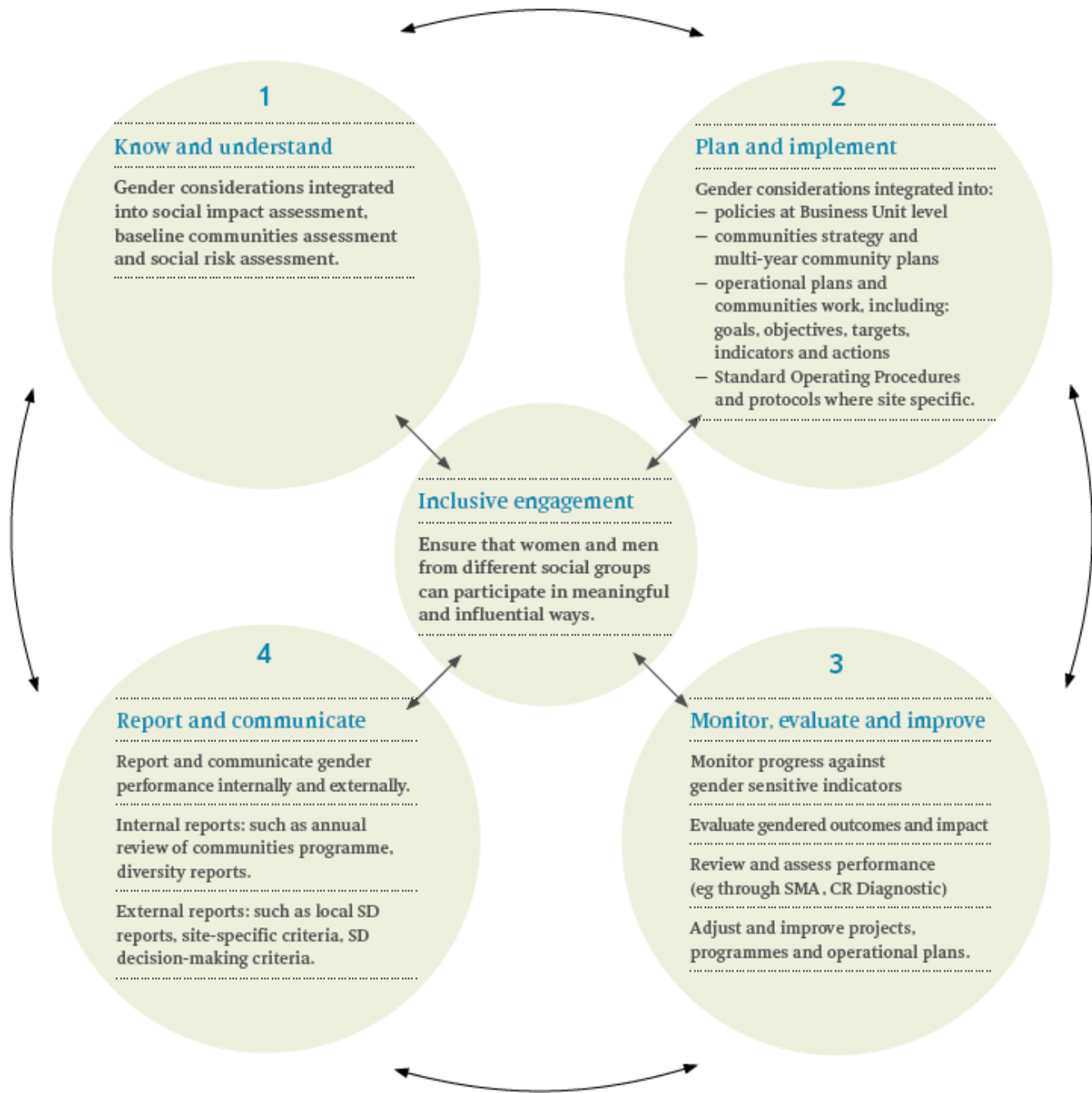


# Integrating Gender

# Some challenges and lessons learned

- Integrating gender and diversity considerations into your work will require a deliberate focus on the rights, needs and aspirations of your employees and stakeholders .
- A shared and clear approach to diversity and gender is important to achieving this.
- Integrating gender targets and monitoring and measuring the impact of our work will be important
- Understand how reporting and communicating on your progress can reinforce and support the process of strengthening a gender appropriate approach .
- Leadership is critical to unlocking the potential of diversity in teams
- This works often requires a “champion” to get traction, especially in the initial phases
- Attention needs to be paid to gender to ensure we do not worsen relationships, or create new inequalities, between men and women employees and stakeholders. Our goal is to strive to create lasting, equitable and positive impacts.





## Inclusive engagement

Ensure that women and men from different social groups can participate in meaningful and influential ways.



# Need to know and understand

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## Know and understand

Gender considerations integrated into social impact assessment, baseline communities assessment and social risk assessment.



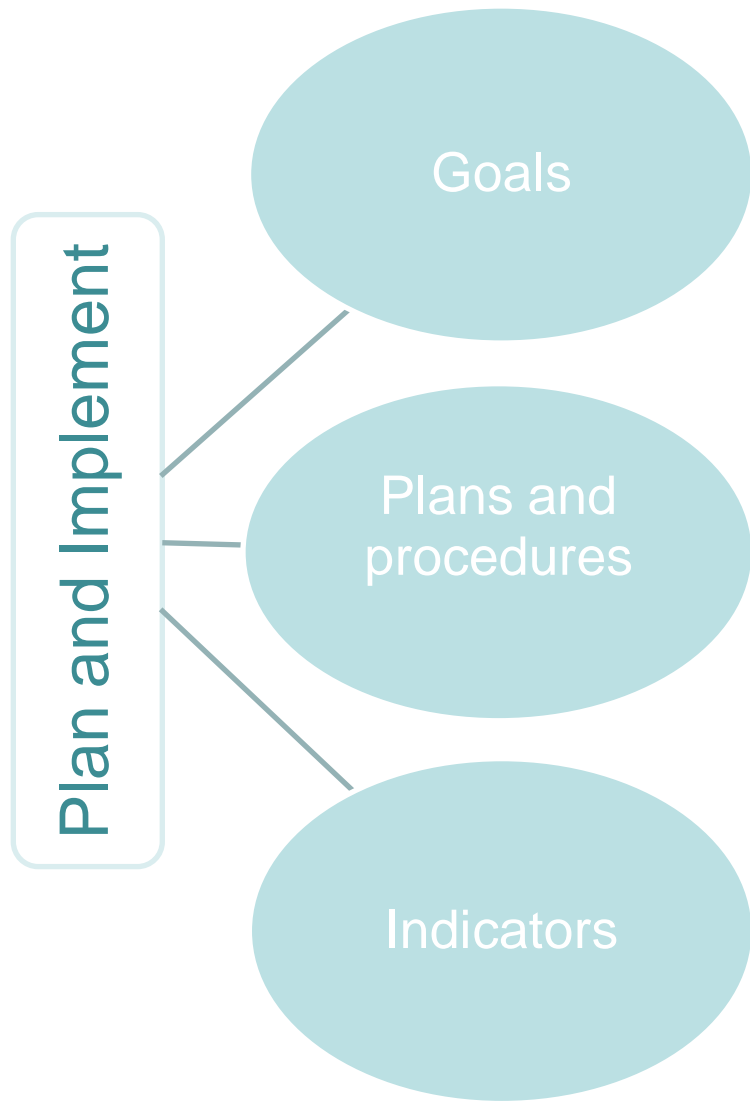
- gender roles and responsibilities
- differences in women's and men's access to and control of resources
- women's and men's practical and strategic gender needs
- the potential for activities to impact any of the above, positively or negatively

## Plan and implement

Gender considerations integrated into:

- policies at Business Unit level
- communities strategy and multi-year community plans
- operational plans and communities work, including: goals, objectives, targets, indicators and actions
- Standard Operating Procedures and protocols where site specific.





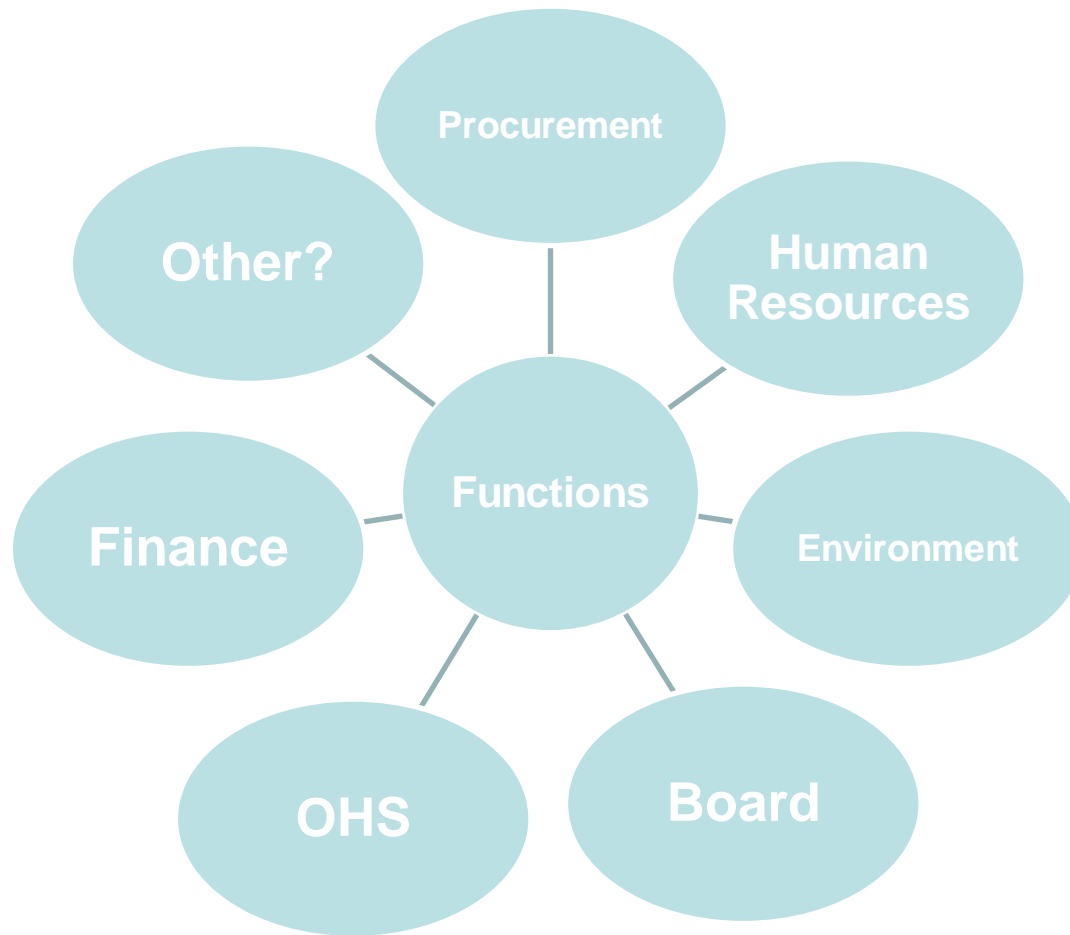
## Basic checklist for integrating gender

*Example questions for discussion when designing and reviewing proposed plan*

**Goals and objectives** – Do the goals of the initiative contribute to or detract from gender equity?

- **Stakeholders** – Is there a gender balance within the target group?
- **Indicators** – Have indicators been identified that will allow monitoring and measurement on the gender impacts of initiatives?
- **What else?**

# Plan and Implement: Links to other functions



## Human Resources

- Equal opportunity policies
- Local employment policies
- Flexible working arrangement policies
- Recruitment strategies
- Talent development
- Succession planning
- What else...?



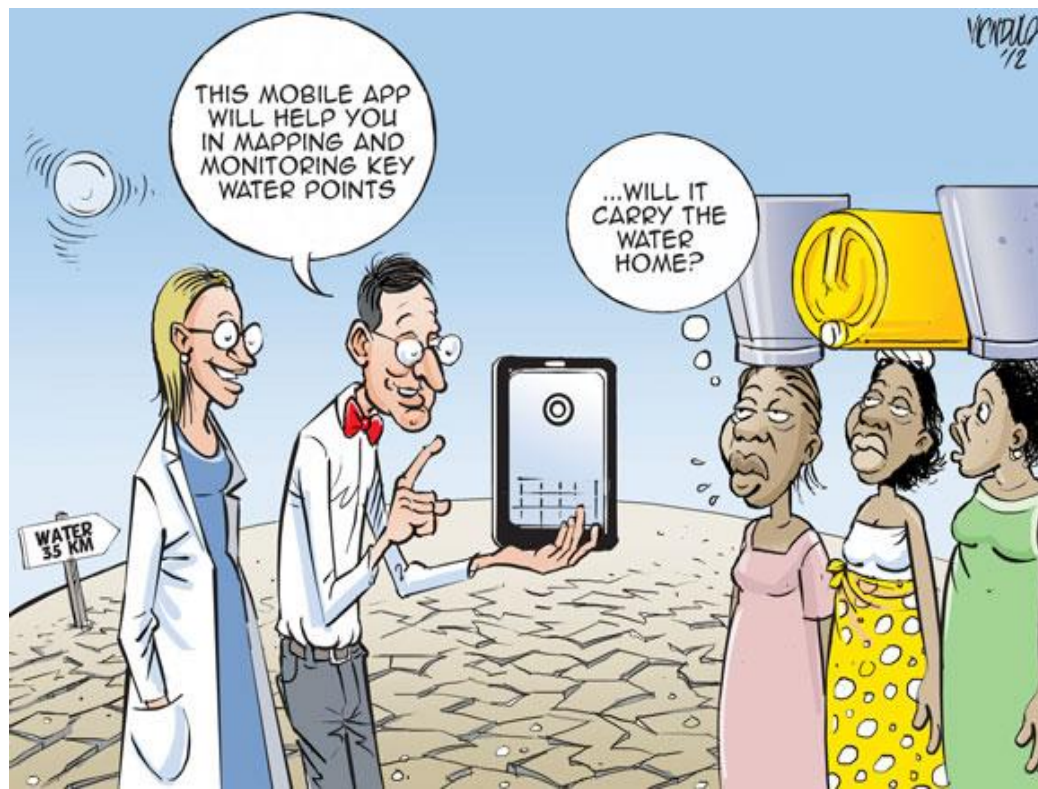
### Monitor, evaluate and improve

Monitor progress against  
gender sensitive indicators

Evaluate gendered outcomes and impact

Review and assess performance  
(eg through SMA, CR Diagnostic)

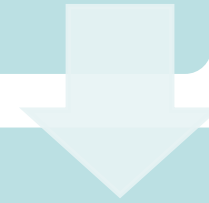
Adjust and improve projects,  
programmes and operational plans.



# Monitor, evaluate and improve

## Monitor

- Ongoing measurement of process
- Basis for making adjustments



## Evaluate

- On completion
- Measures outcomes and impacts



## Improve

- Use information gathered to inform project and programme implementation



4

### Report and communicate

Report and communicate gender performance internally and externally.

Internal reports: such as annual review of communities programme, diversity reports.

External reports: such as local SD reports, site-specific criteria, SD decision-making criteria.



# The supply chain



- “Voluntary” codes of conduct applied by global businesses are typically limited to formal employment .
- However gender-equality issues in the supply chain are relevant for the informal economy also

Globalized markets mean that many goods and services, particularly those that represent labour intensive stages of the supply chain, are now outsourced by organizations to small and medium enterprises

- Women's economic empowerment is a driver of development that addresses poverty; reduces inequalities; and improves children's health, nutrition, and school attendance
- In the OECD and other countries around the world, women's entrepreneurship is growing: many countries, witness start-up rates of women-owned and -managed enterprises that are higher than national average for all enterprises.



- However in some countries, even though women-owned businesses are rapidly increasing in terms of numbers, women as suppliers to government and corporations can be almost invisible inside the global value chain.

# Business Practices Suggested by Stakeholders at IFC Workshop

Location	UK	South Africa	Brazil	India	USA
Establishing gender-equality informed procurement policies	✓	✓	✓	✓	✓
Reporting on tier-1 suppliers and creating a full list of suppliers with information on their gender policies		✓	✓	✓	✓
Conducting impact assessment of supply chain including gender diversity of suppliers as a criterion				✓	
Training procurement partners on gender issues and helping build capacity of women-owned suppliers Procuring from women's enterprises*		✓	✓	✓	✓
Procuring from women's enterprises*		✓	✓	✓	✓
Taking into account a country's women's rights enforcement as factor for procurement decisions			✓		✓

# Summary Key points

- Considering the gender impacts of your work can have relevance within your business, in communities and stakeholders.
- ‘Integrating gender’ will require engagement : this could be externally – with both women and men in communities – and internally – with the other functions across the business.
- Taking a gender perspective is key to achieving goals around diversity, inclusiveness and respect for human rights

# Summary ( cont.)

- Taking a gender perspective requires taking a holistic view of your business operations and community dynamics.
- ‘Integrating Gender’ is part of a strategic approach
- Gender considerations cut across all stages of a business, and across all functional areas.
- Recognising that the impacts of our operations and programs may be different for women and men will help to ensure better outcomes





I've learned that people will forget what you  
said, people will forget what you did, but  
people will never forget how you made them  
feel."

*Mary Angelou: 1928-2014 ( poet, civil rights activist author)*

# Some References

- Rio Tinto, *Why Gender matters*. 2009
- World Bank, *Gender at work* .2014
- IFC and GRI, *Embedding gender in sustainability reporting*. 2009
- World Bank: *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*. 2012