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DISSERTATION

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American University of Leadership

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Strategic Management

“Workplace Causal Effects on Gender Equality: A Qualitative Study”

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Acronyms

CAC40 : Cotation Assistée en Continu

GDP : Gross Domestic Product

GEEIS: Gender Equality European & International standard

CEO: Chief Executive Officer

GROW: Goal, Reality, Options, Willingness

G20: Group of Twenty

HR: Human Resources

IFC: International Finance Corporation

ILO: International Labor Organization

LAC: Latin America and Caribbean

PRI: Principles for Responsible Investment

SDGs: Sustainable Development Goals

SSE: Sustainable Stock Exchanges

UN: United Nations

UNCTAD: The United Nations Conference on Trade and Development

UNDP: United Nations Development Program

UNEP-FI: The United Nations Environment Program Finance Initiative

UNGC: The United Nations Global Compact.

UN Women: United Nations Entity for Gender Equality and the Empowerment of

Women

WEPs: Women's Empowerment Principles

Strategic Management

“Workplace Causal Effects on Gender Equality: A Qualitative Study”

By Jihane Roudias

American University of Leadership

Abstract

The international environment is continually evolving and as per its environment the corporate world evolves. The global economic trend highlights¹ that the evolution is happening. According to world bank data the GDP per capita in 2006 was US \$7737,8 and in 2016US\$ 10150,788². However, we still notice some persisting outdated practices at the corporate level such as gender inequalities in the workplace. Few years ago, the paradigm was profit and value added, today there is a new paradigm which is the inclusive and sustainable growth supported by an international commitment to “leaving no one behind” by 2030.

In the literature, there are international conventions on human rights and gender equality that are ratified by almost all countries and gender causes, bias and issues are well informed by studies and research whereas **the gender behavioral framework at the corporate level is lacking**. The behavior regarding gender equality is not well captured in all the management processes because it's not fully understood by all the leaders, managers and coworkers. There is therefore a call for a qualitative study to examine the causes and consequences related to gender inequality in the organizations. Recognizing this need, an examination of the values and beliefs of the leaders, managers and coworkers regarding gender

¹ World Bank data: The world GDP per capita was US\$7737,8 in 2006 and US\$10150,788 in 2016

² http://data.worldbank.org/indicator/NY.GDP.PCAP.CD?end=2016&name_desc=true&start=2016&view=bar

equality in the workplace will be undertaken as a starting point to open sustainable opportunities that will enable the organizations to build strong and sustainable gender equality strategies.

1. Introduction

Gender equality is a matter of human rights and is a condition for social justice and for sustainable development.

The Fourth World Conference on Women of the United Nations held in September 1995 in Beijing, China delivered two major outcomes: i) The Beijing Declaration ii) Beijing Platform for action which is an agenda for women's empowerment. The conference objective is to remove all the obstacles to women's active participation in public and private spheres through a full and equal share in economic, social, cultural and political decision-making. It emphasizes the principle of shared power and responsibility between men and women at all places: home, workplace and in their national and international communities.

Recently, the Sustainable Development Goals Agenda adopted during the UN Sustainable Development Summit in September 25–27³2015 by the United Nations General Assembly contains 17 goals and includes a specific goal on gender equality which is “Goal n° 5. Achieve gender equality and empower all women and girls”. The major specificity of this global development agenda is its universality, this means that all countries are concerned with the targets established for each goal. These targets are : “1) End all forms of discrimination against women and girls everywhere, 2) Eliminate all forms of violence against women and girls in the public and private sphere, including trafficking, sexual and other types of exploitation , 3) Eliminate all harmful practices, such as children's early and forced marriages and female genital mutilation, 4) Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate, 5) Ensure

³ World leaders adopt Sustainable Development Goals United Nations Development Program. Retrieved 25 September 2015.

women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life, 6) Ensure universal access to sexual and reproductive health and reproductive rights⁴ as agreed in accordance with the Program of Action of the International Conference on Population, and the Beijing Platform for Action as well as the outcome documents of their review conferences. These outcomes are : i) Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws, ii) Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women, iii) Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.”

This brief summary of the international regulatory frameworks confirms the need to examine gender equality at the corporate level. This study will examine the literature on gender bias and conduct a qualitative research to understand the values and beliefs that remain at the corporate level and dilute the gender gains.

⁴ Statistical commission forty seventh session 8-11 March 2016 Items for discussion and decision: data and indicators for the 2030 Sustainable Development Agenda

2. Theoretical Framework

Gender equality find its origin in the feminism ideology.

- **The feminism:**

Feminism is a variety of ideologies and political and social movements that share the common goal of defining, establishing and achieving political, economic, personal, and social equality of sexes.⁵

It includes establishing equal educational and professional opportunities for men and women.

The role of the feminist movements is to advocate for women's rights: to receive education, to vote, to hold public office, to work, to earn equal pay, to own property, to enter contracts, to have equal rights within marriage and to have maternity leave.

The movement also advocate to promote bodily autonomy and integrity, and to protect women and girls from sexual harassment, rape and domestic violence⁶. It advocates also for changes in dress and acceptable physical activity for women and girls.⁷

The feminism movements are behind major historical societal changes for women's rights in the West where they are near-universally credited with achieving women's suffrage, gender neutrality, reproductive rights and the right to enter into contracts and own property⁸.

From the feminist movement, the feminist theory emerged.

⁵ Hawkesworth, Mary E. (2006). Globalization and Feminist Activism. Rowman & Littlefield. pp. 25–27. Beasley, Chris (1999). What is Feminism? New York: Sage. pp. 3–11.

⁶ Echols, Alice (1989). Daring to Be Bad: Radical Feminism in America, 1967–1975. Minneapolis: University of Minnesota Press.

⁷ Roberts, Jacob (2017). "Women's work". Distillations. 3 (1): 6–11. Retrieved 28 July 2017.

⁸ Messer-Davidow, Ellen (2002). Disciplining Feminism: From Social Activism to Academic Discourse. Durham, NC: Duke University Press.

- **The feminist theory:**

The feminist theory aims to understand the nature of gender inequality by examining women's social roles and lived experience. The feminist theory has developed theories in different disciplines to respond to issues related to gender.⁹

The feminist theory started in the United Kingdom and the United States in the nineteenth and early twentieth centuries. Its purpose is to understand gender inequality and focuses on gender politics, power relations, and sexuality.

While the feminist theory directs its work on criticizing the social and political relations between men and women, in the meantime it focuses its effort on the promotion of women's rights and interests.

The feminist theory comprises work in a variety of disciplines, including theory, philosophy, anthropology, sociology, economics, women's studies, literary criticism, art, history, psychoanalysis and philosophy.

The feminist movement's history is divided by the feminists and researchers into three "waves":

- **The first wave started in the United Kingdom and the United States in the nineteenth and early twentieth centuries**, it refers mainly to women's suffrage movements. This first wave mainly concerned **the right to vote for women**;

- **The second wave from the early 1960s to the late 1980s** refers to the ideas and actions associated with the women's liberation movement. It advocated for

⁹ Chodorow, Nancy (1989). *Feminism and Psychoanalytic Theory*. New Haven, Conn.: Yale University Press. Gilligan, Carol (1977). "In a Different Voice: Women's Conceptions of Self and of Morality". *Harvard Educational Review*. 47 (4): 481–517. Retrieved 8 June 2008.

legal and social rights for women and focused as much **on fighting social and cultural inequalities as political inequalities.**

- In 1949 the French philosopher, existentialist and author Simone de Beauvoir wrote the treatise *The Second Sex*, a detailed analysis of women's oppression and a foundational tract of contemporary feminism. This treatise sets out **a feminist existentialism** which prescribes **a moral revolution.**

As an existentialist, Simone de Beauvoir declared that "one is not born a woman, but becomes one.", she recognized in that Jean-Paul Sartre's principle "existence precedes essence".

De Beauvoir analysis focuses on the social construction of Woman as the Other. Indeed, she claimed that women have historically been considered deviant and abnormal and contends that even Mary Wollstonecraft, an English philosopher advocating for women's right in the 18th century, considered men to be the ideal toward which women should aspire. According to De Beauvoir, this attitude must be rejected and set aside for feminism to evolve.

- In 1963 Betty Friedan an American feminist, activist and author published the book "The Feminine Mystique" where she criticized the idea that women could only find fulfillment through childrearing and homemaking. The book hypothesizes that women are victims of a false belief system that wants them to find identity and meaning in their lives through their husbands and children. She argues that such a system causes women to completely lose their identity in that of their family. In her book, Friedan described a depressed suburban housewife who dropped out of college at the age of 19 to get married and raise four children.¹⁰ She considered this system as the "Problem That Has No Name" that she described in the beginning of

¹⁰ Friedan, Betty (1963). "The Feminine Mystique," page 8

her book: "The problem lay buried, unspoken, for many years in the minds of American women. It was a strange stirring, a sense of dissatisfaction, a yearning [that is, a longing] that women suffered in the middle of the 20th century in the United States. Each suburban [house]wife struggled with it alone. As she made the beds, shopped for groceries ... she was afraid to ask even of herself the silent question — 'Is this all?'"¹¹

The author specifically locates this system among post-World War II middle-class suburban communities in the United States. At the same time, the new technologies that were developed during the America's post war economic boom, that were supposed to make household work less difficult, had often led to the result of making women's work less meaningful and valuable.

Friedan proclaimed that women are as capable as men for any type of work or any career path against opinions to the contrary by the mass media, educators and psychologists.¹²

Friedan's book's chapter on "The Sexual Solipsism of Sigmund Freud" was inspired by Simone De Beauvoir's *The second Sex*.

The second wave of feminism also saw international committees and conferences dedicated to the promotion of gender equality.

- In 1946, the United Nations established a Commission on the Status for Women whose mission was *"to raise the status of women, irrespective of nationality, race, language or religion, to equality with men in all fields of human*

¹¹ Friedan, Betty (1963). "1 The Problem That Has No Name". *The Feminine Mystique*. W.W. Norton & Company, Inc. p. 15.

¹² Margalit Fox (February 5, 2006). "Betty Friedan, who ignited cause in 'Feminine Mystique,' dies at 85". *The New York Times*. Retrieved February 2, 2010.

enterprise, and to eliminate all discrimination against women in the provisions of statutory law, in legal maxims or rules, or in interpretation of customary law”.

In its first decade, the Commission passed the following conventions aimed at promoting gender equality:

- In 1952, the Convention on the Political Rights of Women, adopted by the General Assembly;
- In 1957, the Convention on the Nationality of Married Women,
- In 1962, the Convention on Consent to Marriage, Minimum Age for Marriage and Registration of Marriages;
- In 1965, the Recommendation on Consent to Marriage, and Minimum Age for Marriage and Registration of Marriage.

Under the auspices of the various United Nations agencies responsible for gender equality, in 1980, the Convention on the Elimination of All Forms of Discrimination against Women came into force on 3 September 1981 and were signed initially by 64 countries.

- **The third wave of feminism began in the 1990s** and refers to a continuation of, and a reaction to the perceived failures of, second-wave feminism. It is also a response to the backlash against initiatives and movements created by the second wave and seeks to challenge or avoid what it deems the second wave's essentialist definitions of femininity, which according to them over-emphasize the experiences of upper middle-class white women. The third-wave feminism also contains internal debates between different feminists who believe that there are no intrinsic differences

between the sexes and contend that gender roles are due to social conditioning and feminist such as the psychologist Carol Gilligan who believes that there are important differences between the sexes.

- **The evolution of the international legal framework in terms of gender equality:**

From the feminist theory and its evolution, the international legal framework defined the notions related to gender equality as follow:

- **Gender:**

According to UNWOMEN's definition "Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women.

In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes.

They are context/ time-specific and changeable.

Gender fixes what is expected, allowed and valued in a woman or a man in a given context.

In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.

Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis including class, race, poverty level, ethnic group, sexual orientation, age, etc.”¹³

- **Gender discrimination:**

The Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) defines Gender discrimination as: “Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.” [United Nations, 1979. ‘Convention on the Elimination of all forms of Discrimination Against Women’. Article 1]

Discrimination can stem from both law (de jure) or from practice (de facto). The CEDAW Convention recognizes and addresses both forms of discrimination, whether contained in laws, policies, procedures or practice.

***De jure* discrimination**

E.g. In some countries, men (citizens) married to foreigners do not lose their citizenship and/or property rights, in the meantime the law states that women (citizens) who marry foreign men lose their citizenship and/or property rights.

¹³ UN Women, OSAGI Gender Mainstreaming - Concepts and definitions

De facto discrimination

E.g. The practice of many immigration officials in several countries is to find a woman traveling alone with her minor children "suspicious" while men traveling with their children are considered normal.

- **Gender equality (Equality between women and men):**

According to UNWOMEN's definition Gender equality "refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development."¹⁴

- **Gender equity:**

The United Nations prefer the terminology gender equality, rather than gender equity.

Gender equity denotes an interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the disadvantage of women. The use of equity in relation to the progression of women has been determined to be unacceptable.

During the Beijing conference in 1995 it was agreed that the term equality would be utilized.

¹⁴ UN Women, OSAGI Gender Mainstreaming - Concepts and definitions

This was later confirmed by the CEDAW committee in its General Recommendation 28: “States parties are called upon to use exclusively the concepts of equality of women and men or gender equality and not to use the concept of gender equity in implementing their obligations under the Convention. The latter concept is used in some jurisdictions to refer to fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities”.¹⁵

3. Literature Review

The article number one of the Universal Declaration of Human Rights adopted by the United Nations General Assembly on December 10th, 1948 stated that “All human beings are born **free and equal in dignity and rights**. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.” Seven decades later, in the beginning of this 21st century we still face inequalities between men and women. These inequalities exist at the social, cultural, political and economic levels.

3.1 UNWOMEN: Gender equality definition

UNWOMEN defines the concept of Equality between women and men otherwise referred to as gender equality as: “the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that **women’s and men’s rights, responsibilities and opportunities will not depend on**

¹⁵ UN Women, OSAGI Gender Mainstreaming - Concepts and definitions; Committee on the Elimination of Discrimination against Women (2010), General recommendation No. 28 on the core obligations of States parties under article 2 of the Convention on the Elimination of All Forms of Discrimination against Women

whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a **precondition for, and indicator of, sustainable people-centered development.**"

3.2 UNDP: Human development report and gender equality

The Human Development Report produced by the United Nations Development Program emphasizes that "the disadvantages facing women and girls are a major source of inequality. All too often, women and girls are discriminated against in health, education, political representation, labor market, etc. — with negative repercussions for development of their capabilities and their freedom of choice."

3.3 ILO: Gender equality analysis

According to the International Labor Organization "**women continue to experience widespread discrimination and inequality in the workplace.** In most parts of the world, **women are often in undervalued and low-paid jobs; lack access to education, training, recruitment; have limited bargaining and decision-making power; and still shoulder responsibility for most unpaid care work.**"

In terms of policy, legislation, and the ratification of international labor standards, there has been notable progress. In 1995, 126 ILO member States had ratified the Equal Remuneration Convention dated 1951, today they are 173¹⁶ member states.-Countries that have

¹⁶ http://www.ilo.org/dyn/normlex/en/f?p=1000:11300:0::NO:11300:P11300_INSTRUMENT_ID:312245

not ratified the convention are: Bahrain, Brunei Darussalam, Cook Islands, Kuwait, Liberia, Marshall Island, Myanmar, Oman, Palau, Qatar, Somalia, Tonga, Tuvalu **and United States.**

However, since 1995, globally the gap in labor market participation rates between men and women has decreased only marginally. **In 1995, 52% of all women were working and 80% of men. Currently about 50% of all women are working, compared to 77% of men.¹⁷ The ratio of female to male labor force participation¹⁸ produced by ILO showed that in 1995, the world ratio was 68,041% and in 2016 it was 67,658% ¹⁹.**

In G20 countries, it is estimated that reducing the gap in participation rates between men and women by 25% by 2025 would add more than 100 million women to the labor force.²⁰

Today women own and manage over 30% cent of all businesses, but tend to be concentrated in micro and small enterprises.

Women sit on 19% of board seats globally, and only 5 % or less of the CEOs of the world's largest corporations are women²¹. In USA, 6,4% of the U.S.'s biggest corporations by revenue are run by women in 2017.

As per a study produced by Grant Thornton in 2017, the proportion of women in senior leadership positions has hit 25% with an increase of 1% since 2016, and 6% since 2014²². But at the same time, the number of companies with no female participation at the senior level has risen to 34% in 2017.

According to ILO data, **a gender pay gap persists, both for women with and without children.**

¹⁷ ILO Data

¹⁸ Labor force participation rate is the proportion of the population ages 15 and older that is economically active: all people who supply labor for the production of goods and services during a specified period

¹⁹ <http://data.worldbank.org/indicator/SL.TLF.CACT.FM.ZS>

²⁰ G20 Leaders' Communiqué from Brisbane Summit

²¹ http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_334882.pdf

²² <https://www.grantthornton.global/en/insights/articles/women-in-business-2017/>

In general, **women earn on average 77% of what men earn**, with the absolute gap widening for higher-earning women.

The ILO has noted that **without targeted action, at the current rate, pay equity between women and men will not be achieved before 2086, or at least 71 years from now.**²³ And in a world population where women represent 49,6% and men 50,4%²⁴ it is important to promote women leadership and to close the gap between men and women in the labor market.

Ratifying the equal remuneration convention that is one of the ILO fundamental conventions and the principal convention aimed at equal remuneration for work of equal value for men and women is a first step that had been taken by 177 countries. However, ratifying international conventions does not mean that the content of these conventions is applied at national levels. To apply the equal remuneration, ILO recommends: (a) national laws or regulations; (b) legally established or recognized machinery for wage determination; (c) collective agreements between employers and workers; or (d) a combination of these various means.

In France, for instance, a law has been adopted in January 2011 called the “Copé-Zimmermann law”. This law is on the balanced representation of women and men on boards of directors and supervisory boards and professional equality. According to this law, the proportion of directors of each sex must not be less than 40% in companies whose shares are admitted to trading on a regulated market.

In 2016, twenty-one companies out of forty from the CAC40 respect the 40% rate of women required by the Copé-Zimmermann law of 2011²⁵.

Though, if the intermediate target of 20% in 2014 has been achieved "without difficulty", the authors of a report produced by the High Council for Equality between Women

²³ Equal pay, An Introductory Guide, ILO, 2013

²⁴ United Nations Data

²⁵ <http://www.lefigaro.fr/economie/le-scan-eco/decryptage/2016/02/10/29002-20160210ARTFIG00223-conseils-d-administration-seules-cinq-societes-du-cac-40-respectent-la-parite.php>

and Men and the Higher Council for Professional Equality, say, "it is otherwise with the 40% target for 2017". Some companies would try to get into the nails by decreasing the number of board members to statistically increase the share of women, emphasizes the report.

The choice of this example is motivated by the fact that France is the economic partner number one of Morocco and also by the fact that the list of the companies listed enables me to identify and present good examples of companies that have a real political leadership on gender equality in the workplace such as Kering that is presented in the next chapters.

The list of the French companies that respect the Copé-Zimmermann law is below:

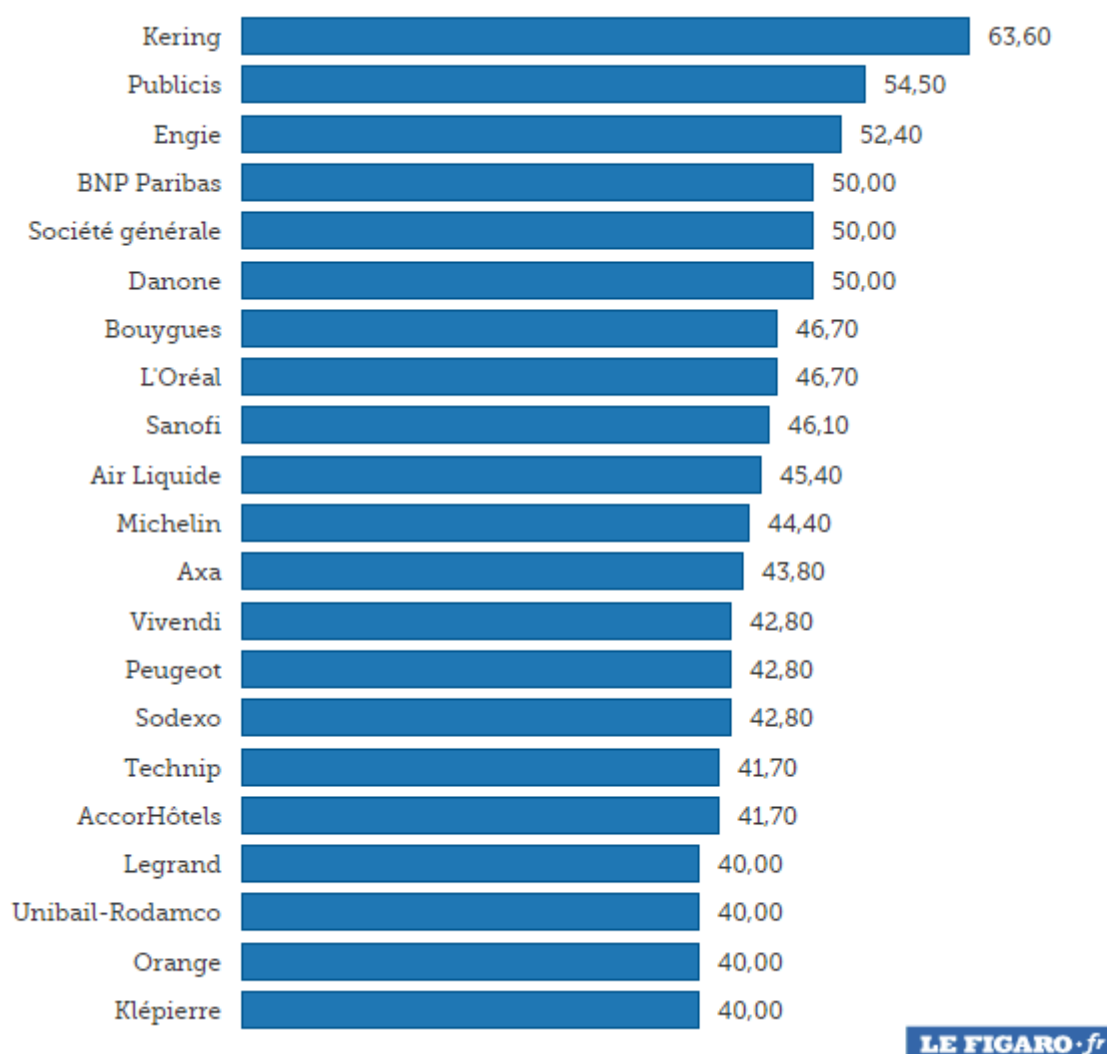


Figure 1: List of companies applying the Copé-Zimmermann law

The list of companies that didn't achieve the 40% target of the Copé-Zimmermann law is below:

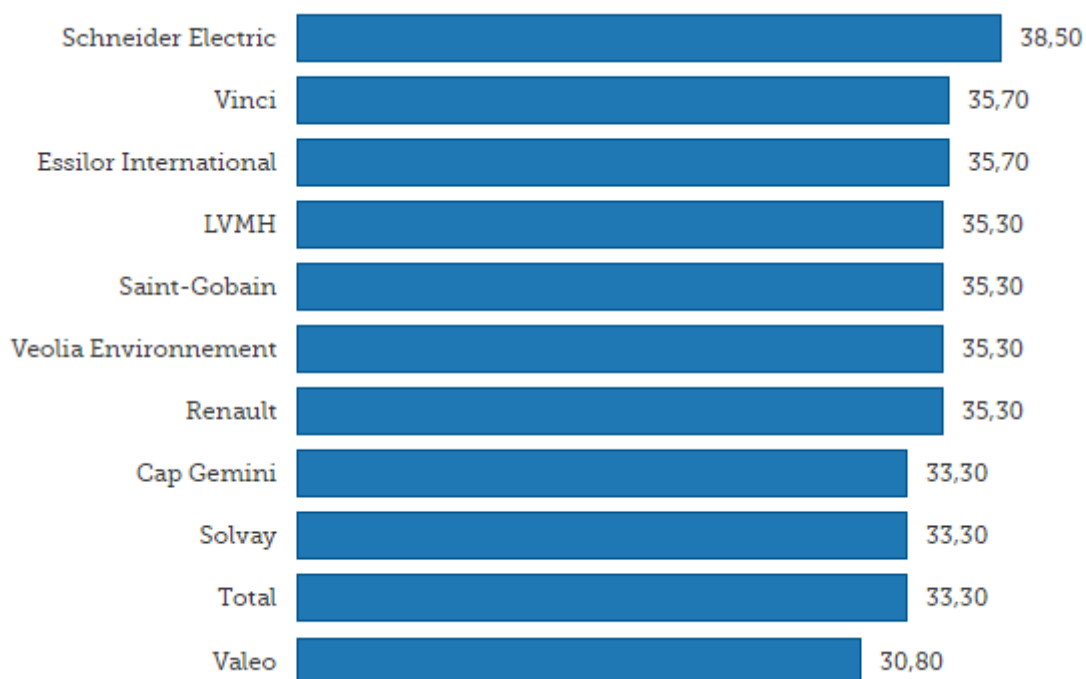


Figure 2: List of companies that didn't achieve the 40% target of the Copé-Zimmermann law(1/2)

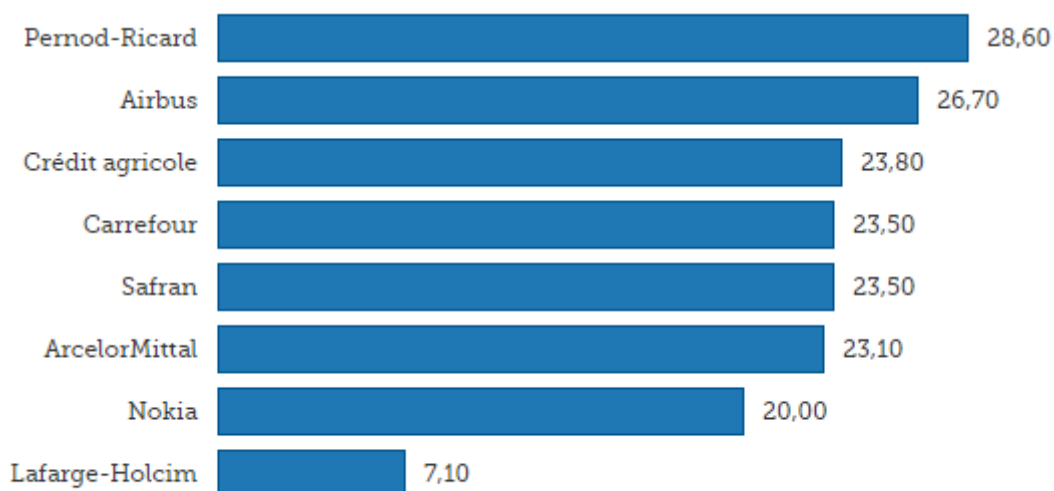


Figure 2: List of companies that didn't achieve the 40% target of the Copé-Zimmermann law (2/2)

In 2017, companies that are not compliant with the 40% target, will be penalized by the following measures: i) the nullity of the appointments that are not compliant with the parity objective of the Law ii) the suspension of payment of the attendance fees.

The main objectives²⁶ of this law are: i) to promote growth ii) to accelerate the evolution of mentalities and change the perception of women's role in the society.

In order to improve economic, social and political conditions, the ILO emphasizes that it is crucial to invest in gender equality, women's empowerment and decent work for women.²⁷ Increasing evidence shows that businesses benefit from the promotion of gender balanced staff and from the promotion of women in leadership. In countries that have ratified the Equal Remuneration Convention, establishing a national gender equality legislation improves women's access to decision-making and leadership positions and help closing the gap between men and women in the market place.

3.4 World Bank: Gender equality analysis

According to the World Bank analysis on gender equality, the gender gaps are rooted in legal disparities, institutional and private sector biases, and entrenched social norms. Women earn up to 30% less than their male counterpart worldwide.

Over the last two decades, despite the significant advances that have been made in the number of girls receiving education and in poverty reduction around the world, the levels of women participation in the work force didn't change. Though, exceptions have been noticed in the Latin America and Caribbean (LAC) region, where the number of women working has

²⁶ <http://www.egalite-femmes-hommes.gouv.fr/dossiers/egalite-professionnelle/la-mixite-dans-les-conseils-dadministration/>

²⁷ ILO
http://www.ilo.org/wcmsp5/groups/public/@dgreports/@gender/documents/meetingdocument/wcms_091583.pdf

increased by 35% since 1990 (with the highest uptake found amongst low-income women). It is estimated that extreme poverty in the LAC region would have been 30% higher had it not been for increased female employment.

In places such as Latin America and the Caribbean, where women's paid work has increased, gains have made significant contributions to overall poverty reduction.

Gender gaps are omnipresent across sectors and regions of the world. Closing the gender gaps could produce massive dividends and will enable the World Bank to achieve its corporate goals of ending poverty and boosting shared prosperity. However, female employees tend to be likely to work in part-time or temporary jobs, they are less likely to be promoted, and are obviously overrepresented in sectors and occupations with lower barriers to entry. Not to mention that female farmers tend to have farm smaller plots, lower productivity, and grow less profitable crops.

According to the Gender at work report 2014 produced by the World bank, jobs can bring gains for women, their families, businesses, and communities. Jobs at a large scale, boost self-esteem and pull families out of poverty. However, gender disparities persist in the world of work. Closing these gaps, while working to stimulate job creation more broadly, is a prerequisite for ending extreme poverty and boosting shared prosperity.

Gender equality in the workplace is a win-win on various fronts. According to Booz & Company study's estimations, raising female employment to male levels could increase GDP in Japan by 9%, South Africa by 10%, the United Arab Emirates by 12 % and in Egypt by 34%. The gender gap in employment could push per capita income in emerging markets up to 14% higher by 2020 according to the findings of another study. However, according to ILO 50% of women's productive potential globally is unutilized compared to 22% of men's.

A main solution that contributes to reduce the gender gap is a proactive private sector leadership and innovation. In fact, in countries like Finland, France and Egypt, the private sector

accounts for about three out of four jobs (meaning 75%), and nine out of ten (meaning 90%) in countries like Brazil, Chile, Japan and South Africa.

Some good experiences are available. For instance, in Cambodia, Nigeria, and Romania, among other countries, the International Finance Corporation (IFC) supports commercial banks in increasing their female clientele²⁸, and companies in male-dominated sectors, such as chemicals and construction, are increasing women's access to jobs through more concerted recruitment and family-friendly work arrangements.

In South Korea, multinational firms have increased profitability by actively recruiting women for local managerial positions²⁹.

Success stories are encouraging, however, a focus on gender equality is still rare. According to Manpower Group surveys, only 2 percent of employers across 42 countries have adopted strategies to recruit more women.³⁰

Private and public partnerships can also be a powerful solution to support women's entrepreneurship, which will in turn contributes to growth and a dynamic private sector.

Increased access to capital, networks, and new markets; high-quality business skills and development training; and access to broader services that offset gender-specific constraints are options that can foster women's entrepreneurship.

3.5 World economic Forum: Gender gap index ranking

The Gender Gap Index Report produced by the World Economic Forum recognized that there is a fundamental value under empowering women. Indeed, women represent one half of

²⁸ IFC. 2013. Banking on Women: Changing the Face of the Global Economy. Washington, DC: IFC.

²⁹ Siegel, J., L. Pyun, et al. 2013. Multinational Firms, Labor Market Discrimination, and the Capture of Competitive Advantage by Exploiting the Social Divide. Working Paper No. 11-011. Cambridge, MA: Harvard Business School.

³⁰ ManpowerGroup. 2013. 2013 Talent Shortage Survey: Research Results. ManpowerGroup.

the global population and deserve equal access to health, education, earning power and political representation.

This report aims to measure the relative gaps between men and women across four key areas: health, education, economy and politics.

The 2016 report shows that the 144 countries covered have closed almost 96% of the gap in health outcomes between men and women and more than 95% of the gap in education attainment. However, regarding the gap of economic participation and political empowerment, it remains wide. Indeed, only 59% of the economic outcomes gap and 23% of the political outcomes gap have been closed.

To have a global overview on the trends in the different regions of the world, the figure below shows the gender gap index 2016, by region:

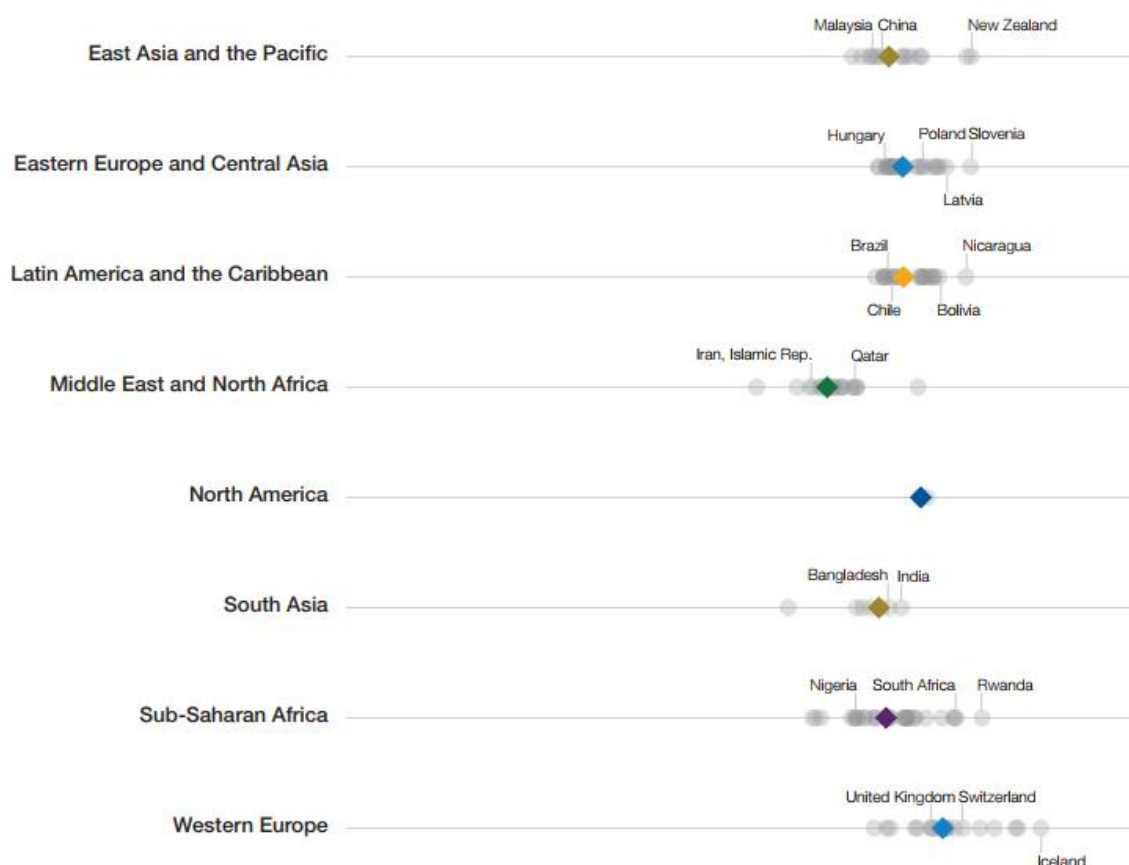


Figure 3. Global Gender Gap Index 2016, by region

Western Europe holds the top spot, followed by North America while Middle East and North Africa holds the last position.

The figure below shows the economic participation and opportunity sub index 2015, by region:

Figure 5: Economic Participation and Opportunity subindex 2015, by region

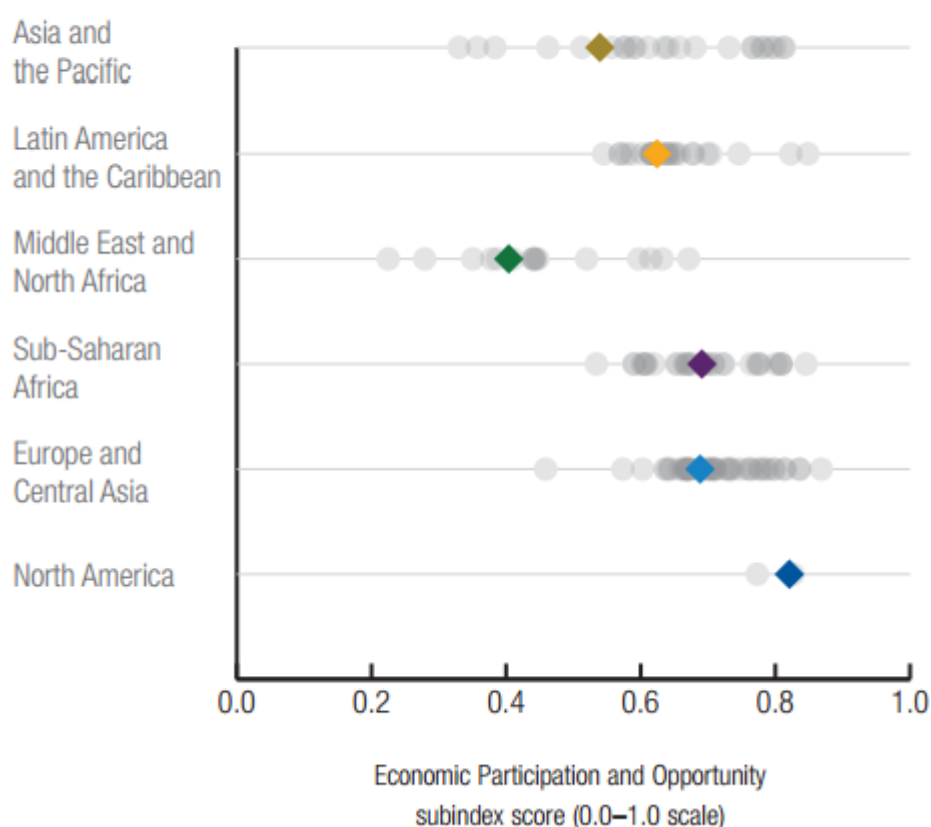


Figure 4. Economic participation and opportunity sub index 2015, by region

North America has the highest average score, followed by Sub-Saharan Africa, Europe and Central Asia, Latin America and the Caribbean, Asia and the Pacific and Middle East and North Africa.

Regarding the three locations mostly addressed in this research particularly in the survey; in the 2016 ranking, France holds the 17th position, United States hold the 45th position and Morocco the 137th position.

These data globally testify on the relevance of the gender equality across different parts of the world especially at the economic level.

In 2016, the GDP per capita³¹ in USA was US\$ 52549, in France US\$ 37306 and in Morocco US\$ 7361.

The table below shows the details of the 2016 ranking for the 3 countries that were targeted by the research:

Country	Global index		Economic participation and opportunity		Educational attainment		Health and survival		Political empowerment	
France	17	0.755	64	0.676	1	1.000	1	0.980	19	0.365
United States	45	0.722	26	0.752	1	1.000	62	0.975	73	0.162
Morocco	137	0.597	139	0.380	122	0.925	93	0.971	98	0.110

Figure 5. Gender Gap Index 2016 ranking of Morocco, France and USA

Finally, the table below shows the Economic participation and opportunity sub index in details for the 3 countries:

³¹ GDP per capita (constant '11 intl.\$,PPP)

Sub index	United States		France		Morocco	
	ranking	Female to male ratio	Ranking	Female to male ratio	ranking	Female to male ratio
Economic participation and opportunity	26	0.75	64	0.68	139	0.38
<i>Labor force participation</i>	56	0.86	34	0.90	137	0.34
<i>Wage equality for similar work (survey)</i>	66	0.65	134	0.48	123	0.54
<i>Estimated earned income (US\$,PPP)</i>	50	0.65	22	0.72	134	0.26
<i>Legislators, senior officials, and managers</i>	11	0.77	61	0.46	111	0.15
<i>Professional and technical workers</i>	1	1.33	1	1.02	106	0.55

Figure 6. Gender Gap Sub Index 2016 ranking of Morocco, France and USA

This sub index contains three concepts that are calculated as follows:

- The participation gap: is captured by using the difference between men and women in the labor force participation rates

- The remuneration gap: is captured through hard data indicator (ratio of estimated female to male earned income) and a qualitative indicator gathered through the World Economic Forum's Executive Opinion Survey (wage equality for similar work)
- The advancement gap: it is captured through two hard data statistics (the ratio of women to men among legislators, senior officials and managers, and the ratio of women to men among technical and professional workers)

Globally, the United States went from the 28th position in 2015 to the 45th position in 2016. This regression is due to a decrease on the economic participation and opportunity score. According to the report this regression is due to a revised estimate of the size of the gender gap in estimated earned income. Meanwhile, there is a stagnation in the female labour force participation for number of years, including among managers, senior officials and legislators.

France went from the 15th position in 2015 to the 17th position in 2016. As per the report France improves on labour force participation and female professional and technical workers. In France, have women broken the 30% participation threshold. However, the wage gap for similar work is above 50%.

In 2015, France was the lowest ranked country from the Europe region on the Wage equality for similar work indicator, sitting at 132nd position out of 134 countries. Regarding the share of women on boards of listed companies, France was ranked second, after Norway.

Morocco, since 2006, has improved across all sub-indexes except Economic Participation and Opportunity, where it is the world's third-least improved country.”³²

Morocco moved from the 139th position to the 137th position in 2016. Morocco increased wage equality across the business community. To close the Economic Participation and

³² Gender Gap Index 2015 Report, World Economic Forum

Opportunity sub index gap, efforts should be maintained and accelerated when the scores are far from 1 (equality) (0 being inequality). These efforts should be made by different stakeholders including the public and the private sector.

Though, if the good results are taken for granted and nothing more is done, there is a high risk that gender inequality reappears.

Efforts to close the economic participation gap must be sustainable and not punctual.

3.6 McKinsey: Gender study

The international management consulting firm- McKinsey has published an article in March 2016 titled “Breaking down the gender challenge”. In this article, the experts emphasized that three archetypes of women in leadership positions emerged:

- i) **Women who are enabled to enter** across some industries such as automotive and industrial manufacturing, energy and basic materials and technology both software and hardware;
- ii) **Women who are stuck in the middle** of some industries such as logistics and transportation, healthcare and pharmaceuticals, and hospitality; and
- iii) **Women who are locked out of the top** in some industries such as retailing and consumer goods, media and telecom, and financial and professional services.³³

According to this research conducted in 2015 where McKinsey collected data from 30 000 employees at 118 North American companies across nine industries, organizations are suffering from one of the above scenarios. The research claims that:

³³ Source: 2015 joint research by Leanin.org and McKinsey; data collected from 30000 employees at 118 companies across nine industries

For the 1st scenario where women are enable to enter, the problem comes from the low graduation rates of women in some sectors programs such as engineering. These programs receive about 20%, 24% and 23% of bachelor's, master's and doctor's degrees, respectively according to the study.

For the 2nd scenario where women are stuck in the middle, the main stakeholders in this issue are men, women and organizations. Hence, organizations are called when they develop their gender equality strategy to go through an assessment of their current situation and propose solutions to enable both women and men to advance equally, for instance fair promotion decision.

For the 3rd scenario where women are locked out of the top, the organizations when developing their gender strategies should look in the assessment of the current situation items such as the proportion of senior external hires, the work-flexibility programs they offer, the mentoring and sponsoring programs offered to men and women high potentials.

According to The Women in the Workplace Survey 2016, that is a comprehensive study conducted by LeanIn.org and McKinsey & Company,³⁴ there are few women at the top of companies.

The disparity is especially pronounced for women of color, who face the most barriers to advancement and experience the sharpest drop-offs with seniority.

The key findings of the reports are that:

- Women negotiate as often as men, however they face pushback when they do and receive feedbacks saying that they are “bossy”, “intimidating” or “too aggressive”,
- Women get less access to leadership positions: sponsorship by senior leaders is essential for success. However, women report fewer substantive interactions with senior leaders than their male counterparts,

³⁴ <http://www.mckinsey.com/business-functions/organization/our-insights/women-in-the-workplace-2016>

- Women ask for feedback as often as men but they report to receive it less than men,
- Women are less interested in executive positions and perceive the pros and cons of senior leadership differently: While 56% of men are interested in becoming top executives, only 40% of women express the same interest. Women with or without children say they don't want the pressure, and women who want a top job anticipate a steeper path than men do.

The report suggests four recommendations to advance the gender equality objective in the workplace: i) make a convincing case for gender diversity by using a combination of storytelling and data. Companies should speak to the positive impact greater gender diversity has on individuals, on the company and its customers, and on society more broadly., ii) Ensure the fairness of the processes of recruitments, promotions and reviews, iii) investment in employee training, and iv) focus on results and accountability on gender equality.

3.7 Grant Thornton International Business Report: Gender equality analysis

According to the Grant Thornton International Business Report (IBR) 2016, women are not leading executive teams. They tend to be in senior supporting roles such as human resources and finance. In 2016 the majority of women in senior management are human resources directors (23%), chief financial officers (21%) or, in third place, chief marketing officers (11%). Just 9% are chief executive officers or managing directors.

According to the same report, business leaders' views of the five most important attributes of a good leader are represented in the figure below:

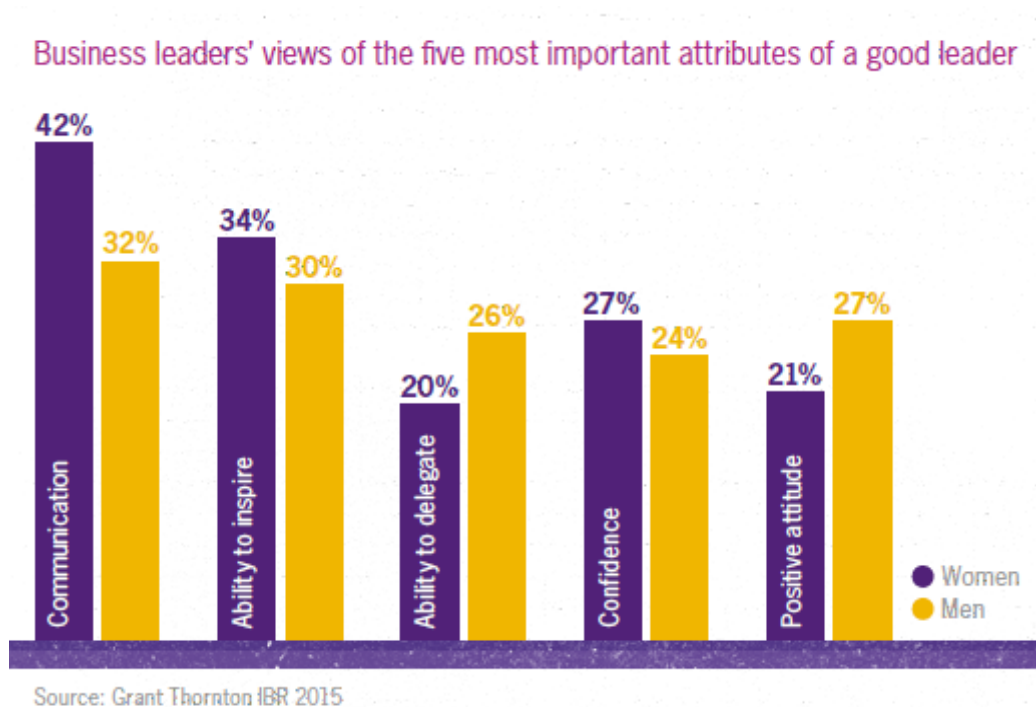


Figure 7. Business leader's views of the five most important attributes of a good leader Grant. Source Grant Thornton IBR 2015

The top three attributes of a good leader according to women are: i) communication, ii) ability to inspire, iii) confidence. While the top three attributes of a good leader according to men are: i) communication, ii) ability to inspire, iii) positive attitude.

Finally, according to the report, the reasons that push women and men to take leadership positions are represented in the figure below:

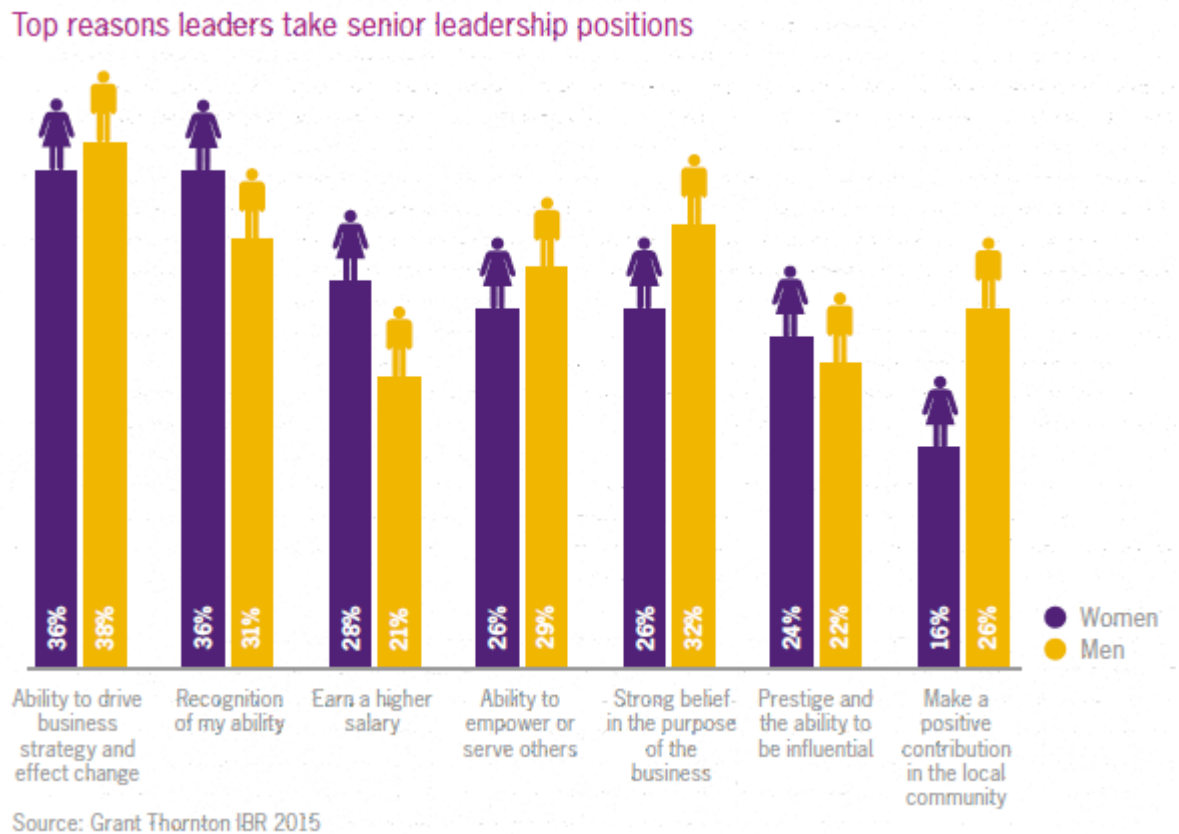


Figure 8. Top reasons leaders take senior leadership positions. Source Grant Thornton IBR 2015

The top three motivations for women are: i) the ability to drive business strategy and effect change, ii) the recognition of their ability, iii) earning a higher salary. Whereas the top three motivation for men are: i) the ability to drive business strategy and effect change, ii) a strong belief in the purpose of the business, iii) the recognition of their ability.

The 2016 report ends up with the three recommendations below:

- **Demonstrate demand for the leadership skills women value:** i) businesses must review their definition of leadership and demonstrate within the organizations that difference is desirable, ii) women must seek new experiences to gain diverse perspective and demonstrate they have the required business skills, iii) government must demonstrate best practice on diverse leadership.
- **Understand what drives the desire to lead:** i) businesses must promote opportunities for leaders to make a difference and be aware that money matters to women

and fulfill this need, ii) women must be clear about what they want and ask for it, iii) government must enforce transparency on remuneration and push for equal pay.

- **Create an environment that supports women wanting to lead:** i) businesses must identify and address the deep-rooted beliefs that hold women back and must support the talent pipeline by providing mentorship and sponsorship programs, ii) women must recognize that they are a role model and be honest about their experiences of leadership, iii) government must ensure available, flexible, affordable and high quality childcare.

The Grant Thornton International Business Report (IBR) 2017 focused on the issue of risk and reward. The perception of men and women is different regarding these two aspects, and as a result they act differently. The percentage of women in senior management positions has risen from 24% in 2016 to 25% in 2017. Globally it contributes to a six percent shift in the last 13 years. Meanwhile, the number of companies with no female participation at the senior level has risen by one percent from 33% in 2016 to 34% in 2017. The reasons of the lack of diversity depend of the culture of the companies and the broader culture in which they sit.

3.8 The United Nations Global Compact Initiative

During the World Economic Forum on January 31st, 1999 the former UN Secretary General Kofi Annan announced the UN Global Compact that was launched afterwards at UN Headquarters on July 26th, 2000. According to a mandate defined by the UN General Assembly, the Global Compact Office works off as an organization that “promotes responsible practices and UN values among the global business community and the UN System”³⁵.

The UN Global Compact is a founding member of the United Nations Sustainable Stock Exchanges (SSE) initiative along with the Principles for Responsible Investment (PRI), the

³⁵ A/RES/68/234

United Nations Environment Program Finance Initiative (UNEP-FI), and the United Nations Conference on Trade and Development (UNCTAD).

The objective of the UN Global Compact Initiative is to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.

It's a principle based framework for companies, stating ten principles in the areas of human rights, labor, environment and anti-corruption with two main objectives: i) mainstream the ten principles in business activities around the world, and ii) catalyze actions in support of broader UN goals such as Sustainable Development Goals (SDGs).

The Ten principles are derived from four international conventions: i) the Universal Declaration of Human Rights, ii) the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, iii) the Rio Declaration on Environment and Development, and iv) the United Nations Convention Against Corruption.

With 13000 corporate participants and other stakeholders over 170 countries, the UN Global Compact is the world's largest corporate sustainability initiative.

More specifically, the UN Global Compact supports businesses to:

1. Do business responsibly by integrating the Ten principles on human rights, labor, environment and anti-corruption in their strategies and operations; and
2. Take strategic actions to advance broader societal goals, such as the SDGs, with an emphasis on collaboration and innovation.

By integrating the Global Compact principles into strategies, policies and procedures, and establishing a culture of integrity, businesses are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success.

Corporate sustainability begins with a company's value system and a principled approach to doing business. Responsible businesses enact the same values and principles within their different business units, and are aware that good practices in one area do not offset harm in another.

The United Nations Global compact initiative principles under each specific area are:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: make sure that they are not complicit in human rights abuses.

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: the elimination of all forms of forced and compulsory labor

Principle 5: the effective abolition of child labor

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: undertake initiatives to promote greater environmental responsibility

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

More details on how companies could apply these principles are in **Appendix 3**.

3.9 The Women's Empowerment Principles WEPs

The Calvert Women's Principles are the first global corporate code of conduct focused exclusively on empowering, advancing and investing in women worldwide and they were developed in partnership with UNIFEM (now part of UN Women) and launched in 2004.

The Women's Empowerment Principles are adapted from the Calvert Women's Principles³⁶ and are the result of a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact (UNGC).

The Women's Empowerment Principles (WEPs) were launched to the global community on International Women's Day 2010 (March 8th) after being developed through a year-long international multi-stakeholder consultation process.

The WEPs are not a prescriptive or a new initiative to which business is asked to subscribe, the WEPs seek to point the way to best practice by elaborating the gender dimension of good corporate citizenship, the UN Global Compact, and business' role in sustainable development.

The Principles were developed as a voluntary framework and resource for companies dedicated to advancing gender equality.

³⁶ <http://www.calvert.com/NRC/Literature/Documents/BR10089.pdf>

The WEPs offer seven steps to guide organizations on how to empower women in the workplace, marketplace and community.

The seven principles, also subtitled ***Equality Means Business***, emphasize the business case for corporate action to promote gender equality and women's empowerment and are informed by real-life business practices and input collected from across the world.

The first step for businesses to embrace the WEPs is to sign the CEO Statement of Support for the Women's Empowerment Principles.

Signers of the CEO Statement emphasize that equal treatment of women and men is not just the right thing to do, it should be a corporate priority and it is also good for business.

Signing the CEO Statement of Support has no binding obligation. However, signing the CEO Statement is a good way to demonstrate the first Principle, which is: “Establish high-level corporate leadership for gender equality”, and it has now been signed by over 1353 chief executives of companies around the world.³⁷ Signing the CEO Statement give the opportunity to the organizations to demonstrate their support to advance and empower women and it also provide a platform for corporate executives to encourage fellow business leaders to support the same principles by signing the Statement.

In USA, 56 CEOs have signed the CEO Statement of Support for the WEPs from companies such as Merck, Marc Jacobs International, Mars Chocolate, Microsoft Corporation and Pepsi Co. In France they are 43 from companies such as Accor, Louis Vuitton, Kering (former PPR), Guerlain, Dior, LVMH Fragrance Brands, LVMH Moet Hennessey Louis Vuitton, Moet & Chandon- MHCS, L’Oréal and Total and finally, in Morocco 1 CEO from BMCI Bank have signed the Statement.

The WEPs seven principles are:

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

³⁷ <http://weprinciples.org/Site/Companies/1>

- Principe 2: Treat all women and men fairly at work, respect and support human rights and non-discrimination
- Principe 3: Ensure the health, safety and well-being of all women and men workers
- Principe 4: Promote education, training and professional development for women
- Principe 5: Implement enterprise development, supply chain and marketing practices that empower women
- Principe 6: Promote equality through community initiatives and advocacy
- Principe 7: Measure and publicly report on progress to achieve gender equality

Companies are called to take action across all seven Principles by applying some of the options in the Appendix 4³⁸.

3.10 The Gender Equality European & International standard GEEIS

The Arborus endowment fund

The Arborus endowment fund was born at the initiative of major international groups who wanted to have a European and international tool to guide their HR strategy in the field of professional equality.

The fund was born under the high patronage of the Economic Social and Environmental Council on 8 April 2010 with the aim of creating a common European and global culture of equality and enabling businesses to have a place where they can come together to reflect together within the same objective.

³⁸ <http://weprinciples.org/Site/>

The Arborus Endowment Fund, in partnership with Bureau Veritas Certification, has launched the first European and international standard for gender equality: the GEES-GEIS label (Gender Equality European-International Standard).

In 2014, the label becomes GEEIS (Gender Equality European and International Standard).

In 2010, seven major groups, leaders in Europe and the rest of the world, in industry and services, chose via Arborus to take an active part in the creation of a common culture of professional equality in The European Union. These groups are BNP Personal Finance, GE Europe, L'Oréal, Orange, PSA Peugeot Citroën, Randstad France and Geodis.

Since 2014, the group of founding members of the Arborus Endowment Fund has expanded. The groups Lafarge, EDF, Carrefour and Keolis have joined the Arborus Endowment Fund and are committed to the GEEIS label, which has become international.

The goal of the GEEIS label is to formalize companies' commitment to gender equality in Europe and around the world.

To date, 9 large groups have been labeled on the European and international perimeter (2014).

BNP Personal Finance, General Electric-Energy Europe, L'OREAL, PSA, Randstad, Orange, in 2011 and 2012 Geodis.

In 2014, the Lafarge, EDF and Carrefour groups joined the founders and received their first GEEIS trophies, followed by Keolis in 2015.

The Arborus Endowment Fund and the GEEIS are open to all companies wishing to participate in building a more equitable society based on equality between women and men.

Committing to the path of obtaining this Label implies a reflection on several axes in the management of human resources, such as recruitment, remuneration, management skills ...

The GEES Label has been designed with Bureau Veritas, the world leader in certification, whose experts carry out audits in companies wishing to be labeled.

These audits are based on the review, after interviews with companies' managers, at headquarters and subsidiaries in Europe, of a set of criteria to evaluate the involvement and progress made. Levels of performance in practice are then assigned. The Label is awarded for three years, with an intermediate evaluation taking place after the first 18 months.

The approach

A tool to harmonize practices. The GEEIS is an instrument of action and evaluation which is directly linked to the expectations and reality of the field of international companies. As an incentive tool, it helps to drive the company into a dynamic of progress and to valorize the efforts made, internally as well as externally.

The goal of the label GEEIS

The Gender Equality- European & International Standard (GEEIS) is a steering tool that enables international companies to harmonize practices between parent companies and subsidiaries. For each applicant company, the parent company and its subsidiaries are audited to ensure that the means put in place to promote professional equality between women and men are appropriate and that the tools for promoting the policy on resources Human resources are in place.

The Audit Scheme

Labels are awarded after an audit of the means and tools implemented at headquarters and in the subsidiaries. The audit evaluates various criteria, including the general policy of professional equality, the training of managers, the existence of actions favoring the mixing of trades and wage practices

The scope of the Label

The Gender Equality European & International Standard recognizes the national

certifications already obtained and complements them without replacing them. This is a strong argument in terms of external communication and HR, for the recruitment of senior executives and young graduates. It is a European and international standard that embodies the desire of exemplary companies to come together to create a common culture of equality and make it a major challenge for economic competitiveness.

The GEEIS

GEEIS (Gender Equality European and International standard) is the first international label on professional equality between women and men. It attests that a company has put in place a human resources policy that promotes and values the emergence of the talents of both women and men. The group labeled must put in place tools of steering, training and communication to promote the subject of equality. The objective is to establish a lasting dialogue and constant exchange of experience both between individuals and between the different entities of the group.

GEEIS is an incentive: it is designed for companies that already have a professional equality policy and want an independent third party to validate their coherence and effectiveness. It also targets companies who want to engage and integrate this dimension in their human resources strategy.

This GEEIS label is fully embedded in the current societal approaches of which the ISO 26000 is an example. Companies are moving, attitudes are changing, companies, and especially large groups, need to show their engagement in social and economic changes. Whether it is child labor or wage disparities between men and women, they have to play cards on the table.

GEEIS targets equity: opening up to women certain occupations or responsibilities occupied by men but also opening up to men certain trades often "reserved" for women. The

approach of Professional Equality must be seen as a lever of knowledge, evolution, progress of the company in order to valorize all the talents.

GEEIS provides a managerial, practical and pragmatic framework and tools to ensure that all managers, Human Resources, Diversity and Equal Opportunities Directorates (increasingly encountered in major Structures) and coaching, can bring and sponsor actions related to professional equality at all levels of the organization.

The label has an incentive aspect; the objective is to valorize the efforts of each one starting by engagement. For this, 3 levels of the Label were developed:

- The first level is the formalization of the commitment
- The second level concerns the implementation of concrete actions and the Group's ability to extend them to its subsidiaries.
- The third level is the continuous improvement of good practices.

The label is issued after a documentary study and an on-site audit. The aim is to ensure the proper deployment of the human resources policy on professional equality on the subsidiaries of the group concerned. The labeled company can refer to the label GEES and use the logo in its various communications to attest to the seriousness of its policy of Professional Equality.

GEEIS is issued for three years with an intermediate validation after 18 months.

The Nine criteria of the GEES label:

- General policy in terms of professional equality
- Implementation of harmonized actions promoting the emergence of a common culture within the group concerned
- Impulse of specific actions by country
- Organization and quality of European / international social dialogue in EWCs (European Works Council) or equivalent for subsidiaries
- Raising awareness and / or training of the HR sector and managers

- Existence of actions favoring the mix of occupations and / or hierarchical levels
- Wage practices
- The overall impact of European / international policy

The Gender Equality European & International Standard is a benchmark developed by European and international companies committed to encourage gender equality in the workplace. The companies that have founded GEES are Orange, Randstad, PSA Peugeot Citroen, L'Oréal and Géodis. They were joined by EDF, Carrefour, Lafarge and Keolis.

The GEEIS goal is to define appropriate resources whose application will enable the transition to gender equality in the workplace, guide that transition and promote it within the group.

The evaluations made to obtain the GEEIS label examine three core issues:

- Management resources
- HR and management practices
- The overall impact of European and international policy

The standard sets three levels of gender equality performance:

- Level 1: Basic practices
- Level 2: Good practices
- Level 3: Very good practices

Below some testimonials from executives that went through the GEEIS:

L'Oréal

“Contributing to the creation of the first endowment fund for Equality at Work in Europe, was for L'Oréal an opportunity to take part into a kind of “virtuous stimulation” between partner Companies. The dynamics of cooperation fully played its part, both within L'Oréal subsidiaries or with the other Companies of the Fund.”

Jean-Claude Le Grand Corporate Diversity Director L'OREAL

GENERAL ELECTRIC Power & Water

“Within a world organization as complex as GE’s, the GEEIS was a real challenge to identify our European specificities in terms of gender equality.”

Najat Lechguer Equality and diversity Manager GENERAL ELECTRIC Power & Water
BNP Paris Bas

“The first interest of the Arborus Fund is to be able to share best practices, and to benchmark with HR procedures from other companies. It is a source of recognition for our collaborators who have been appreciating all actions implemented on this subject for several years.”

Philippe Noyer Social Affair and Societal Equity Project Director BNP PERSONAL

FINANCE

LAFARGE

“We believe diversity of teams and management in all countries where we are present is a key differentiating factor in terms of performance and innovation. Gender equality will pave the way for a more general change of mindset and behaviors, favoring a fully diverse and inclusive environment. Implementing GEEIS where we operate is a great way for countries of promoting gender equality within a structured framework for continuous improvement.”

Sonia d’Emilio SVP Talent Management LAFARGE

3.11 The Sustainable Development Goals (SDGs)

In September 2015, the 193 member States of the United Nations adopted the Agenda 2030 for the next 15 years to end extreme poverty, fight inequality and injustice, and protect the planet. This agenda is composed of 17 Sustainable development goals (SDGs) which clearly state the world we want and that it applying to all nations - developed and less developed.

The process of planning these new global goals was very inclusive, it brings together governments, businesses, civil society and citizens from the process' kickoff and they all agreed on where the world needs to go.

Achieving these ambitious goals will require massive efforts from all sectors and business has to play a very important role in this endeavor.

In fact, the business environment is rapidly changing, bringing a complex mix of risks and opportunities. The market can be disrupted rapidly by factors such as new technology or a sudden lack of natural resources. At the same time, investors as well as consumers have an immediate access to information and they want responsible businesses that take responsibility for the pressure on the planet and its population.

Today business leaders and investors are aware that it's not enough for companies to limit themselves only with short term profits because the risks such as natural disasters, economic disparity or social unrest can damage long-term prosperity. The ones who understand this challenge and take action are a step ahead.

The SDGs outline new markets and opportunities for companies all over the world. The UN Global compact is engaged to play the role of a leading catalyst of that transformation.

Regarding gender equality, the world's leaders set one goal that is dedicated to this very important and universal issue.

This goal is the SDG n° 5 which is about focusing on achieving gender equality and empowering all women and girls.

The fact is that despite the progress, women and girls do not fully experience equal rights and their potential as economic, social and sustainable development change-agents remains unexploited.

For equal work, women receive unequal pay and when it comes to power and decision making roles, they are underrepresented. Women-owned enterprises lack equal opportunity to

compete for business opportunities and are economically underprivileged. They also face legal and other barriers that impact their opportunities as entrepreneurs and at work. Last but not least, women continue to experience physical and sexual harassment

The empowerment of woman and girls contribute to economic growth, promote social development and create more justice and stable societies.

The main beneficiaries from women's economic empowerment are women themselves and children. It is considered vital for the health and social development of families, communities and nations. The SDGs highlight women's empowerment as a vital development objective, in and on itself, and emphasize the relevance of gender equality to address a wide range of global challenges.

Businesses that put women's empowerment as a priority experience greater success. Research demonstrate that investing in girls and women lead to more productivity, organizational effectiveness, return on investment and higher client satisfaction.

An increasing number of leaders in the world of business recognize the importance of women as leaders, workers, entrepreneurs, clients and caretakers. These business leaders adapt their policies, strategies and initiatives to contribute to the creation of environments where women and girls can prosper.

Businesses are considered at a minimum to have the responsibility to respect the rights of women and girls, such as by putting in place non-discrimination and sexual harassment policies.

Moreover, businesses can create inclusive business models and invest in women's economic empowerment initiatives and projects. They can contribute to the advancement of women's rights and advocate for gender equality policies by partnering with organizations. This type of actions should be a complement to support women's rights, they are not a substitute for respecting women's rights.

3.12 Dr Lois P. Frankel: Nice girls don't get the corner office

In “Nice girls don’t get the Corner Office” by Dr Lois P. Frankel, women’s behavior in the workplace is also pointed out. Indeed, the concept of “nice girl” had been developed and defined by the author as a childhood behavior adopted by women who are being overly nice, polite, compliant, submissive, and soft spoken. In another book co-authored by the same author “nice girls just don’t get it”, nice girls act in ways designed to make others like them.

In contrast, winning women act in ways that ensure their goals are met. Winning women know what they want, they have clarity about where they are heading and how to achieve it through high likability and emotional intelligence.

In the co-authored book, the authors emphasized an important fact, that is when women want to make the transition from a nice girl to a winning woman “nice girls find that others will try to make them feel guilty, selfish, or uncaring when they try to change conditions and put their needs first. Whereas the nice girl wants to change, others want to maintain status quo because it works for them. Winning women look at resistance as a necessary part of building relationships”.

In her book “Nice girls don’t get the Corner Office”, Dr Frankel encourages women in the workplace to change their behavior. She actually advises women:

- i) **To play the game:** by that she means that the workplace is a game with rules, boundaries, strategies, winners and losers. It is for women to recognize that workplace is a competitive environment where they should develop strategies that work to their advantage within the bounds and in the edge.
- ii) **To act professionally:** by this she means that women must avoid certain behaviors such as polling before making a decision, and avoid acting like men. In contrast, they should focus on improving their own unique talents, style and

strengths. They should seek to gain both respect and likability and invest in building professional relationships. They should be brave enough to confront tough issues. And they should never deny the importance of money for example if they think they are unpaid they have to verbalize it.

iii) **To think differently:** If they want to change their career, women have to change the way they think. They should reassess their beliefs. Indeed, they have to be realistic in doing their job and this will enable them to manage their coworkers' and boss's expectations. Here the author advises women not to perform miracles. They must delegate, have their own style of working, as long as it is effective and efficient; also, they should expand their horizons by exploring new areas and discovering their other potentials. They should never ignore the Quid Pro Quo which is the benefits of doing something for something, they shouldn't skip meetings that are designed to showcase their skills and knowledge, they must never put work ahead of their personal life. They should in fact seek a work life balance. They shouldn't let people waste their time, they must never abandon their career goals. Indeed, they should be totally inspired by their goals, focus on their ambition and be brave to attain them, they shouldn't ignore the importance of network relationships, they don't have to refuse perks and never make up negative stories but focus on the positive. Finally, they don't have to strive for perfection. Indeed, 80% is considered very good.

iv) **To brand and to market themselves:** This is as much important as for any specific brand. Women should consider themselves as a brand that needs to be marketed effectively. They have to define their personal brand, for that they have to specify what it is they want best to be known for, and focus on their key strengths and capitalize on them, never undermine their position or work, use

their full name and not first name to be taken seriously, never wait to be noticed but sell the brand when opportunity comes, never refuse high profile assignments but use them to showcase their capabilities, never be modest but recognize every major accomplishment, never stay in their safety zones but look for new assignments every three to five years, sell their ideas and don't give them freely, value feedback from other people. This will enable them to assess themselves better, and finally being visible and noticeable by doing presentations, or other corporate activities.

- v) **To watch how they sound:** By that the author means paying special attention to the choice of words, tone of voice, speed of speech and thought organization processes. These elements count more than the content of the speech. How women sound comprises 90% of their credibility. For this they should never couch statements as questions, they should put their ideas into affirmative and confident manner, they should go straight to the point "short sounds confident", don't explain too much, the message should be delivered in two to three sentences. Don't ask permission, don't apologize only if it is for big mistakes, don't use minimizing words, don't use qualifiers such as "it's kind of like" or "we sort of did" or "perhaps we should", answer the questions with a smart, objective and direct reply. Don't talk too fast, don't speak softly, and pause before to speak. A speech that is delivered articulately help women to be branded as knowledgeable, competent and confident.
- vi) **To watch how they look:** Statistics show that 55% of credibility comes from the look, 38% from how people sound; and, only 7% from what they actually say. Women should smile appropriately, take up space, use a gesture which is complementary to the message, don't be over or under animated, don't tilt their

heads, don't wear inappropriate make up or wrong hairstyle, don't dress inappropriately, sit professionally with the two feet on the floor, don't groom in public, don't sit in meeting with the hands under the table, don't wear the reading glasses around the neck, don't accessorize too much and finally maintain the eye contact with the other person.

- vii) **To watch how they respond:** By that the author means how women respond to the way others treat them. For that they should select the messages and don't internalize them all, don't believe that other know more than them, don't take notes, make coffee or copies, don't tolerate inappropriate behavior, don't exhibit too much patience, don't go for dead-end assignments, don't put the needs of others before theirs, don't deny their power, don't allow themselves to be the scapegoat, don't accept *Fait accompli* meaning irreversible or predetermined decisions, don't be the last to speak, don't play the gender card, never tolerate sexual harassment, and never cry.

3.13 Dr Lois P. Frankel: Stop sabotaging your career

In another book entitled "Stop sabotaging your career" published by the same author Dr Lois Frankel, women are also encouraged to use strategies that don't sabotage their career. Following are eight effective strategies suggested by Dr. Frankel: **Build strong relationships:** the author emphasizes the requirement to be accessible to the coworkers. For that women are encouraged to interact positively and equally with anyone in the organization, attend social and personal events, pay attention to some personal details related to their teammates such as birthdays, children names ... This helps to be popular within the organization and help being accepted and likable.

- **Be an integral member of the team:** women are encouraged to be involved during the meetings and choose their role carefully within the teams, to pay close attention to the team's process, to invite reluctant team members to speak up, to ensure the buy-in of the team with the decisions made, to share information and articles of interests and to celebrate team's accomplishments. The objective being to be accepted as a part of the team.

- **Capitalize and use the power of perception:** women are encouraged to dress appropriately and professionally, to look professional and by that to pay attention to details like haircut, nails, shoes... to use appropriate gesture to reinforce messages, to invest time in gym, indeed it improves physical and psychical health, stamina, self-image and outlook and finally to pay attention to their presentation and to the way they speak, communicate and present. The objective is to look professional and credible.

- **Develop the emotional intelligence and the likability quotients:** women are strongly encouraged to never embarrass anyone, to solicit feedbacks from their teammates, to privately criticize and to publicly praise, to be polite by always saying please and thank you, to create win-win situations taking into considerations the needs of everyone, to be assertive rather than to be aggressive, make people feel important by paying close attention to what they say, and finally apply the rule of treating others as they want to be treated not as women want to be treated. The objective is to become likable by the teams.

- **Manage up:** women are encouraged to never forget the following rule "he or she who has the gold sets the rules". They are encouraged to choose their battles carefully, to ask for precise feedback to improve, to never confront the boss in presence of higher authority, to take differences of opinion with management as just that, to live their outside passions so that work issues can be put into perspective, to influence the

boss toward decisions in the best interest of the organization, to support the final boss decision, to keep the boss informed with their projects and asking for inputs and finally take small risks by expressing honest opinions. The objective is to be effective, efficient and to expose relevant views.

- **Balance detail orientation with strategic thinking:** women are encourage to learn how to manage their stress, learn to play chess to gain perspective, to do things differently, to plan projects before starting them, to read articles that address trends in the field of their expertise, to trust they ability to perform tasks right and to plan for the future, to brainstorm with colleagues on projects, to take new classes to be open to new possibilities, to learn to manage time efficiently, to suggest practical solutions rather than plenty of ideas, to meditate to improve the focus, to prepare the message before talking and finally to rely if possible on staff who are details oriented to perform certain tasks. The objective is being able to see the big picture and to develop the strategic thinking.

- **Develop the value-added brand:** women are encouraged to think about their role within their organization rather than to their positions, to never miss deadlines, to react to resistance with creative problem solving, to always come with solutions to the raised complaints, to seek how to improve the service client, to return timely all emails and phone calls, to assess what is realistic to do and finally to create win win situations. The objective is to build their value-added that should be recognized by everyone.

- **Network for success:** women are encouraged to express genuine interest in others, to be able to put coworkers at ease, to commit to a global cause, to be willing to give without expectations, to be able to ask for their needs, to be able to facilitate relevant connections between others, to remember people, information and events, to

share articles of interests, to be a mentor for other women, to be member of a professional associations, to be active in the college and university's alumni associations, to write articles for professional journals and finally to conduct pro bono workshops on their field of expertise for non-profit organizations. The objective is to build relationships with other communities that open new possibilities and opportunities for women that might serve their interests.

3.14 Sheryl Sandberg: Lean in

Another author, Sheryl Sandberg the COO of Facebook, emphasized in her book “Lean in” the difficulties that all the women encounter to manage both their career and personal life especially when they have children. In this regard, she encourages women to share the household responsibilities with their husbands, though acknowledging it is not that easy because of educational and social background.

Though she gave credit to activists who stand for women's rights that are now granted, she underlined that gender biases are still alive in the workplace. Indeed, men still have the best positions and statistics confirm that. They are also paid more than women for the same positions. To enable women to benefit from the same opportunities, Sandberg highlights the importance of workplace flexibility and the need for accessible child care and parental leave policies.

In term of career management, Sandberg referred to women's behavior as an obstacle to their career development. She emphasized that the lack of women's self-confidence keeps them from advancing.

Meanwhile she showcased an interesting study entitled Heidi / Howard on the success and likability criteria conducted in 2003. The conclusion of the study revealed that when women are successful, they are less likable than men. Sandberg admits that human being needs to be liked, however she highlights that this shouldn't discourage and hinder women from achieving

their ambitions. Dr Frankel has underlined the same point, and her view on this was that women should expect to be treated as selfish... For her, if women face resistance they should consider this a good starting point to their transition from being a nice girl to a winning woman.

Finally, Sandberg encourages women to have interactions with other colleagues and to ask for specific feedbacks that will enable them to grow. She believes that this is a better option than to have a mentor.

These literatures emphasize that to change the actual situation, things have to be done at three levels:

- **The normative level:** Indeed, to apply the equal remuneration, ILO recommends the application by means of: (a) national laws or regulations; (b) legally established or recognized machinery for wage determination; (c) collective agreements between employers and workers; or (d) a combination of these various means. Data shows that in States that have ratified the Equal Remuneration Convention, establishing a national gender equality legislation improves women's access to decision-making and leadership positions and help closing the gap between men and women in the market place.

- **The corporate level:** Increasing evidence shows that businesses benefit from the promotion of gender balanced staff and from the promotion of women in leadership positions.

- **The women level:** women should reassess and change their behavior in the workplace if they want to advance.

That being said, there are other stakeholders that are concerned by this issue such as organization's leaders, managers, workers and men in general.

4. Case studies on gender equality

Several companies worldwide adopted strategies to reinforce gender equality in the workplace. Unfortunately, these cases are still rare. Below three cases are presented from different countries and continents to demonstrate how businesses integrate gender equality issues in their strategies, operations and programs. The CEO's leadership on gender equality is the real and the first entry point for gender equality integration in corporate strategies.



4.1 Case 1: Kering

Kering (previously Pinault Pimtemps Redoute PPR) is a French Luxury group, it develops an ensemble of luxury houses in fashion, leather goods, jewelry and watches: Gucci, Bottega Veneta, Saint Laurent, Alexander McQueen, Balenciaga, Brioni, Christopher Kane, McQ, Stella McCartney, Tomas Maier, Boucheron, Dodo, Girard-Perregaux, Pomellato, Qeelin and Ulysse Nardin. The group is also developing the Sport & Lifestyle brands Puma, Volcom and Cobra.

Kering key figures:

- Group revenues of more than €11.5 billion, operating income of €1.6 billion in 2015.
- Kering brands are distributed in more than 120 countries.
- More than 38,000 employees at the end of 2015.

Kering engagement:

Kering believes sustainability is a smart business. According to Kering's definition, smart business respect innovation, pioneering business models and outside-the-box-thinking. As the world closes in on its limited resources, new challenges will continue to arise for the Group, the industry and beyond.

Driven by this conviction, Kering propels its brands to lead with business practices that contribute to a better world economically, environmentally and socially. Kering believes that the payoffs of becoming a more sustainable business to create positive value for people and the planet, make the endeavours not only worthwhile but also essential. In light of this, the group developed the Environmental Profit & Loss (EP&L); a pioneering management tool that measures and monetizes the environmental impacts of its activities. Led by the insights of its EP&L, Kering focuses its priority actions on sourcing practices, production processes and supplier performance.

Kering believes in women empowerment.

Advancing gender equality is a priority for Kering. Women account for 60% of Kering's employees and 80% of its clients. Women also represent 49,6³⁹ % of the world's population.

Kering is committed to women in three ways:

- HR Policy: The HR policy aims to make Kering the best place for women to work in.
- Kering Foundation: combats violence against women, focusing on: i)Americas by combating sexual violence, ii)Asia by combating domestic violence, and iii)Europe by combating harmful traditional practices. The Kering Foundation supports also NGO

³⁹ United Nations Data

projects and social entrepreneurs as well as organizing awareness campaigns involving the Group's 38,000 employees.

- **Film Industry:** As an official partner of the Cannes International Film Festival, Kering highlight and support women's contribution to the film industry — in front of and behind the camera — through its *Women in Motion* programme. The group also help female filmmakers through our partnership with *Women at Sundance Fellowship Program*.

Kering believes in talent development

Diversity of gender, nationality, age, background, talent and aspiration is part of the Kering experience. The Group is keen to attract and develop the best talent in all aspects of the operation. The group wants to create an environment where everyone is encouraged to learn, to lead and to have an impact.

Kering also nurture rising talent through partnerships with organizations like Vogue Italia, Parsons School of Design, Tsinghua University, HEC, Centre for Sustainable Fashion at London College of Fashion and ANDAM.

Across its brands, the group invest in the preservation of traditional craftsmanship through training and technical programmes such as Brioni's tailoring school and Bottega Veneta's school of leather-making. Teaching the next generation traditional techniques not only to ensure that know-how is passed from heritage to legacy; but also to enlarge opportunities for future employment.

Kering supports everyone in developing leadership

Kering believes that with the right vision, motivation and level of engagement, everyone can be a leader. The Kering Leadership Model is based on these themes: Create with a vision; Drive and deliver; Engage with all; and Build from heritage to legacy.

By encouraging employees to balance these skills, the group empowers them to deliver Kering's strategy and thereby contribute to its development.

Kering's engagement on Promoting Diversity

Kering places a particular emphasis on advancing gender equality.

Principle 1 of the WEPs: High level corporate leadership on gender equality evidence

In line with its commitment in favor of women embodied by the Kering Foundation which combats Violence Against Women, in 2010, the Group was one of the first companies in France to sign the Women's Empowerment Principles, drafted by UN Women and the United Nations Global Compact. These Principles offer guidance on how to empower women in the company, and more generally, in the community.

Principle 2 of the WEPs: Treat all women and men fairly at work - respect and support human rights and nondiscrimination Evidence

In 2010, Kering launched its Leadership & Gender Diversity programme in order to promote the access of women to the top positions and, more generally, to distill a culture of gender equality within the Group.

The Leadership & Gender Diversity programme focuses on three core priorities, with a set of tailored measures for adjustment to local specificities: Ensuring transparency and equal opportunities throughout careers, thanks to human resources policies and processes that treat all employees fairly

In 2016, Kering and the UN Women French National Committee signed a three-year partnership agreement to support the development of initiatives and enhance their impact,

through financial support and active participation in the global organization's raising-awareness campaigns such as HeForShe.

Promoting the development of female talents in the organization

The mentoring program, is one of the Group's key initiatives in favor of gender equality. After two successful editions in France, in early 2016, Kering launched its Mentoring Program in Asia Pacific (Hong Kong, Korea and Mainland China), allowing senior managers to share their expertise and experiences, so as to support the personal and professional development of junior female managers coming from different brands throughout a year. The program will be rolled out in the UK, US and Italy in the coming months.

Kering GEEIS Label evidence:

In 2016, Kering received the Gender Equality European & International Standard (GEEIS), through a certification process designed by Arborus in association with Bureau Veritas Certification.

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

Inciting the managers to take an active part in this commitment to gender equality, particularly regarding the issue of work / life balance.

A lot of initiatives such as telecommuting, flexibles hours, child care solution, advantageous family and sick leave policy, raising-awareness conferences...have been implemented within the Group.

Kering Global Compact reporting:

In its 2015 reporting to the global compact, the Global Compact stated the following for Kering.

- **Women's Empowerment**

The Communication on Progress (COP) describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace:

- Achieving and maintaining gender equality in senior management and board positions
- Achieving and maintaining gender equality in middle management positions
- Equal pay for work of equal value
- Flexible work options
- Access to child and dependent care
- Support for pregnant women and those returning from maternity leave
- Recruitment and retention, including training and development, of female employees
- Gender-specific health and safety issues
- Gender-based violence and harassment
- Education and training opportunities for women workers
- Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- Mentoring and sponsorship opportunities for women workers

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace:

- Supplier diversity program
- Composition of supplier base by sex
- Support for women business owners and women entrepreneurs

- Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers
- Gender-sensitive marketing
- Gender-sensitive product and service development

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community:

- Designing community stakeholder engagements that are free of gender discrimination/stereotyping and sensitive to gender issues
- Gender impact assessments or consideration of gender-related impacts as part of its social and/or human rights impact assessments
- Ensuring female beneficiaries of community programs
- Community initiatives specifically targeted at the empowerment of women and girls
- Strategies to ensure that community investment projects and programs (including economic, social and environmental) positively impact women and girls
- Strategies to ensure that community investment projects and programmes (including economic, social and environmental) include the full participation of women and girls

The COP contains or refers to sex-disaggregated data:

- Achieving and maintaining gender equality in senior management and board positions
- Achieving and maintaining gender equality in middle management positions
- Equal pay for work of equal value
- Flexible work options
- Access to child and dependent care
- Support for pregnant women and those returning from maternity leave
- Recruitment and retention, including training and development, of female employees

- Gender-specific health and safety issues
- Gender-based violence and harassment
- Education and training opportunities for women workers
- Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- Mentoring and sponsorship opportunities for women workers

The 2015 Kering Communication on Progress qualifies for the Global Compact Active level.



4.2 Case 2: MERCK & CO., Inc.

MERCK & CO., Inc. (NYSE: MRK) d.b.a Merck Sharp & Dohme (MSD) outside the United States and Canada, is an American pharmaceutical company.

The company employs 68,000 people worldwide (as of 3/31/16)⁴⁰, 34% of its executive roles are held by women⁴¹, and is one of the five largest pharmaceutical companies in the world. Former American subsidiary of the Merck KGaA group, it has been autonomous since 1917, and has no connection with its former group.

Good practices on gender equality in the field of training and development⁴²:

Simmons Leadership Forum: Merck partner with Simmons to inspire and empower women executives. Merck recognizes that developing the leadership potential of women executives and positioning them for success delivers a tangible competitive advantage for their organizations. In so doing, Merck send a strong signal to their employees that the management regard developing, promoting and retaining female executives very seriously.

⁴⁰ <http://www.merck.com/about/home.html>

⁴¹ <http://www.merck.com/about/how-we-operate/diversity/home.html>

⁴² <http://www.msdrresponsibility.com/employees/global-diversity-inclusion/#tab-55916f80884cb>

Women's Sponsorship Program: The goal of the Women's Sponsorship Program is to accelerate the movement and improve the readiness and visibility of high-potential women and women of color at the company so they can attain positions of greater leadership and responsibility. This two-year engagement between the sponsor and protégée is also intended to help build the network and personal brand of high-potential women leaders and to further their development and career. During 2015, 49 sponsor-protégée pairs were enrolled in the program; 67 percent were based in U.S. businesses; the remaining 33 percent were based in Asia, Europe and Latin America. Of those protégées in the U.S., 22 percent were women of color.

Women in STEMM (Science Technology Engineering Manufacturing Marketing): Merck hosted two Women in STEMM conferences, one in the United States and one in Prague for the women employees. The objectives of this conference were to:

- Learn how to effectively enhance leadership skills
- Introduce tools and resources to help leadership skills support career aspirations
- Grow a network of colleagues across different divisions and functions
- Understand the value women leaders provide to the future of our company

Key Performance Indicators on Gender Equality:

	2013	2014	2015
Executive roles held by women	31%	31%	34%
Women on Board	17%	17%	21%
Total women workforce	NA	NA	50% ⁴³

⁴³ http://www.msdrresponsibility.com/wp-content/uploads/2016/09/2016_EEO-1_Diversity_Brochure.pdf

Figure 9: Gender parity data at MERCK

In its 2014 reporting to the global compact, the Global Compact stated the following for Merck& CO., Inc. ⁴⁴:

- **Women's empowerment**

The Communication on Progress (COP) describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace:

-
- Achieving and maintaining gender equality in senior management and board positions
 - Achieving and maintaining gender equality in middle management positions
 - Equal pay for work of equal value
 - Flexible work options
 - Access to child and dependent care
 - Support for pregnant women and those returning from maternity leave
 - Recruitment and retention, including training and development, of female employees
 - Gender-specific health and safety issues
 - Gender-based violence and harassment
 - Education and training opportunities for women workers
 - Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
 - Mentoring and sponsorship opportunities for women workers

⁴⁴ <https://www.unglobalcompact.org/participation/report/cop/create-and-submit/active/175841>

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the Marketplace:

- Supplier diversity program
- Composition of supplier base by sex
- Support for women business owners and women entrepreneurs
- Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers
- Gender-sensitive marketing
- Gender-sensitive product and service development

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community:

- Designing community stakeholder engagements that are free of gender discrimination/stereotyping and sensitive to gender issues
- Gender impact assessments or consideration of gender-related impacts as part of its social and/or human rights impact assessments
- Ensuring female beneficiaries of community programs
- Community initiatives specifically targeted at the empowerment of women and girls
- Strategies to ensure that community investment projects and programs (including economic, social and environmental) positively impact women and girls

- Strategies to ensure that community investment projects and programs (including economic, social and environmental) include the full participation of women and girls

The COP contains or refers to sex-disaggregated data:

- Achieving and maintaining gender equality in senior management and board positions
- Achieving and maintaining gender equality in middle management positions
- Equal pay for work of equal value
- Flexible work options
- Access to child and dependent care
- Support for pregnant women and those returning from maternity leave
- Recruitment and retention, including training and development, of female employees
- Gender-specific health and safety issues
- Gender-based violence and harassment
- Education and training opportunities for women workers
- Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- Mentoring and sponsorship opportunities for women workers

The 2014 Merck Communication on Progress qualifies for the **Global Compact Active level**.

4.3 Case 3: BMCI

BMCI (in French: *Banque Marocaine pour le Commerce et l'Industrie*, "Morocco Bank of Commerce and Industry") is a bank based in Morocco. It is a wholly owned subsidiary of the French financial group BNP Paribas, with 65.03% of stock since December 2014, the remaining stock is divided between:

- AXA Assurance Maroc (9.11%)
- Sanad Assurance (5.84%)
- Atlanta Assurance (4.44%)
- Holmarcom (2.41%)
- Others: 13.17%

In its Corporate social responsibility report, BMCI has stated the engagements below:

Commitment for Promoting Diversity and Inclusion

In order to respect others, employees must not discriminate against anyone within BMCI. Employees must reject any form of discrimination, intimidation or harassment of other employees, customers or anyone with a relationship with the BMCI, which would be based on criteria of racial belonging, skin color, convictions, religion, nationality, ethnic origin, age, sex, marital status, disability or political opinion. This prohibition applies to all stages of the working life of our employees: hiring, wage or career development.

Commitment of "Good place to Work" and responsible management of employment

BMCI employees are considered the main asset to which the bank is committed to be attentive by guaranteeing important collective rules. The social responsibility of the bank is reflected in its ability to benefit its employees of a "good place to work" and a secure environment, in particular preserving their health and the balance between their working and personal lives. BMCI assures all employees hygiene and safety conditions in accordance with

the legislation and strictly complies with the legislation on accidents and occupational diseases. BMCI promotes quality social dialogue, gives priority to reclassification and confirms commitment to responsible social management. BMCI is also committed to respecting freedom of association and the exercise of the right to organize, as well as the promotion of collective bargaining and labor disputes. BMCI also promotes the responsible management of employment through its commitment to respect strictly the legal obligations relating to the declaration of all employees to the security social protection. In the field of employment, BMCI promotes training and mobility and manages employment in accordance with the agreements with the social partners.

Commitment of: A learning company with dynamic career management

The desire to create an environment conducive to the development of the employees is also the bank ability to create, for each one, varied possibilities of evolution. Being a learning company means creating an environment that collectively and individually enable employees to develop and continuously acquire new skills. BMCI carries particular attention to the training and employability of its employees through a wide range of diversified offers. BMCI is committed to putting in place procedures for successful career management and ensuring precise information for employees on the criteria's and procedures for their professional evaluation.

A commitment to the advancement of women

In 2014, BMCI adopted the BNP Paribas Group's Diversity policy, which is based on the fight against discrimination in accordance with the laws and cultures of each country, as well as the valorization of all the differences with actions to promote diversity. The ambition of BMCI is to integrate diversity into all the realities of human resources on a daily basis. Strong sign from this commitment, BMCI was one of the 12 founding companies, subsidiaries of

CAC40 or large Moroccan structures, that has signed on Thursday June 9, 2016 the "Diversity Charter Morocco".

Gender diversity and the advancement of women are among the priority commitments for BMCI, with four main lines of action to promote professional equality: The Awareness, Skills Development, Networking and Mentoring. The number of women in the bank is constantly increasing, and BMCI is located above the average male / female parity of the banks of the place.

Between 2012 and 2016, the appointment and promotion of several high-level collaborators, within the Executive Board, The Executive Committee and the Supervisory Board, constitute a strong sign of the policy implemented in order to promote equality. BMCI also accompany employees during their leave maternity. Thus, the bonus allocation rules have been amended so that all women on maternity leave are eligible. Actions to sensitize managers, workshops for listening to employees are planned by the bank to improve the management of the of maternity before, during and after.

Finally, BMCI aims to promote gender equality in all occupations and functions and to combat the stereotype of "men's occupations / women's occupations".

Since 2012, BMCI has undertaken various actions to awareness-raising and communication on diversity, For "diversity, the affair of all", and especially:

- A conference "Identifying and neutralizing stereotypes"
- A Focus Group on "Mixing and Professional Equality"
- Training for HRD employees "Managing Gender Diversity"
- Participation in the United Nations seminar "Women's Empowerment Principles"

About forty managers participated on 27 May 2016 in a workshop of reflection and on the theme "Building professional women network". This interactive meeting allowed the

participants to identify the first expectations and first axes of the development of a women's BMCI network, its conditions and its levers of success.

At BMCI, 24,2% of women hold senior management positions. More details on the gender parity in the bank is presented in the figure below:

	2013	2014	2015
% of women	45%	47%	48%
% of women managers	42%	44%	45%

Figure 10: Gender parity data at BMCI ⁴⁵,

⁴⁵ <http://www.bmci.ma/wp-content/blogs.dir/sites/2/2016/11/RAPPORT-BMCI-RSE.pdf>

5. Research methodology: Data and methods

5.1 Research background

Systems are made by human beings. To change the systems in order to attain the gender equality objective, an investigation must be done on the two protagonists of the system who are men and women.

In this regard, a qualitative study will be conducted with the main objective to identify women and men's beliefs and perceptions on gender equality and also identify to what extent men and women are willing to change to reach the gender equality.

In the field of professional coaching, the experts use specific techniques when they have an objective that concerns two protagonists. One of these techniques is the Ofman "Core quadrant".

The "Core quadrant" was developed by Daniel Ofman who is a management consultant specializing in organizational and personal development. He is the coauthor of The Core Qualities of the Enneagram.

In the research conducted I will use this "Core quadrant" to make assumptions on men and women's behavior in the workplace and draft the questions of the survey.

I will use this tool to identify the actual beliefs and perceptions of women and men, the challenges that both protagonists would have to address, and the willingness of the protagonists to act on the identified challenges in order to reach the gender equality target.

The template of the Core quadrant tool is below:

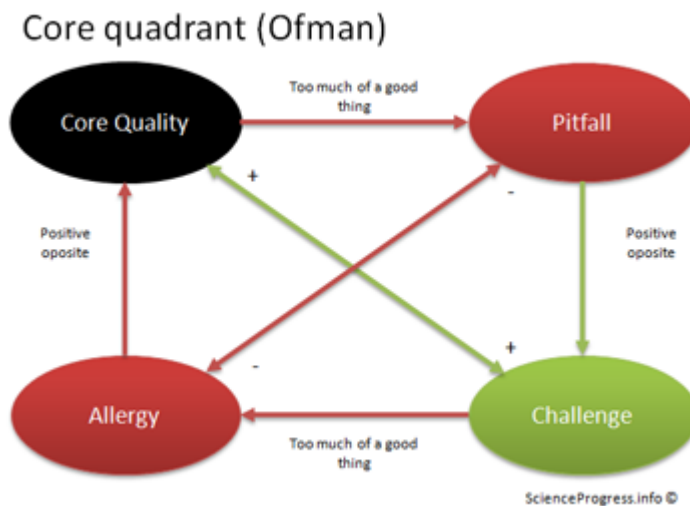


Figure 11: Template of the Core quadrant (Ofman)

5.1.1 The assumptions on the core qualities of women and men in the workplace

From the literature review, in Dr. Lois Frankel and Sheryl Sandberg publications, women's behavior is deeply pointed out as **being too nice and with not enough confidence**, therefore they often stay in their comfort zone positions and don't advance in terms of career development.

5.1.2 Core quality of women in the workplace: being too nice

Taking into consideration that women's objective is to get "the corner office" meaning a leadership position, I will use the Ofman "Core quadrant" tool and assume, both as a DBA researcher and as a professional coach certified ICF, that the **core quality of women in the workplace is being too nice**.

The choice of this attribute is voluntary. In fact, I could use the lack of confidence attribute which is also mentioned several times when it comes to women behavior in the literature, but as it is formulated in a negative way I prefer not to. Especially that in the core quadrant analysis, experts advise to focus on the positive attributes.

That being said [using the core quadrant tool] the excess of the core quality of being too nice might very probably lead to becoming submissive.

On the other hand, if we must think about the positive opposite of being submissive, we could very probably think of being pragmatic.

Therefore [according to the Ofman tool] the **challenge** that women can work on in terms of behavior in the workplace in order to get more responsibilities, **is being pragmatic**.

Lastly, the allergy for women which is the excess of being pragmatic, is becoming selfish. To validate this attribute, and per the tool, the core quality which is being nice is the positive opposite of being selfish.

The figure below resumes the further analysis:

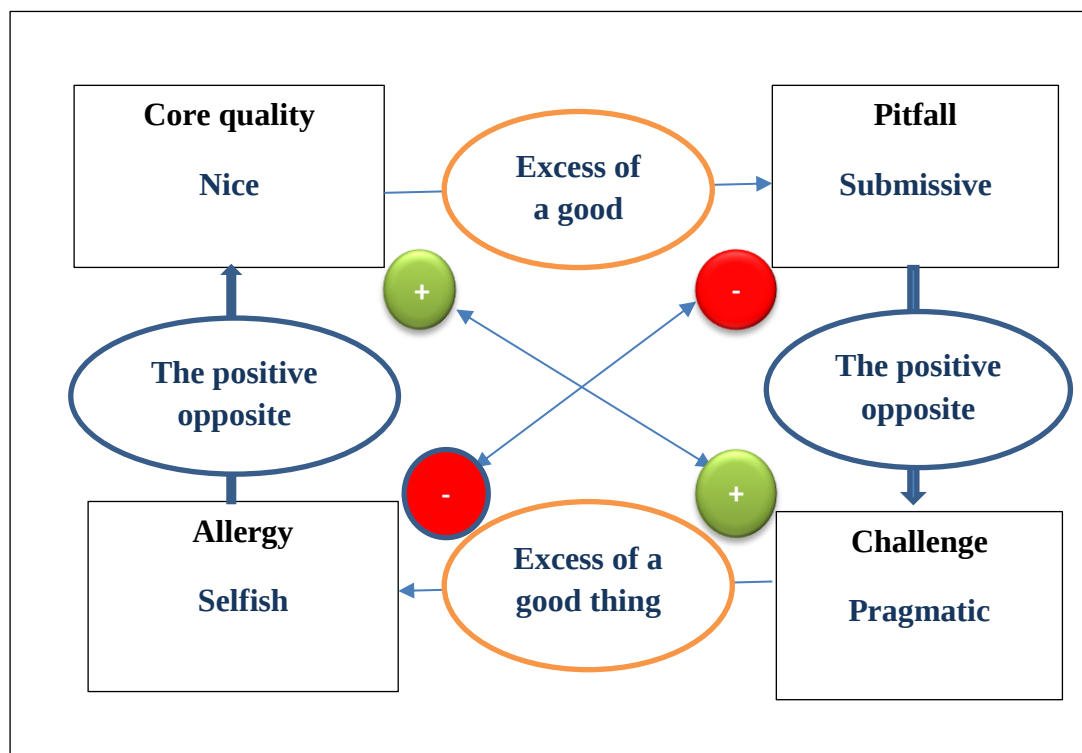


Figure 12. Ofman Core qualities - Women's behavior

5.1.3 Core quality of men in the workplace: Pragmatic

Regarding men's behavior in the workplace and using the Core quadrant tool, I will assume that men's **core quality is being pragmatic**.

However, an excess of being pragmatic can very probably conduct them to becoming selfish. Being selfish will be then the pitfall for men according to the Core quadrant analysis.

That being said, **the challenge** which is the positive opposite of being selfish might be **becoming fair** for men.

Lastly, the allergy for men which is the excess of being fair, is becoming idealists. To validate this attribute, and per the tool, the core quality which is being pragmatic is the positive opposite of being idealist.

The figure below resumes the further analysis:

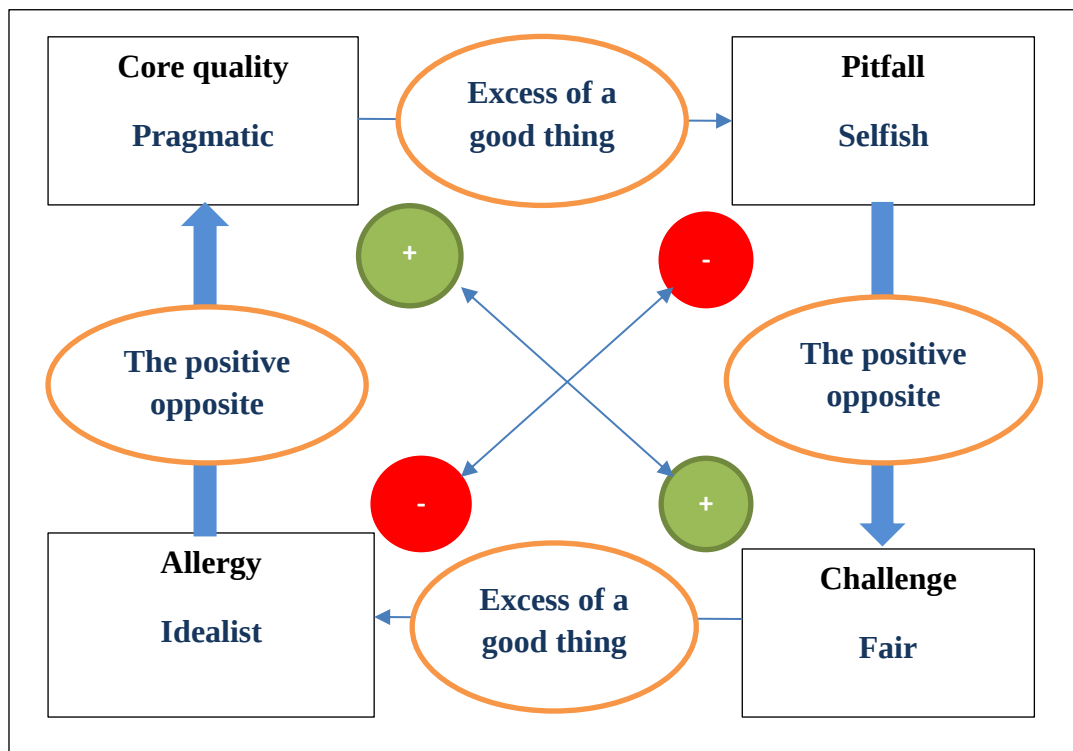


Figure 13. Ofman Core qualities - Men's behavior

5.1.4 Women and Men challenges in the workplace to reach the gender equality

According to the former analysis on men and women's behaviors in the workplace, the main challenges to address in order to reach the gender equality are:

- For women: Being pragmatic
- For men: Being fair

If women and men recognize these as their behavioral challenges in the workplace and truly agree on them, they can develop options and actions and start their implementation in order to achieve gender equality.

5.2 Research Strategy and design

The questionnaire I propose aims to confirm the assumptions on men's and women's behavior in the workplace (men as being pragmatic and women as being nice), define the behavioral challenges that women and men should address, define options and actions that can be implemented to achieve gender equality and finally assess the willingness of men, women and companies to change in order to achieve the gender equality target.

5.2.1 GROW model

The questionnaire is developed using in filigreed the GROW model. The GROW model was developed in the United Kingdom and is used in corporate coaching. It is a tool of goal setting and problem solving.

GROW stand for:

G: Goal. It's the objective that we want to reach, in this case gender equality.

R: Reality. It's the baseline meaning where we are now. It responds to questions such as what are the issues, the obstacles, the challenges, how far are they from the goal?

O: Options. It's the options that can be identified and implemented in order to surpass the obstacles that prevent from achieving the gender equality

W: Willingness. It's the willingness to move forward to achieve the goal of gender equality.

5.2.2 Questionnaire seven criteria's

The questionnaire responds also to seven criterions that are: i) relevance criteria ii) women and men effectiveness iii) women and men efficiency iv) women and men success and

likability v) women and men assumption's validation vi) options to address gender equality vii) women, men and organizations willingness assessment criteria.

5.2.3 The questionnaire

The questionnaire template is in the appendix 1.

5.3 Selecting the sample

Since I am from a French speaking native country (French is the official second language), I thought it would be worth it to translate the questionnaire in French to get more responses from Moroccans.

Therefore, I translated the questionnaire in French for respondents from Morocco and other French speaking countries. Accordingly, the questionnaire was administrated in both languages: French <https://goo.gl/forms/1N6I23QkgPXjWJME2> and English <https://goo.gl/forms/ExT8LXXt1rhnL0Xx2> through google drive which helps to aggregate the responses.

5.4 Launching the survey

I disseminated the questionnaire through social networks such as LinkedIn to HR departments, by emails to my former business schools in Morocco and France, and to the TOP 100 US companies listed in Forbes⁴⁶. I also sent the questionnaire to LEANIN⁴⁷ network with a promise to fill it, unfortunately it wasn't completed. Finally, I shared the questionnaire with my professional contacts from the private and public sectors.

I thought that by opening the survey to both French and English speaking respondents I would get numerous responses. During the month where I disseminated the questionnaire, I

⁴⁶ <http://www.forbes.com/largest-private-companies/list/2/#tab:rank>

⁴⁷ <http://leanin.org/>

received 53 responses. This was the major limitation of the survey; the month of the survey administration was August which is often a month of annual leave for professionals.

That being said, my first objective was set out for the general rule of 100, however as the survey was administered in August, the number of respondents didn't meet the initial target. Although the number didn't reach the target I have diversified the targets by location and by function.

These evidences were discussed with dissertation committee and due to time limitations we agreed on a new sample of 65. Finally, I end up with a sample of 66.

Regarding the locations, 61% of the respondents are from Morocco, 24% from France, 3% from USA and 13% from other countries including United Kingdom, United Arab Emirates, Canada, Cyprus, Niger, Nigeria.

Regarding the function, the sample is composed of 31% of managers, 12% professors, 12% students, 10% executives, 7% consultants, 7% engineers, 5% chief of staff, 3% project managers, 3 % assistants, 10% of which 2% of doctors, physiotherapist, employee, technician and graphic artist.

I also had personal meetings with two managers from two multinational companies, one in Morocco and one in France. These multinationals are French and Chinese, they operate in civil work and Telecommunication sectors. These managers have an engineering academic background, one is a man and the other is a woman. We discussed the questionnaire and the main conclusions in terms of behavior from the discussions we had were: i) women don't go as much as men in engineering studies, ii) women might prefer prioritize at least for a while their children care obligation over their career development, iii) men might be good as they behave, why would they change their behavior and start acting fairly with women. These were very realistic, practical and relevant points for the survey.

Finally, I contacted Lean In which is as an important American network and NGO working for gender equality purpose, for awareness of the Women Empowerment Principles that are designed for businesses, giving them principles and guidance on how to empower women in the workplace, marketplace and community.

I received a response that was positive in the way that Lean in is aware of the WEPs and that they do their absolute best to partner with as many organizations as possible.

It can be assumed initially that the survey respondents were sufficiently diverse and therefore would provide a wide range of data. After 45 days and 66 respondents, the survey was closed.

5.5 Data collection and analysis

The detailed analysis from the data collection is available in Appendix 2.

6. Findings of the quantitative and qualitative questions

The main findings from the quantitative and qualitative questions are below:

6.1 Gender equality and equal treatment in the workplace is relevant and important

The gender equality in the workplace is relevant to 100% of the sample which is composed of 66 respondents. Gender equality mostly satisfies values of justice, equality and respect.

Moreover, for the sample, competencies and skills have no specific sex. Therefore, employment and career advancement should be addressed without discrimination for both genders. Career advancement should be managed according to the skills and competencies of each candidate regardless of its gender.

In terms of remuneration, perceiving an equal pay for the same functions is important for all the sample.

Discrimination based on gender should be banished from the workplace according to the survey results.

6.2 Women and men are equal in terms of effectiveness and efficiency however women are still constrained by their children care obligations.

Women and men are both perceived as effective and efficient in the workplace and they both contribute to the organization's performance. However, even if women are perceived as effective and efficient as men, their career's development are perceived as very constrained by the children care obligations. Indeed 91% perceive children care as a constraint for women. At the opposite, 63% perceive that children care obligations have no constraints on men's career.

Hence, women still confront high limitations when it comes to children care obligations more than men do.

6.3 Less preconceived ideas regarding women who succeed

In terms of likability correlated to success, women who succeed in their career are as much appreciated as men, with a small positive gap of 4 points for women at the scale “I really like them”. Indeed, 100% like both successful men and women. However, 15% of the sample prefer to have a man as a boss and only 9% prefer a woman. 76% have no preference.

The results of the survey show that women who are successful are in fact liked by both genders male and female.

This finding is contradictory with the finding of the case Howard and Heidi that was conducted in 2003 and that concluded that women who succeed are less liked than men who succeed. It is also contradictory with a statement in “Lean In” book, where the author said that “when a man is successful, he is liked by both men and women. When a woman is successful, people of both genders like her less”.

The finding however concords with a finding of the Howard and Heidi study that was repeated in New York University’s Business school in 2013, by Anderson Cooper from CNN.

The conclusions were that at a scale from 1 to 10, women who succeed are likable at 8.0 and men are likable at 7.6, also 83% would work for the woman boss and 65% would work for the man boss, however the woman is trusted at 6.4 whereas the man is trusted at 7.8.

6.4 The assumptions that women are acting nicely in the workplace and men are acting pragmatic are validated and both of them should change their behavior

Regarding the assumptions made and according to the survey results, women are indeed acting nicely in the workplace and men are acting pragmatic. The first part of this finding

bolsters the conclusion of the book “Nice girls don’t get the Corner Office” by Dr Lois P. Frankel.

82% perceive women as nice in the workplace, of which 23% think they are overly nice and 94% perceive men as pragmatic in the workplace, of which 42% perceive them as overly pragmatic. These data validate the assumptions of women being nice and men being pragmatic in the workplace.

88% think that women should change their behavior in the workplace of which 45% think they should strongly change their behavior, and 98% think that men should change their behavior in the workplace by acting fairly with women who act pragmatic in the workplace of which 68% think strongly that men should change their behavior.

According to the survey results, to reach the gender equality target in the workplace, women and men should change their behavior, women by acting more pragmatic than nice, and men by acting more fairly than pragmatic.

100% think that men will gain from a changing behavior and acting fairly with women who act pragmatic in the workplace of which 74% that think that the gains will be very important, and 85% think that women could have gains from changing their behavior in the workplace by acting more pragmatic of which 45% that think that the gains will be important.

Both women and men will gain from changing their behavior, men by 100% and women by 84% according to the survey results. Women will mostly gain smooth relationships while men will mostly gain organization’s performance.

6.5 Beliefs must be nuanced regarding the interests of women and men in the workplace

The literature states that basically men seek power and that women often remains in their traditional social role.

According to the survey results, we could say that some wrong beliefs on women and men's behaviors in the workplace still exist. In fact, 100% consider the need to be likable important for women, of which 41% think that women have an important need to be likable. And 94% consider that men need to be likable in the workplace, of which 29% think that this is an important need for men.

Hence, the need of likability is highly present for both men and women.

91% consider that being powerful in the workplace is important for both men and women, of which 70% consider this as an extremely important need for men and 58% that consider this as an extremely important need for women.

The main finding is that the need of likability is slightly more important than the need of power for both genders. However, the need of likability is more important for women and the need of power is more important for men. That being said, 55% consider that men are interested by being both powerful and likable in the workplace, while 21% think that men seek to be powerful.

This finding respond to the human needs as prioritized in the spiral dynamic where the need of belonging to a group is more important than the need of power. The figure below shows the different needs of the spiral dynamic.

Value Orientation		Organisational Culture
Turquoise	Holistic	“EXPERIENCE” This is a global thinking culture which takes an ‘interconnected’ view of working, living and the environment.
Yellow	Systemic	“LEARNING” The focus of this culture is on self-development, learning, applying knowledge and change. The organisation is generally agile with a clear direction.
Green	Communitarian	“RELATIONSHIP” A culture which is focused on building a community that is tolerant and accepting of differences and diversity. Emphasizes sharing and caring for others.
Orange	Prosperity	“ACHIEVEMENT” In this culture success and results are all important. The focus is on being entrepreneurial, pragmatic and doing whatever it takes to get the job done,
Blue	Truth	“CONFORMITY” The organisation values order, stability, and obeying rightful authority, rules and regulations. The focus is on the task not the person.
Red	Power	“CONTROL” The emphasis is on energy, power, and beating the competition (and sometimes there is a high level of internal competition).
Purple	Safety	“PROTECTION” Focus is on the maintenance of ‘in-group’ relationships that provide certainty, warmth, protection, support and guidance.

Figure 14: Spiral dynamic

12% consider that if men change their behavior by acting more fairly with women who are acting pragmatic in the workplace they will lose their power, whereas 65% consider that if men change their behavior they will be very appreciated and hence gain likability.

This finding could lead to the conclusion that the belief of men needing control and power must be nuanced as they first need to fulfill the need of likability.

Finally, the survey shows that 65% think that women should change their behavior by acting pragmatically and 88% think that men should change their behavior by acting fairly.

6.6 Companies must change and integrate the gender equality in their strategies

12% consider that if organizations maintain the status quo (nice women and pragmatic men) they will have important gains, whereas 65% think that if organizations change (pragmatic women and fair men) they will have important gains.

In terms of solutions in the workplace, 56% think that organizations should develop and implement a participative and sustainable gender strategy, 18% think that organizations should provide workplace flexibility and parental leave policies for women and men, 12% think that organizations should provide trainings to all the staff members and only 11% think that the organizations should provide children care facilities for women and men.

83% consider that it is extremely important that organizations develop and implement a gender strategy in the workplace.

73% think that organizations are willing to make investment in the development and implementation of a gender strategy of which 39% think that organization are willing to make important investment.

6.7 Men would be less willing to change their behavior than women in order to reach the gender equality target in the workplace

91% think that women are willing to change their behavior of which 48% think that women are really motivated to change their behavior, whereas 62% think that men are willing to change their behavior of which 21% think that men are really motivated to change their behavior.

In general, they both are willing to change, however men would be less motivated to change according to the results of the survey.

7. Conclusions and Recommendations

7.1 Conclusions:

The triangulation of the data from the literature review and the survey conclude to the following:

7.1.1 Gender equality and equal treatment is relevant and important in the corporate environment

According to the literature review and to all the sample that have filled the questionnaire, the gender equality is relevant in the corporate environment. Indeed, for the sample it satisfies mostly values of justice, equality and respect. It allows positive environment where there is motivation, good performance and productivity. It also contributes to build strong societies where both men and women have access to the same opportunities to being leaders.

According to the literature review, gender equality in the workplace improves productivity and organization effectiveness, it has a return on investment, it allows higher customers' satisfaction and finally it allows greater business success.

At the macroeconomic level, gender equality contributes to reduce the gap in male and female employment, it increases the GDP per capita, it contributes to economic growth, it makes the private sector more dynamic by promoting women entrepreneurship, it increases social development and finally it builds more justice and stable societies.

Finally, perceiving equal pay for the same function is relevant and important to all the sample.

7.1.2 Women and men have the same qualities, they are both effective and efficient, however women are limited by their children care obligations

Both genders are efficient and effective in the workplace, as they have the same professional qualities. Women and men should maintain and continue to develop these qualities to attain their respective professional objectives.

However, women still face constraints when it comes to children care obligations. This finding may lead to the **conclusion that the stakeholders including governments and organizations are not doing the necessary efforts to remove this constraint and that more actions must be done in this regard.**

To surpass these constraints and according to the outcomes of the survey, the corporate environment must change.

According to the survey results, organizations are called to develop and implement participative and sustainable gender equality strategies, provide workplace flexibility and parental leave policies for women and men, provide training to all staff members on gender equality and provide children care facilities for both women and men.

Conferring to the sustainable development goals, to achieve the gender equality goal n° 5, countries must act as well and attain some targets related to workplace environment. These targets are:

- i) 5.4 recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibilities within the household and the family as nationally appropriate. The indicator to measure this target is *5.4.1 the proportion of time spent on unpaid domestic and care work, by sex, age and location*;
- ii) ii) 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life. The indicators to measure this target are 5.5.1 proportion of seats held by women

in national parliaments and local governments 5.5.2 *proportion of women in managerial positions*.

These targets are effective solutions that countries can adopt to address gender inequality in the workplace.

The **Education sector** must also be involved in changing the situation. In order to achieve gender equality target, the education system should act. For instance, business schools and universities should be a major stakeholder in advancing the gender equality agenda. They should invest in attracting and targeting both men and women in their various education programs and train and sensitize students on the importance of gender equality in the workplace in order to contribute to change the mindset of the future managers.

Media has also a role to play. For instance, media should banish promoting gender inequality preconceived ideas in their advertisement. They should be more sensitive to gender equality issue et produce and deliver messages that are in favor of gender equality.

The role of these two major stakeholders in terms of advocacy and sensitization in reaching gender equality target, could be opportunities for further researches.

7.1.3 Less bias on the likability of women who succeed in their career: They are as appreciated as men

Both genders like men and women who succeed in their careers. Since the Howard/Heidi study conducted in 2003, where men who succeed were liked and women who succeed weren't liked, things have changed in a positive way.

This finding might lead to the conclusion that women and men should stay alert about these stereotypes and preconceived ideas and fighting them.

In on other hand, the finding that women and men seek likability in priority over power and control, could lead to the conclusion that the belief of men needing control and power must

be nuanced as they first need to fulfill the need of likability. Organization must hence create equal treatment environment.

In the other hand, men and women should be gender blind⁴⁸ and lead by example in the workplace.

Organizations should consider this as a real opportunity to attain the gender equality target. Indeed, it is a strength that organizations can build on in developing their gender equality strategies. The gender equality strategies can take several forms, it could be the alignment and the integration of the WEPs in the corporate strategy, operation and programs, the adherence to labels as GEEIS etc.... The cases presented in a former chapter on Kering, Merck and BMCI demonstrate how companies could integrate the gender equality target in their way of doing business.

Finally, the equal treatment of men and women is a principle in the WEPs that companies could adopt.

7.1.4 Women and men are adopting behaviors that are not in favor of gender equality in the workplace and both must change their behavior.

The finding that women are acting nicely and men acting pragmatic lead to the conclusion that these exclusive behaviors are not in favor of gender equality in the workplace.

The survey concludes that both men and women should change their behavior and that they will both gain from that change. In terms of advantages, women will gain smooth relationships between men and women in the workplace, in terms of organizations performance, in terms of balanced power and control between men and women and also peers respect and career development. Men will also gain in terms of organization's performance, smooth relationships between men and women, balance power and control and peers respect. The

⁴⁸ Gender blind is gender neutrality in a society. It refers to undertaking activities and providing services without regard to the gender of the participants

organizations in the other hand will also have important gains from a corporate environment where both men and women are acting differently, women by acting pragmatic and men fair.

The conclusions of the survey's outcomes might be that maintaining the status quo where women are nice and men pragmatic could have costs related to the organization performance.

7.1.5 Men would be less motivated to change their behavior than women

The survey results show that men and women are willing to change. However, women have higher motivation to change than men do. This could lead to the conclusion that men might present some resistances to change their behavior.

That being said, both men and women have to go outside of their comfort zone and experience new behaviors in favor of the gender equality.

7.1.6 Organizations must integrate the gender equality in their priorities and corporate strategies.

The survey shows that it is important that the organizations develop and implement a participative and sustainable gender strategies in the workplace. The level of investment differs however, but globally, the outcomes of the survey shows that it is a worthy investment. This may lead to the conclusion that there are expectations from in terms of actions on gender equality from the organizations.

7.2 Recommendations:

Gender equality is a common issue that involve several stakeholders. To achieve gender equality in the workplace and according to the research findings, I would like to propose some recommendations that can be implemented by the different stakeholders who are men, women, organizations be it private or public and governments.

7.2.1 Recommendations for men

- Men should acknowledge and reconnect with their potential values of justice, equality and respect that could be same as the corporate values.
- In their private sphere, men should act somehow regarding their children care obligations.
- Men should acknowledge their likability reward when they succeed and utilize this motivation engine for more and further success.
- Men should acknowledge and recognize their need of likability as well as their need of power without being embarrassed or uncomfortable.
- Men should acknowledge that to reach a gender equality target in the workplace there is a price to pay. As a matter of fact, reaching the gender equality in the workplace won't happen unless behaviors change.
- Men should recognize that they will have to change their behavior and become more fair with women if they want to reach gender equality.
- Men should be aware that if they change their behavior by becoming more fair, they will gain in terms of organization's performance, smooth relationships between men and women in the workplace, balanced power and control and peers respect.
- Senior male leaders must advocate, act in favor of gender equality in the workplace and lead by example. Being aware that gender equality leads to better productivity, better organization effectiveness and smooth relationship with women peers, men leaders should support their female peers that express the desire to advance in their career though mentorship or sponsorship for instance.

7.2.2 Recommendations for women

- Women should acknowledge and reconnect with their potential values of justice, equality and respect that could be same as the corporate values.
- In their private sphere, women should ask for men's support regarding their children care obligations honestly and without being embarrassed.
- Women should acknowledge their likability reward when they succeed and utilize this motivation engine for more and further success.
- Women should acknowledge and recognize that they are liked when they succeed and should stop any potential victimization or guilt thinking.
- Women should acknowledge that to reach a gender equality target in the workplace there is a price to pay. As a matter of fact, reaching the gender equality in the workplace won't happen unless behaviors change.
- Women should recognize that they will have to change their behavior and become more pragmatic if they want to reach gender equality, women have to ask for what they want and stop waiting for things to happen.
- Women should be aware that if they change their behavior by becoming more pragmatic, they will gain in terms of smooth relationships between men and women in the workplace, in terms of organizations performance, in terms of balanced power and control between men and women and also peers respect and career development.
- Senior female leaders must advocate, act in favor of gender equality in the workplace and lead by example. Being aware that gender equality leads to better productivity, better organization effectiveness and smooth relationship with women peers, women leaders should support their female peers that express the desire to advance in their career through mentorship or sponsorship for instance.

7.2.3 Recommendations for organizations

- Organizations must be clear about their corporate potential values of justice, equality and respect that are in favor of gender equality.
- Organizations should develop a pitch that supports gender equality and parity and walk the talk
- Organizations should provide children care facilities, workplace flexibility and parental leave policies for women and men
- Organizations should acknowledge that to reach a gender equality target in the workplace there is a price to pay. As a matter of fact, reaching the gender equality in the workplace won't happen unless behaviors of men and women change and unless organizations invest in integrating gender equality and parity in their corporate priorities.
- Organization should develop, implement and monitor a parity strategy that aims to reach the 50%-50% of male and female at all levels of responsibility within the organization.
- Organizations should recognize that they will have to invest in integrating gender equality in the corporate priorities and strategies. For instance, companies can adopt the WEPs or the GEEIS label etc. These international standards will give organizations more international credibility and more satisfaction from the customers and the market.

As recommended by the WEPs, companies should go through the process below:

- Sign the CEO Statement of Support for the WEPs and lead by example.
- Use the 7 Principles of the WEPs to assess company policies and programs.

- Develop an action plan to integrate gender into existing reporting mechanisms by identifying benchmarks and indicators.
- Communicate progress to stakeholders and take on board the WEPs reporting guidance.
- Connect with fellow businesses and other stakeholders to raise awareness about the WEPs and promote their implementation.
- Share good practices and lessons learned with others.
- Support the WEPs initiative.

Engaging in international labels on gender equality such as the GEEIS label will enable companies to evaluate and renew their engagement in favor of gender equality in a timely manner. It will also enable companies to gain more satisfaction from their customers and public recognition.

- Organizations should be aware that if they invest in gender equality, they will gain in terms of productivity and organization effectiveness, in terms of higher customers' satisfaction and finally in terms of greater business success.
- Organizations should provide to their female and male leaders professional coaching to help them to remove any remaining resistance or wrong believes regarding equality and to help them to lead by example in order to reach gender equality.

7.2.4 Recommendations for Governments

- Governments should ratify the international convention on equal remuneration and apply the content at the national levels. To apply the equal remuneration, ILO recommends the application by means of: (a) national laws or regulations; (b) legally established or recognized machinery for wage determination; (c)

collective agreements between employers and workers; or (d) a combination of these various means.

- Governments must provide high-quality, affordable and available childcare public services, infrastructure and social protection policies that will replace the unpaid care and domestic work.
- Governments must advocate on the benefices of gender equality for businesses, for social development and for stable societies.
- Governments must advocate and promote shared responsibility within the household and the family as nationally appropriate through education system, media and political engagement.
- Governments must ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life though enforcing transparency on remuneration and pushing for equal pay.
- Governments should use private and public partnerships to support women's entrepreneurship, which will in turn contributes to growth and a dynamic private sector.
- Governments should increase access to capital, networks, and new markets; provide high-quality business skills and development training; and provide access to broader services that offset gender-specific constraints. These are options that can foster women's entrepreneurship.
- Governments must ensure universal access to sexual and reproductive health and reproductive rights
- Governments must Demonstrate best practice on diverse leadership

- Governments must End all forms of discrimination against all women and girls through laws
- Governments must Eliminate all forms of violence against all women and girls in the public and private sphere
- Governments must Eliminate all harmful practices.

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Appendices

Appendix 1. The questionnaire

Dear all:

I am a Doctorate Candidate at the American University of Leadership and I am conducting my doctorate research on strategic management and gender equality in the workplace.

Today, the corporate world evolves as per the evolution of the international economic environment; however, some outdated practices persists at the corporate level such as gender inequalities. Indeed, the International Labor Organization data show that a gender pay gap persists, both for women with and without children and that in general, women earn on average 77% of what men earn, with the absolute gap widening for higher-earning women. Women sit also on 19% of board seats globally, and only 5% or less of the CEOs of the world's largest corporations.

That being said, some efforts are done by some economic actors, however in order to achieve sustainable results on gender equality in the workplace, the following questionnaire has been developed to gather feedback from men and women should they be leaders, managers or coworkers regarding their beliefs on gender equality in the workplace.

The questions correspond to some criteria's such as the relevance of gender equality, the perception of the effectiveness and efficiency of women and men in the workplace ...

This survey aims to achieve the following outcomes:

- The beliefs of men and women on gender equality are identified
- The bias that persist in the workplace are identified
- The options that the organization might apply to address gender equality are defined
- The willingness of men, women and organizations to address gender equality is assessed

Please respond to the following questions as accurately as possible, by placing a check mark where appropriate, or providing the specific information required.

I value your honest and detailed responses.

The questionnaire should take approximately 10 minutes to complete. Your responses are completely anonymous.

Sincerely yours.

Jihane Roudias (Researcher)

Gender: F/M

Position:

Age:

Organization:

Sector of activity:

Location:

- Relevance criteria questions:

1. To what extent gender equality in the workplace is important for you?

Give a rating from 1 to 5 (1 not important– 5 extremely important)

2. If you consider it is important, why is it important for you? Please specify:

3. What values or needs gender equality satisfies for you? Please specify:

4. If you consider gender equality in the workplace is not important, please explain why?

- Effectiveness criteria:

5. To what extent do you consider that women are effective (means achieving their objectives)⁴⁹ in performing their duties in the workplace?

Give a rating from 1 to 5 (1 not effective – 5 extremely effective)

6. To what extent do you consider that men are effective (means achieving their objectives) in performing their duties in the workplace?

Give a rating from 1 to 5 (1 not effective – 5 extremely effective)

7. To what extent do you consider that women contribute to the organization performance?

Give a rating from 1 to 5 (1 small contribution – 5 very important contribution)

8. To what extent do you consider that men contribute to the organization performance?

Give a rating from 1 to 5 (1 small contribution – 5 very important contribution)

9. To what extent do you think that women's career development is constrained by their children care obligations?

Give a rating from 1 to 5 (1 no constraints – 5 very important constraints)

10. To what extent do you think than men's career development is constrained by their children care obligations?

Give a rating from 1 to 5 (1 no constraints – 5 very important constraints)

- **Efficiency criteria:**

11. To what extent do you consider that women are efficient⁵⁰ (means they optimize the resources they have to achieve their objectives) in performing their duties in the workplace?

Give a rating from 1 to 5 (1 not effective – 5 extremely effective)

⁴⁹ Effective: means achieving their objectives

⁵⁰ Efficient: means the optimization of the resources they have to achieve their objectives

12. To what extent do you consider that men are efficient (means they optimize of the resources they have to achieve their objectives) in performing their duties in the workplace?

Give a rating from 1 to 5 (1 not effective – 5 extremely effective)

13. To what extent do you think that women deliver their duties on time?

Give a rating from 1 to 5 (1 not on time – 5 extremely on time)

14. To what extent do you think that men deliver their duties on time?

Give a rating from 1 to 5 (1 not on time – 5 extremely on time)

15. To what extent do you consider that it's important that women must be paid the same than men for equal positions?

Give a rating from 1 to 5 (1 not important – 5 extremely important)

Success/Likability criteria:

16. To what extent do you like women who succeed in their careers?

Give a rating from 1 to 5 (1 don't like them – 5 really like them)

17. To what extent do you like men who succeed in their careers?

Give a rating from 1 to 5 (1 don't like them – 5 really like them)

18. Do you have preferences regarding the gender of your boss? You prefer:

– Women

- Men

– Both

- **Assumptions validation criteria:**

19. To what extent do you think that women are acting too nice in the workplace?

Give a rating from 1 to 5 (1 not nice at all – 5 overly nice)

20. To what extent do you think that men are acting pragmatic in the workplace?

Give a rating from 1 to 5 (1 not pragmatic at all – 5 overly pragmatic)

21. To what extent do you think that women should change their behavior and act more pragmatic rather than too nice in the workplace?

Give a rating from 1 to 5 (1 not pragmatic, 5 very pragmatic)

22. To what extent do you think that women will gain from being more pragmatic in the workplace rather than being too nice?

Give a rating from 1 to 5 (1 no gain – 5 important gains)

23. From your perspective, what type of gains women can have from being pragmatic in the workplace?

- Performance of the organization in terms of effectiveness and efficiency
- Balanced power and control between men and women in the workplace
- Smooth and equal relationships between men and women in the workplace
- Peers likability
- Peers respect
- Career development
- Other: please specify

24. To what extent do you think that men should change their behavior and act fairly with women who are more pragmatic in the workplace?

Give a rating from 1 to 5 (1 not fairly – 5 very fairly)

25. To what extent do you think that men will gain from acting fairly with women who are more pragmatic in the workplace?

Give a rating from 1 to 5 (1 no gain – 5 important gains)

26. From your perspective, what type of gains men can have from acting fairly with women in the workplace?

- Organization performance in terms of effectiveness and efficiency

- Balanced power and control between men and women in the workplace
- Smooth relationships between men and women in the workplace
- Peers likability
- Peers respect
- Other: please specify

27. To what extent do you think that men need to be likable in the workplace?

Give a rating from 1 to 5 (1 no need – 5 important needs)

28. To what extent do you think that women need to be likable in the workplace?

Give a rating from 1 to 5 (1 no need – 5 important needs)

29. To what extent do you think that men need to be powerful in the workplace?

Give a rating from 1 to 5 (1 no need – 5 important needs)

30. To what extent do you think that women need to be powerful in the workplace?

Give a rating from 1 to 5 (1 no need – 5 important needs)

31. To what extent do you think that if men act fairly with women in the workplace they'll lose their power?

Give a rating from 1 to 5 (1 no loss– 5 important loss)

32. To what extent do you think than if men act fairly with women in the workplace they'll be more likable?

Give a rating from 1 to 5 (1 not likable– 5 very likable)

33. From your perspective, what is more important for men in the workplace?

- Being powerful
- Being likable
- Both
- Other: specify

34. To what extent do you think that the organizations will gain from a workplace where women are too nice and men are pragmatic?

Give a rating from 1 to 5 (1 no gain – 5 important gains)

35. To what extent do you think that the organizations will gain from a workplace where women are pragmatic and men are fair with women?

Give a rating from 1 to 5 (1 no gain – 5 important gains)

- **Options criteria:**

36. From your perspective, do you think that women should change their behavior in the workplace in order to be more pragmatic? (Yes / No)

37. From your perspective, do you think that man should change their behavior in the workplace in order to be more fair with women who act pragmatic? (Yes / No)

38. From your perspective, what are the options that organization can put in place to ensure gender equality in a sustainable way in the workplace?

- Provide trainings and sensitization to all staff members on gender equality
- Develop using a participative approach the gender equality strategy and proceed to its implementation and its monitoring by the organization's leaders and managers in the workplace
- Provide children care facilities for women and men
- Provide workplace flexibility and parental leave policies for women and men
- Other: please specify

- **Willingness assessment criteria:**

39. To what extent do you think that women are willing to change their behavior to become more pragmatic in the workplace?

Give a rating from 1 to 5 (1 not at all – 5 High motivation to change)

40. To what extent do you think that men are willing to change their behavior to become more fair with women who act pragmatic in the workplace?

Give a rating from 1 to 5 (1 not at all – 5 High motivation to change)

41. To what extent do you think it is important that the organizations need to develop a strategy to integrate in a sustainable way the gender equality in the workplace?

Give a rating from 1 to 5 (1 not important – 5 very important)

42. To what extent do you think the organizations are willing to invest in the development and the implementation of a sustainable gender equality strategy in the workplace?

Give a rating from 1 to 5 (1 no will at all – 5 very important investment)

General comments (if you have any other comment please specify):

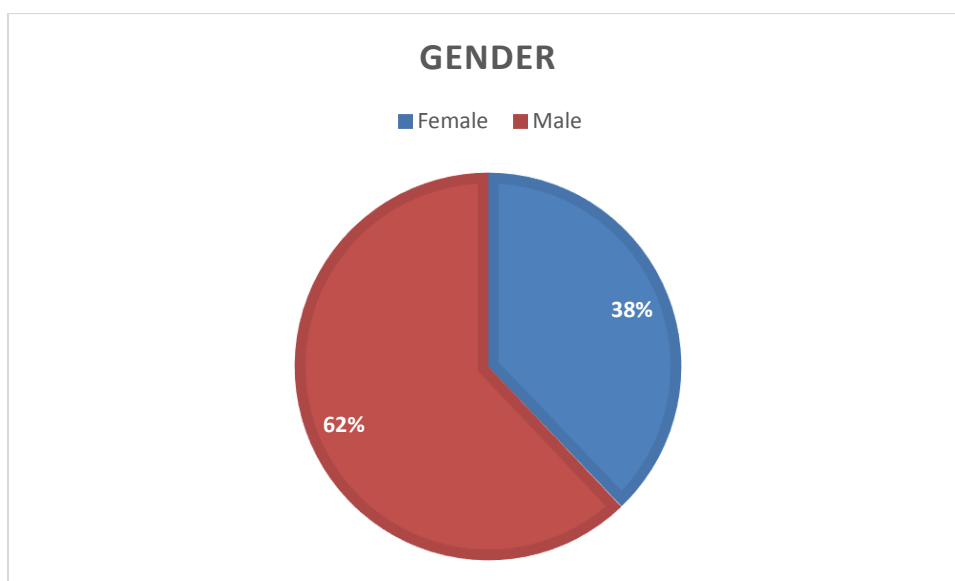
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Appendix 2. Survey results

For a target of 65, I have reached 66 responses.

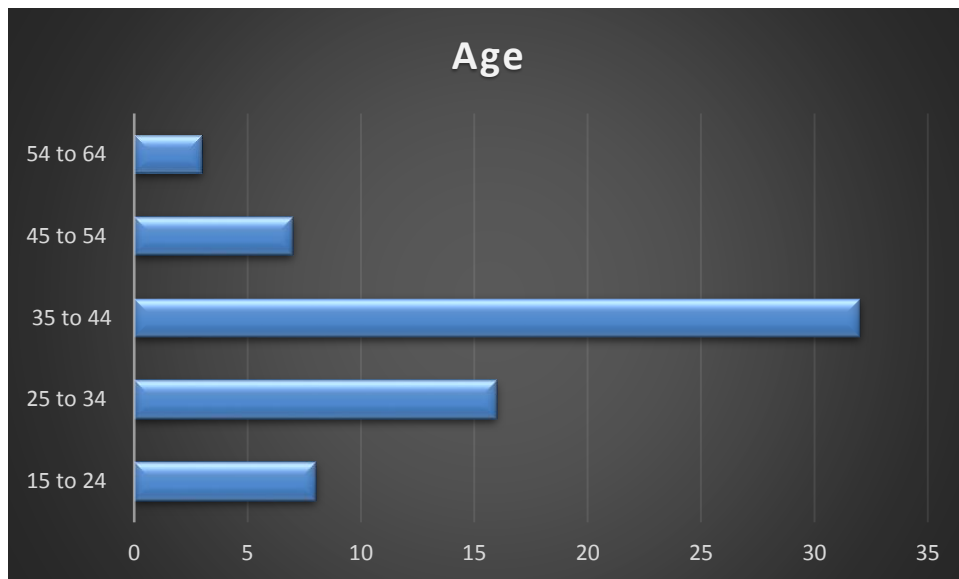
The profile of the respondents is as follows:

- **Gender:**



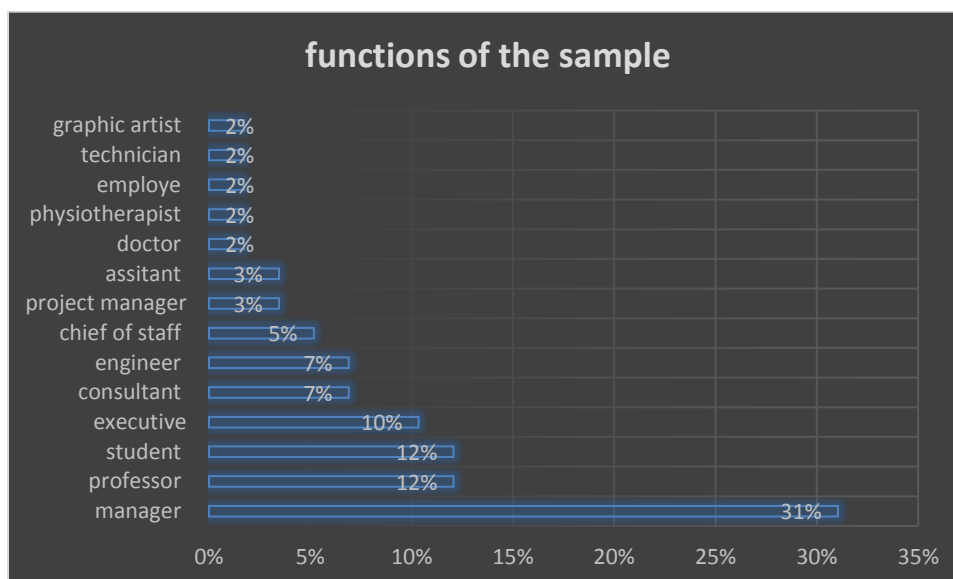
Female	25	38%
Male	41	62%
Total	66	100%

- **Age:**



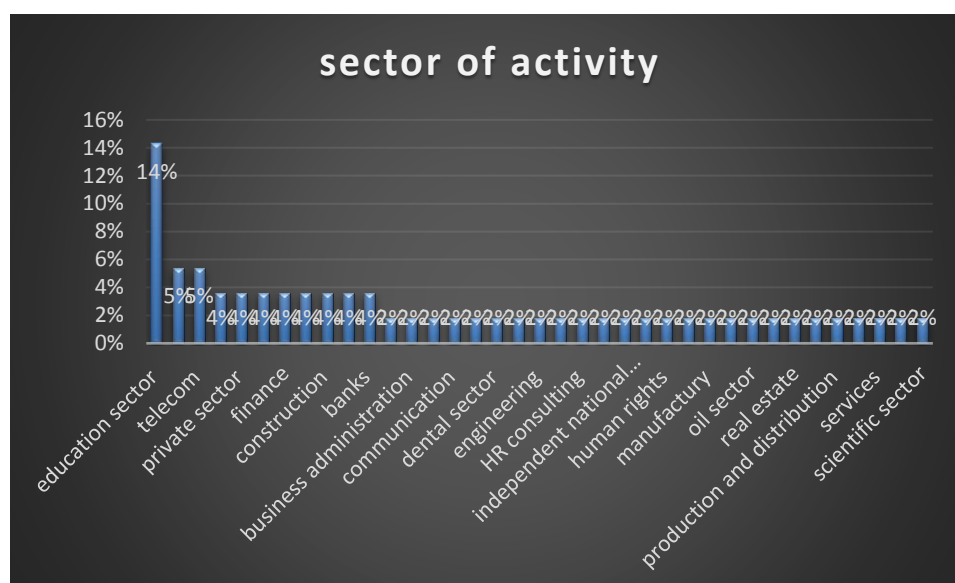
15 to 24	8	12%
25 to 34	16	24%
35 to 44	32	48%
45 to 54	7	11%
54 to 64	3	5%

- **Functions:**



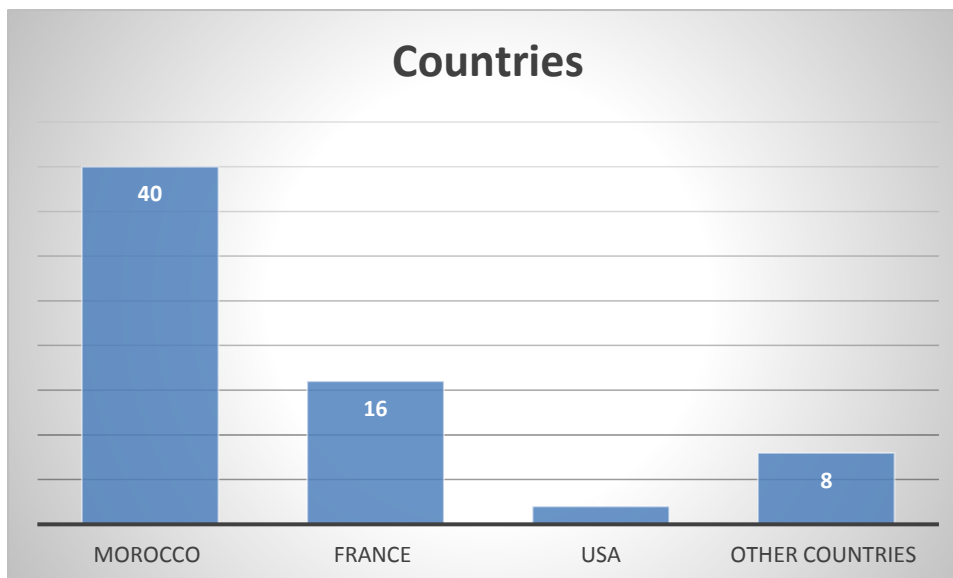
The sample is composed of 31% of managers, 12% professors, 12% students, 10% executives, 7% consultants, 7% engineers, 5% chief of staff, 3% project managers, 3 % assistants, 10% of which 2% of doctors, physiotherapist, employee, technician and graphic artist.

- **Sector of activity:**



14% of the sample is from the education sector, 5% from the telecommunication sector and medicine, 4% from sales, private sector, IT, finance, insurance, construction, constructions and publics works, banks, the rest which represents 2% is from business administration, communication, engineering, HR consulting, pharmaceutical industry, oil sector, services ...

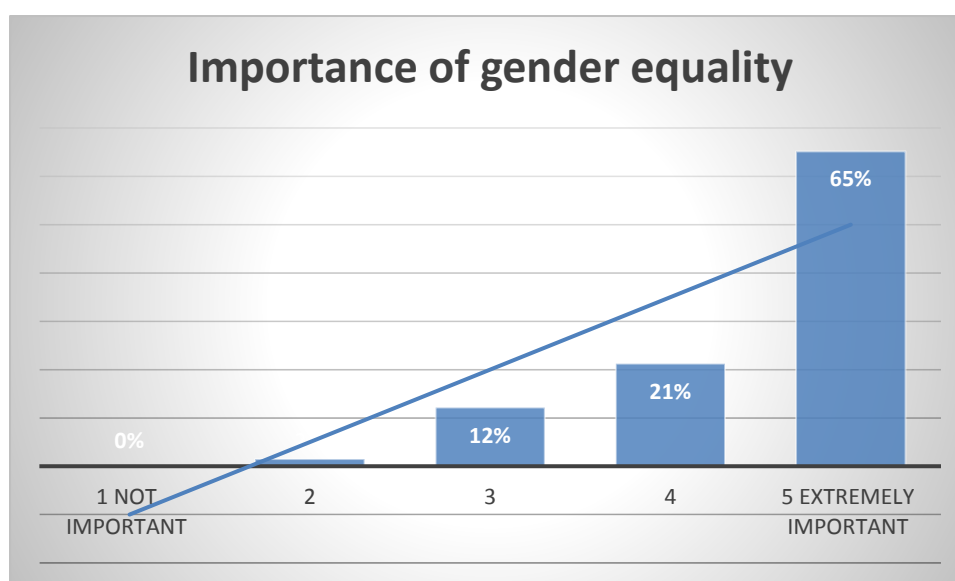
- **Location:**



Morocco	40	61%
France	16	24%
USA	2	3%
Other countries ⁵¹	8	12%
Total	66	100%

Relevance Criteria:

1. The extent to which gender equality is important is as below:



⁵¹ Other countries: UK, United Arab Emirates, Canada, Cyprus, Niger, Nigeria

In general, 98% think that gender equality in the workplace is important, of which 65% think that gender equality is extremely important.

The reasons why gender equality is important: It allows positive environnement where there is motivation, good performance and productivity. It also contributes to build strong societies where both men and women have access to the same opportunities to be leaders.

The values that gender equality satisfies are: values of justice, equality and respect

2. The reasons why gender equality is not important: N/A for all the respondents

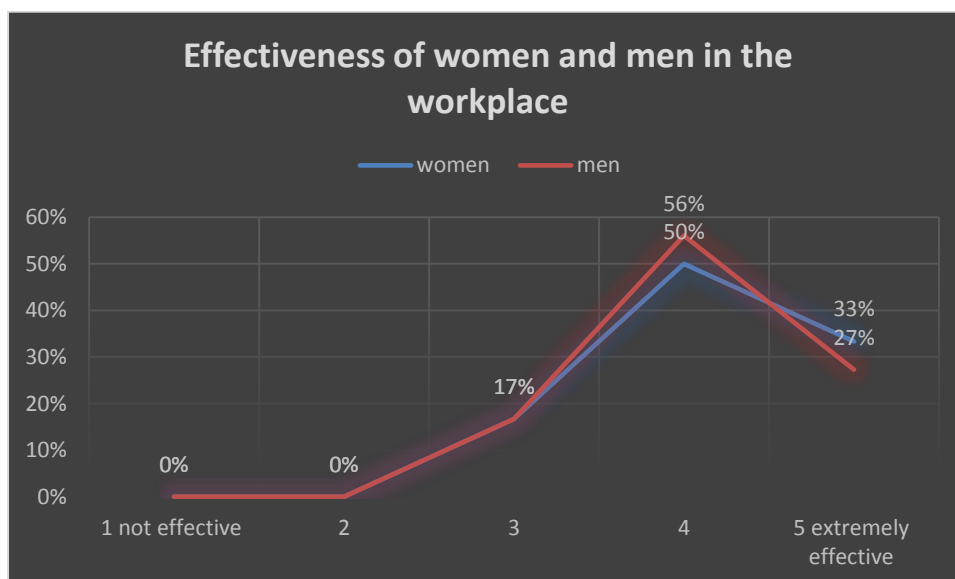
So important that it is not the behaviors that must change but the laws.

Deductions on the relevance criteria:

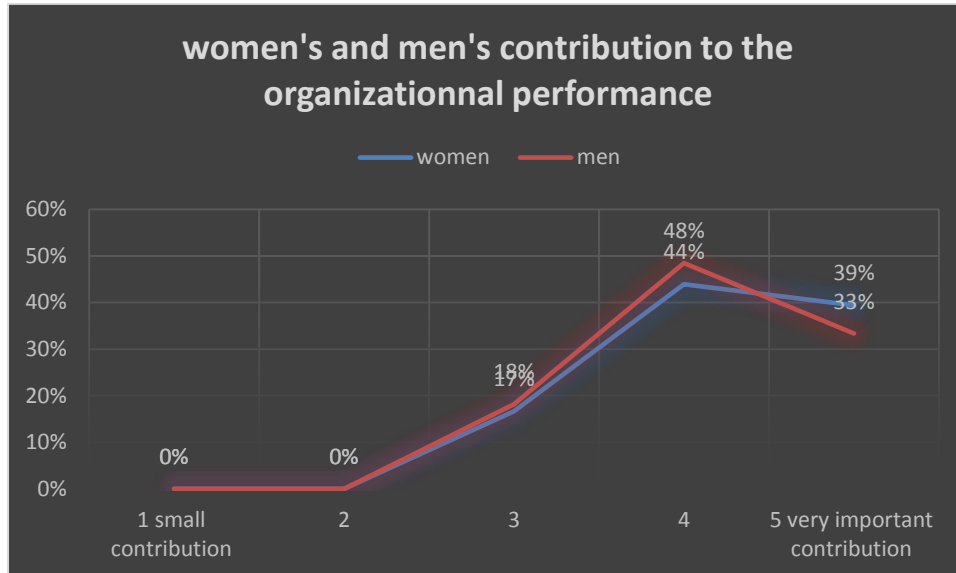
98% think that gender equality in the workplace is important, of which 65% think that gender equality is extremely important.

Effectiveness Criteria:

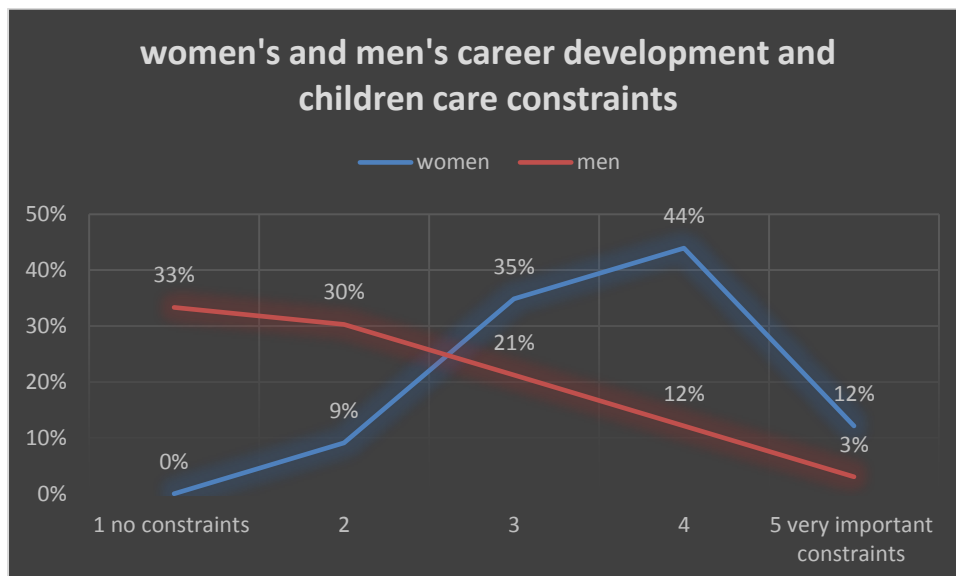
Questions 5 & 6: The extent to which women are considered effective in performing their duties in the workplace, and the extent to which men are considered effective in performing their duties in the workplace



Questions 7 & 8: The extent to which women contribute to the performance of the organization, and the extent to which men contribute to the performance of the organization



Questions 9 & 10: The extent to which women's career development is constrained by their children care obligations, and the extent to which men's career development is constrained by their children care obligations



Deductions on the effectiveness criteria:

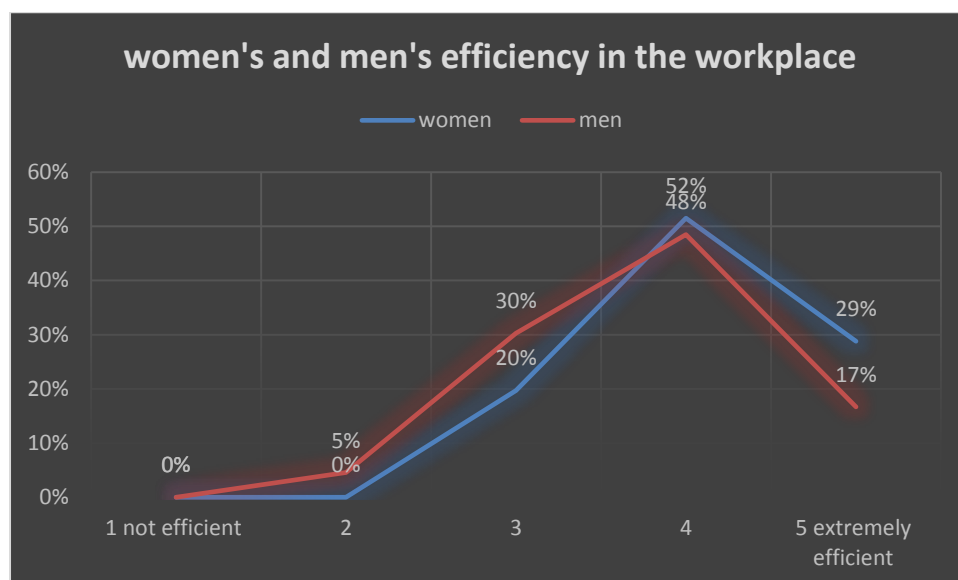
Women and men are perceived as effective at almost the same level, with a positive gap for women of 5 points at the scale extremely effective. The same apply for their

respective contribution to the organization's performance, with a positive gap of 6 point in favor of women at the scale very important contribution.

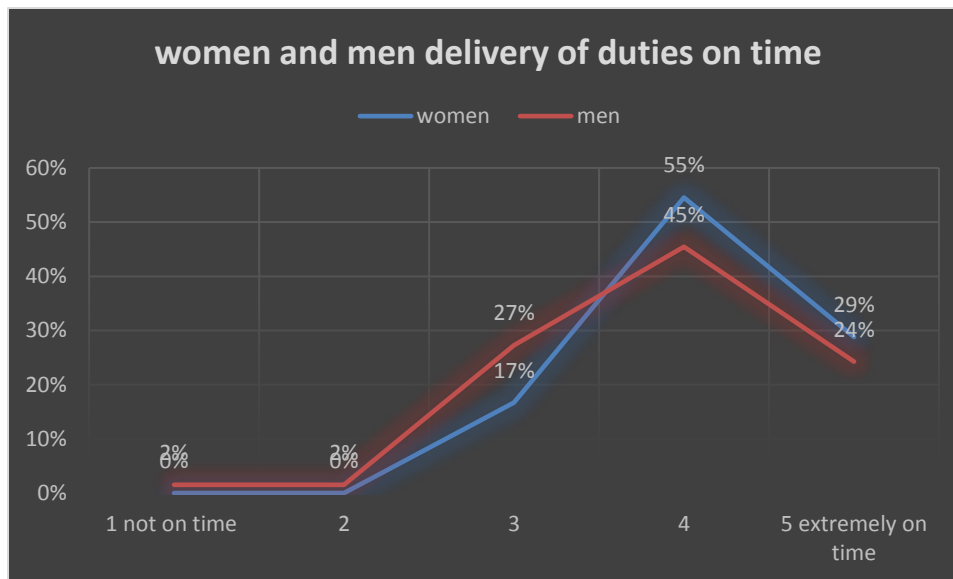
However, even if women are perceived as effective as men, their career's development are perceived as very constrained by the children care obligations. Indeed 91% perceive children care as a constraint for women. While for men, 63% perceive that children care obligations have no constraints on men's career.

Efficiency criteria:

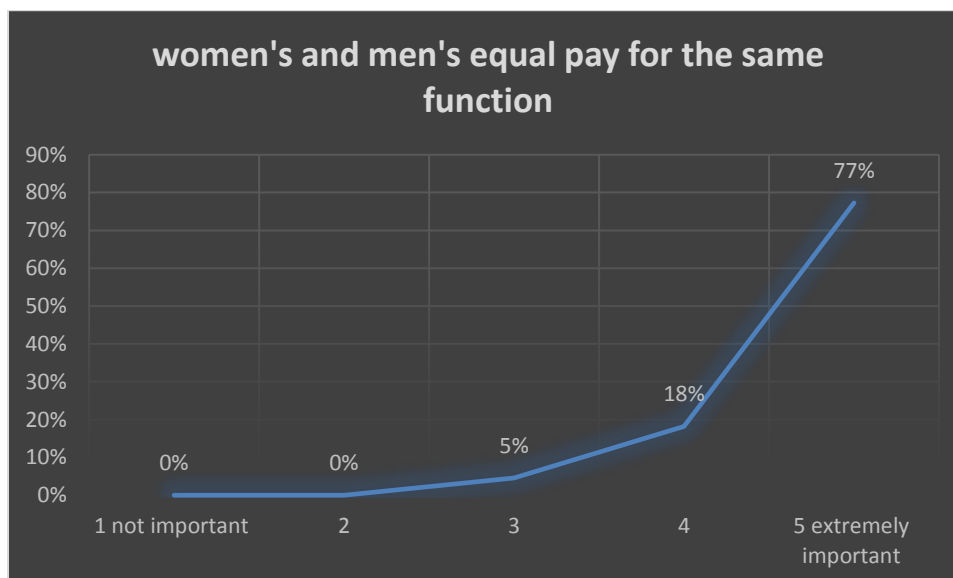
Questions 11 & 12: The extent to which women are considered efficient in performing their duties in the workplace, and the extent to which men are considered efficient in performing their duties in the workplace



Questions 13 & 14: The extent to which women are perceived delivering their duties on time, and the extent to which men are perceived delivering their duties on time.



Question 15: The extent to which the equal salary for women and men occupying the same functions is important

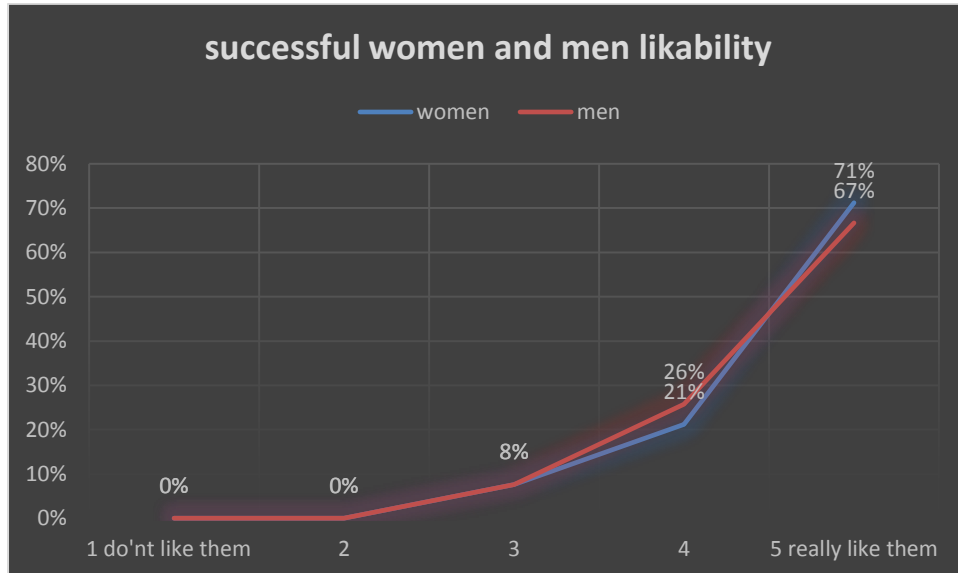


Deductions on the efficiency criteria:

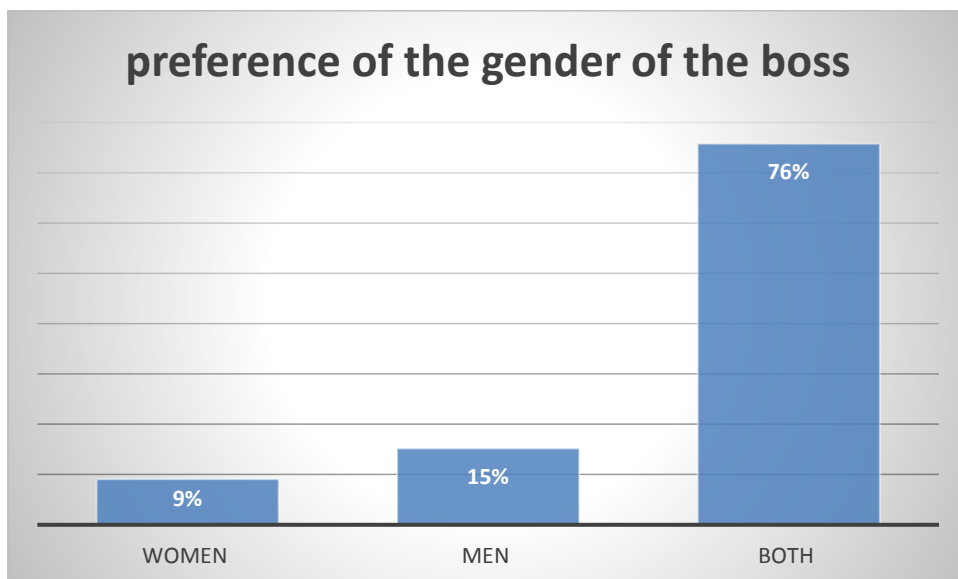
Women are perceived as slightly more efficient than men in the sense that they optimize the resources they have to attain their objectives with a positive gap of 12 points at the scale extremely efficient. They are also perceived as being more timely than men in delivering their duties with a positive gap of 5 points at the scale extremely on time. For 100%, it is important that women and men perceive an equal pay for the same functions, of which 77% think that it is extremely important.

Success / Likability criteria:

Questions 16 & 17: The extent to which women who succeed in their careers are likable, and the extent to which men who succeed in their careers are likable



Question 18: The preference of the gender of the boss



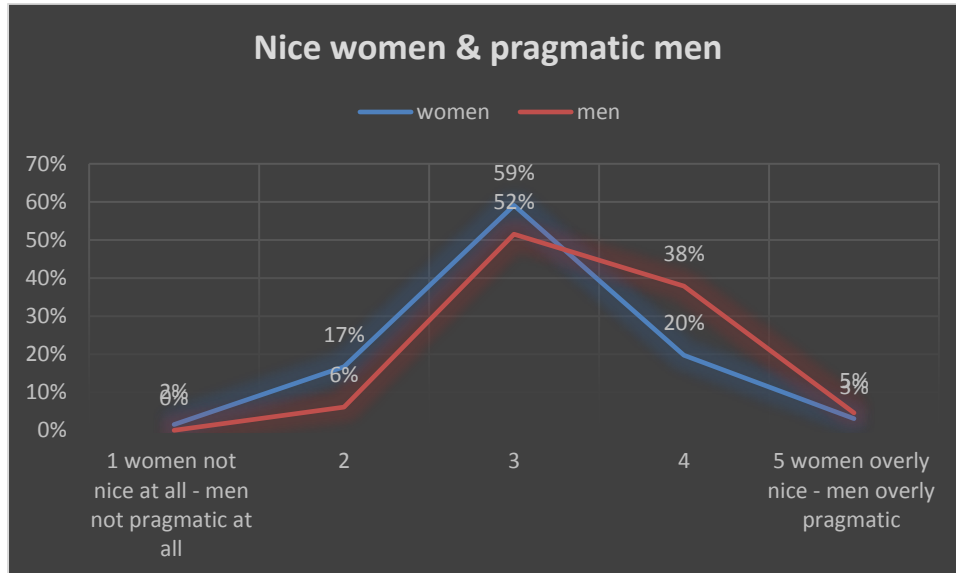
Deductions on the success and likability criteria:

Both successful women and men are likable. Indeed, 100% like them both with a positive gap of 4 points in favor of women at the scale I really like them.

76% have no preference regarding the gender of their boss. 15% prefer to have men as a manager though and 9% prefer women.

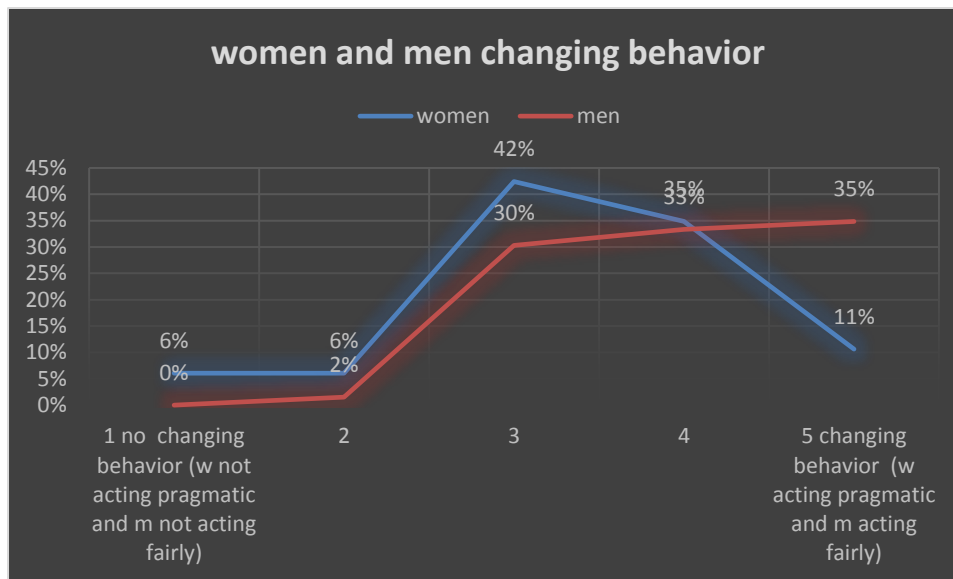
Assumptions validation criteria

Questions 19 & 20: The extent to which women are acting too nice in the workplace, and the extent to which men are acting pragmatic in the workplace

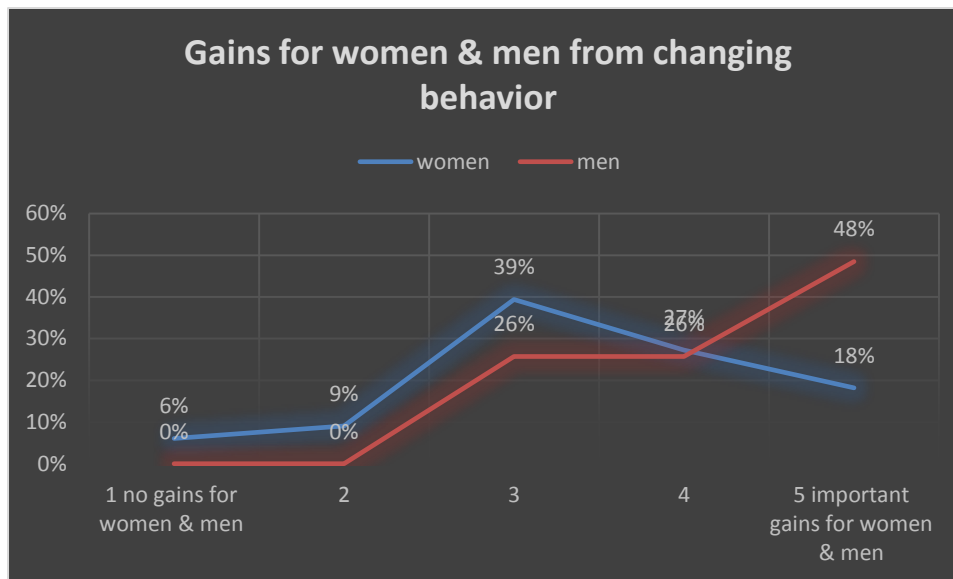


82% perceive women as nice in the workplace of which 23% think that they act overly nice, and 94% perceive men as pragmatic in the workplace of which 42% think that act overly pragmatic. These data validate the assumptions of women being nice and men being pragmatic in the workplace.

Questions 21 & 24: The extent to which women should change their behavior and act more pragmatic, and the extent to which men should change their behavior and act more fairly with women.

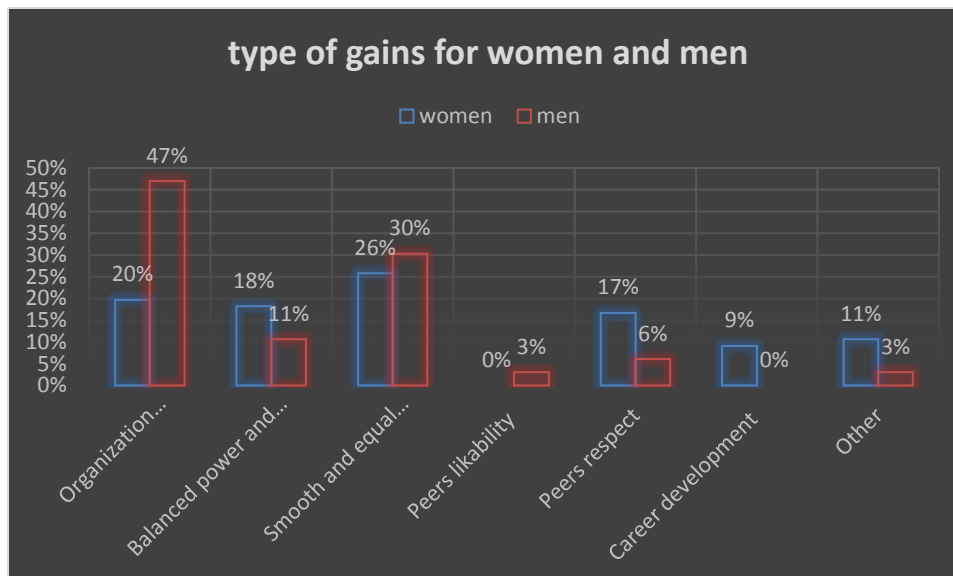


In general, 88% think that women should change their behavior in the workplace from acting too nice to acting pragmatic, and 98% think that men should change their behavior in the workplace by acting fairly with women who act pragmatic in the workplace. From which 68% that think that men should strongly change their behavior, and 45% that women should change their behavior (scales 4 & 5). There is a positive gap of 24 points for men at the scale should change to a very high extent. Questions 22 & 25: The extent to which women could gain from changing their behavior and acting more pragmatic, and the extent to which men could gain from changing their behavior and acting more fairly with women who act pragmatic in the workplace.



In general, 100% think that men will gain from a changing behavior and acting fairly with women who act pragmatic in the workplace, of which 74% think that men could have important gains from this changing behavior. In general, 84% think that women could have gains from changing their behavior in the workplace by acting more pragmatic, of which 45% think that women could have important gains. At the scale 5, there is a positive gap of 30 points in favor of men in terms of important gains if they change their behaviors.

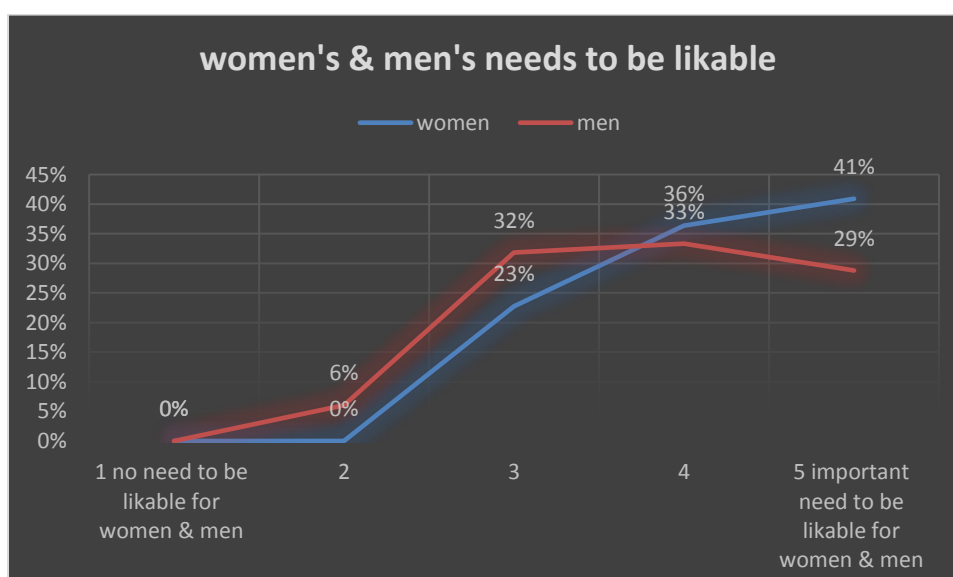
Questions 23 & 26: The types of gains women and men can have from changing their respective behavior in the workplace



47% think that men will gain in terms of organization performance and 30% think that they will gain in terms of smooth and equal relationship with women in the workplace.

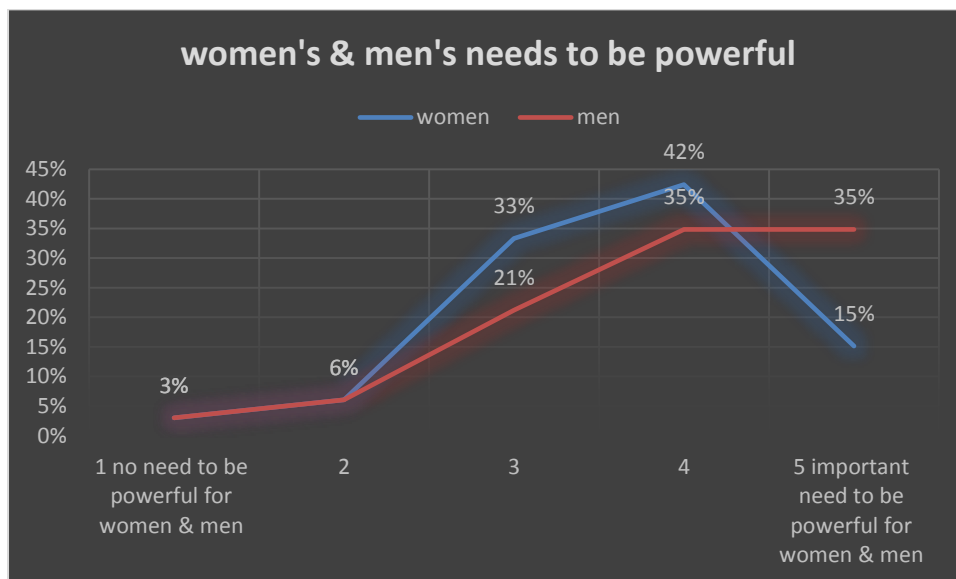
26% think that women will gain in terms of smooth and equal relationship with men in the workplace, 20% think that women will gain in terms of organization performance and 8% think that women will gain balanced power and control with men.

Questions 27 & 28: The extent to which women and men need to be likable in the workplace



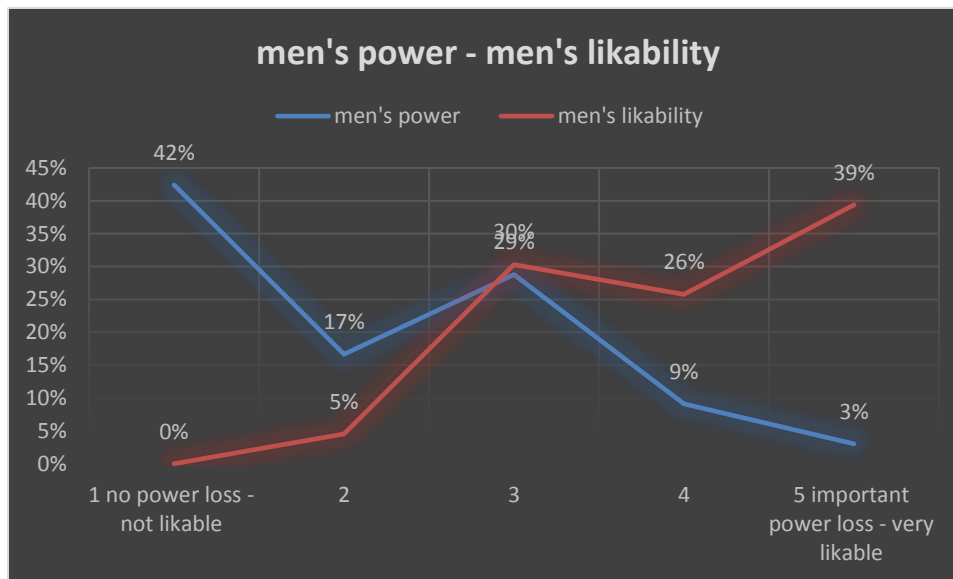
In general, 100% think that women need to be likable in the workplace, of which 41% think that women have important needs to be likable. In general, 94% think that men need to be likable in the workplace, of which 29% think that this is an important need for men. Therefore, there is a positive gap of 12 points in favor of women for whom the need to be likable is perceived as very important.

Questions 29 & 30: The extent to which women and men need to be powerful in the workplace



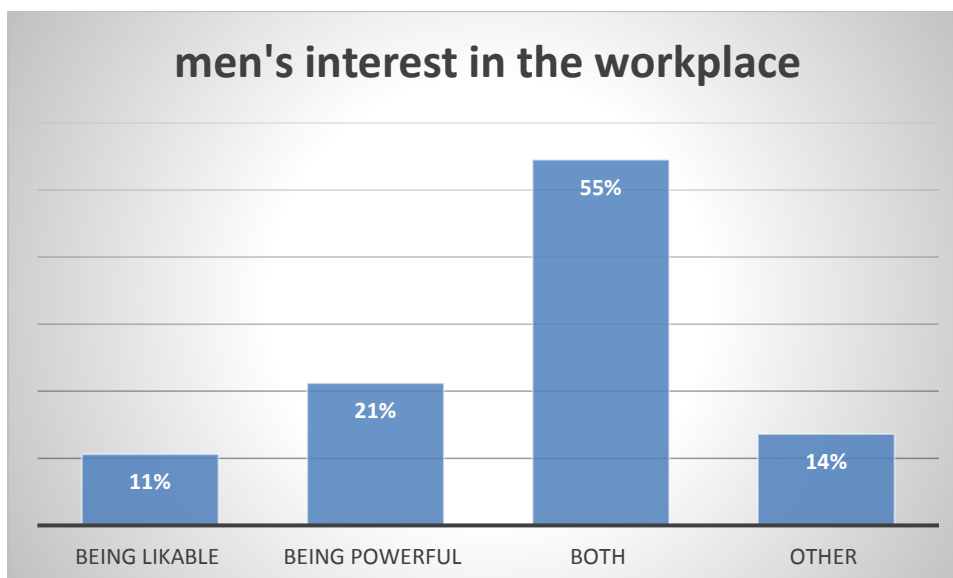
In general, 91% think that both women and men need to be powerful in the workplace. However, 35% think that this need is very important for men whereas only 15% think that this need is very important for women. There is therefore a positive gap of 20 points in favor of men.

Question 31 & 32: The extent to which men will lose their power if they change their behavior regarding women in the workplace and to extent to which they will be likable.



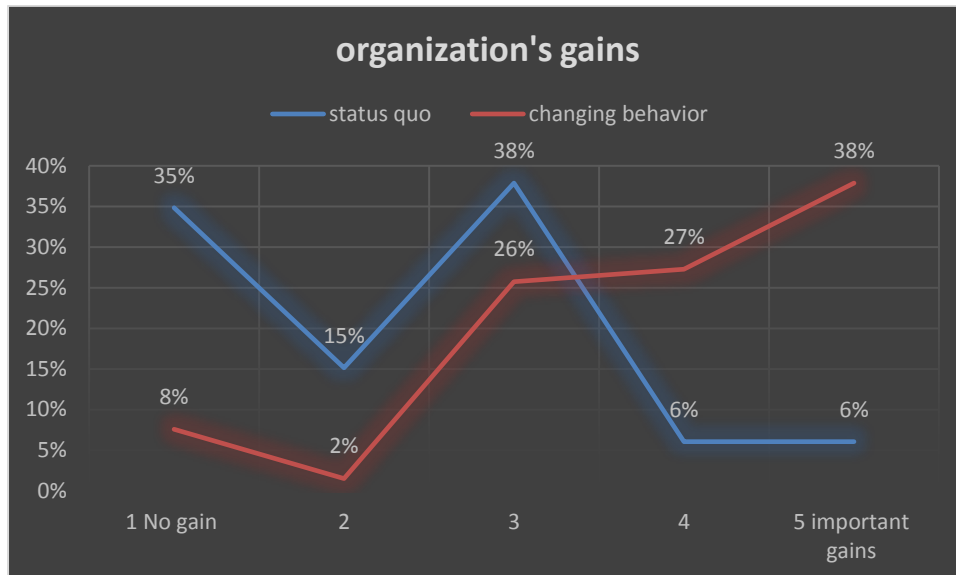
In general, 95% think that if men change their behavior regarding women in the workplace they will be more likable and 59% think that they will not lose their power. Only 3% think that men will have important loss of power if they change their behavior.

Question 33: men's interest in the workplace



In general, 55% think that both being powerful and likable are important for men in the workplace and 21% think that being powerful is the most important thing for men in the workplace. 11% think that being likable is the most important thing for men in the workplace.

Question 34 & 35: the extent to which organizations will gain from a status quo situation and the extent to which organizations will gain from a changing behavior of both women and men



In general, 50% think that organizations will gain from the status quo where women are too nice and men pragmatic, of which only 12% think that there will be important gains. However, 91% think that organizations will have gains if women and men change their behaviors, of which 65% think there will be important gains.

Deductions on the assumptions validation criteria:

All the assumptions were validated. Indeed, 82% perceive women as nice in the workplace, of which 23% think they are overly nice and 94% perceive men as pragmatic in the workplace, of which 42% perceive them as overly pragmatic. These data validate the assumptions of women being nice and men being pragmatic in the workplace.

88% think that women should change their behavior in the workplace of which 45% think they should strongly change their behavior, and 98% think that men should change their behavior in the workplace by acting fairly with women who act

pragmatic in the workplace of which 68% think strongly that men should change their behavior.

100% think that men will gain from a changing behavior and acting fairly with women who act pragmatic in the workplace of which 74% that think that the gains will be very important, and 85% think that women could have gains from changing their behavior in the workplace by acting more pragmatic of which 45% that think that the gains will be important.

47% think that men will gain in terms of organization performance and 30% think that they will gain in terms of smooth and equal relationship with women in the workplace.

26% think that women will gain in terms of smooth and equal relationship with men in the workplace, 20% think that women will gain in terms of organization performance and 8% think that women will gain balanced power and control with men.

100% think that women need to be likable in the workplace, of which 41% think that women have important needs to be likable. And, 94% think that men need to be likable in the workplace, of which 29% think that this is an important need for men. 91% think that both women and men need to be powerful in the workplace. However, 35% think that this need is very important for men whereas only 15% think that this need is very important for women.

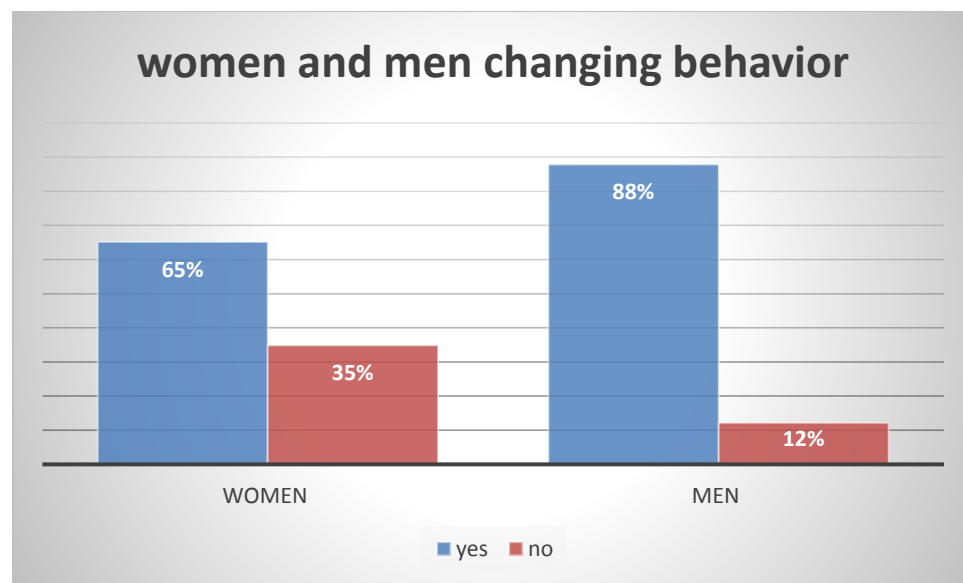
95% think that if men change their behavior regarding women in the workplace they will be more likable and 59% think that they will not lose their power.

55% think that both being powerful and likable are important for men in the workplace and 21% think that being powerful is the most important thing for men in the workplace.

50% think that organizations will gain from the status quo where women are too nice and men pragmatic of which 12% that think that the gains will be very important. However, 91% think that organizations will have important gains if women and men change their behaviors of which 64% that think that the gains will be very important.

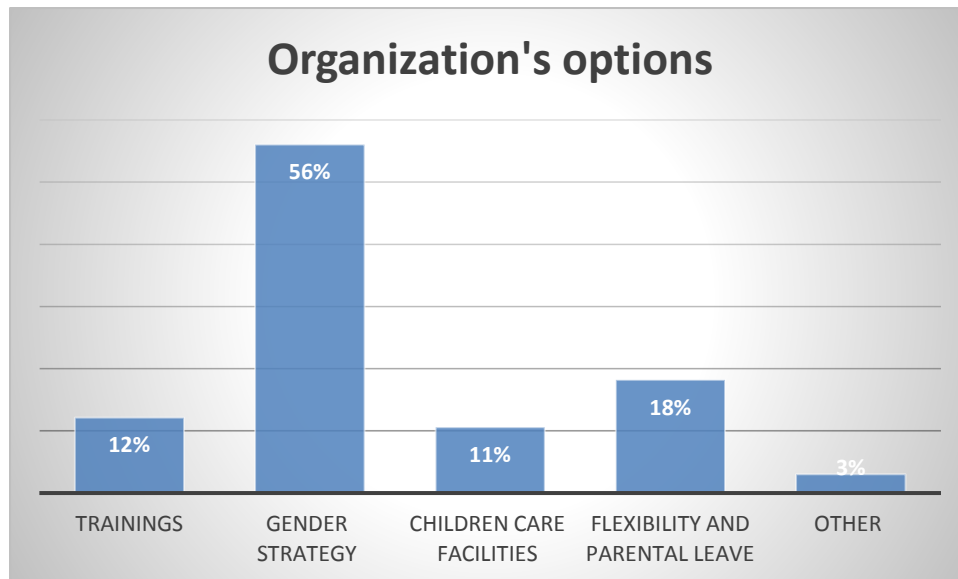
Option's criteria

Question 36 & 37: Women and men should change their behavior in the workplace



88% think that men should change their behavior and 65% think that women should change their behavior in the workplace. These answers confirm the responses of the questions 21 and 24.

Question 38: the options organizations should put in place to ensure gender equality in the workplace in a sustainable way.



56% think that organizations should develop and implement a participative and sustainable gender equality strategy in the workplace. 29% think that organizations should provide children care facilities and workplace flexibility and parental leave policies for women and men.

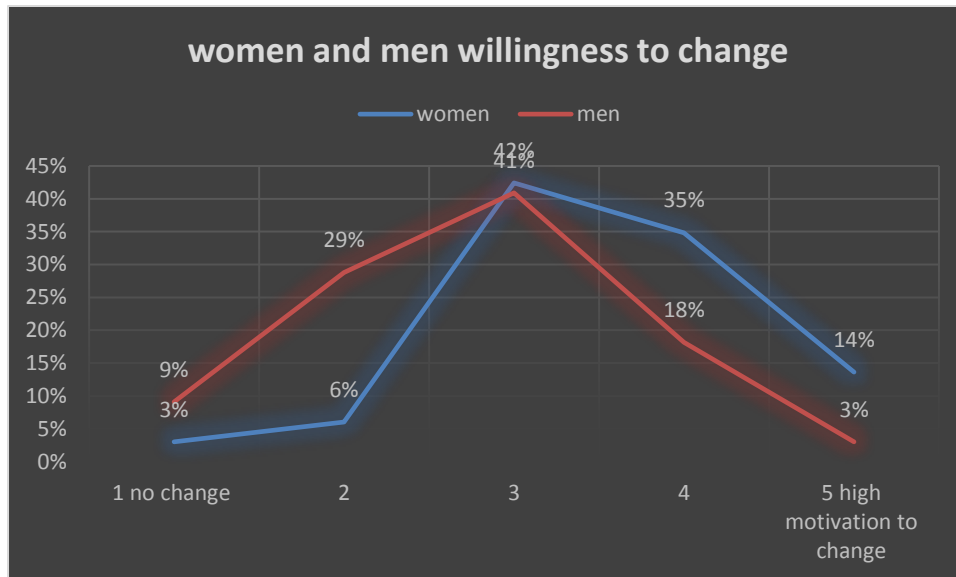
Deductions on the options criteria:

All the options were validated. Indeed, 88% think that men should change their behavior by acting fairly with women, whereas 65% think that women should change their behavior in the workplace by acting pragmatic.

To attain the gender equality target, 56% think that organizations should develop and implement a participative and sustainable gender equality strategy in the workplace, and 29% think that organizations should provide children care facilities and workplace flexibility and parental leave policies for women and men.

Willingness assessment criteria

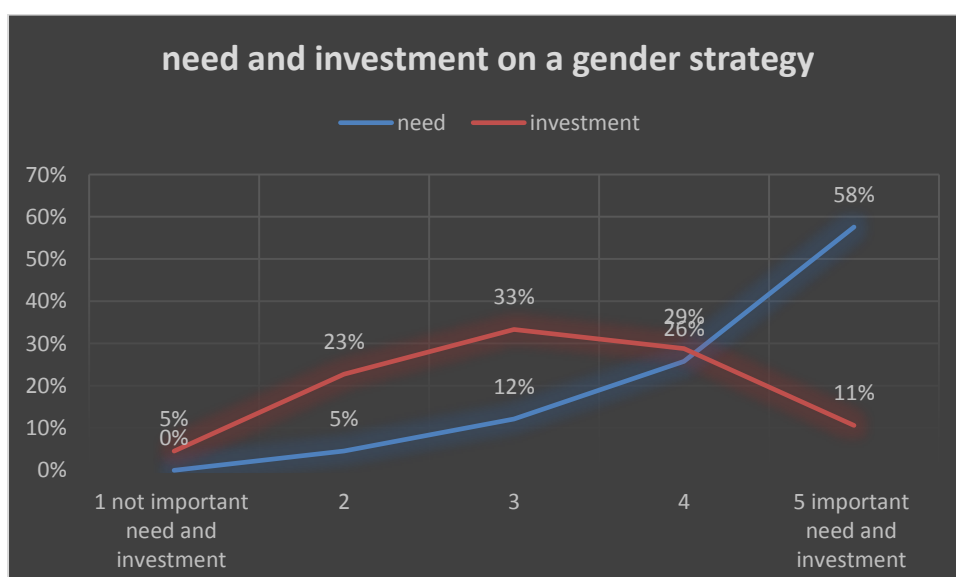
Question 39 & 40: the extent to which women and men are willing to change their behavior in the workplace



91% think that women are willing to change their behavior of which 49% that think that there is a high motivation for women to change, and 62% think that men are willing to change their behavior in the workplace of which only 21% that think that there is a high motivation to change.

48% think that women have high motivation to change and 21% think that men have high motivation to change.

Question 41 & 42: the extent to which organizations should develop a gender strategy and the extent to which organizations are willing to invest in the development and implantation of the gender strategy



95% think that there is an important need that organizations develop and implement a gender strategy in the workplace. 73% think that organization are willing to invest in a gender strategy development and implementation.

Deductions on the willingness criteria:

The willingness is validated for all the stakeholders. Indeed, 91% think that women are willing to change their behavior while 62% think that men are willing to change their behavior in the workplace. 95% think that there is an important need that organizations develop and implement a gender strategy in the workplace. 73% think that organization are willing to invest in a gender strategy development and implementation.

Appendix 3 THE UN GLOBAL COMPACT INITIATIVE PRINCIPLES

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

There are at least four ways business can support or promote human rights:

- Through their core business activities in support of UN goals and issues
- Strategic social investment and philanthropy
- Advocacy and public policy engagement
- Partnership and collective action

Here are some examples of how companies are supporting and respecting human rights through their daily activities:

In the workplace:

- by providing safe and healthy working conditions,
- by guaranteeing freedom of association,
- by ensuring non-discrimination in personnel practices,
- by ensuring that they do not use directly or indirectly forced labour or child labour,
- by providing access to basic health, education and housing for the workers and their families, if these are not provided elsewhere,
- by having an affirmative action programme to hire victims of domestic violence, and

- by making reasonable accommodations for all employees' religious observance and practices

Principle 2: make sure that they are not complicit in human rights abuses.

Actions that may be particularly helpful in avoiding complicity include:

- ...respect international guidelines and standards for the use of force (e.g. the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials and the UN Code of Conduct for Law Enforcement Officials);
- ...if financial or material support is provided to security forces, establish clear safeguards to ensure that these are not then used to violate human rights and make clear in any agreements with security forces that the business will not condone any violation of international human rights laws;
- ...privately and publicly condemn systematic and continuous human rights abuses;
- ...continually consult within and outside the company with relevant stakeholders, as part of a human rights due diligence process, during both pre-investment and post-investment stages;
- ...raise awareness within the company of known human rights issues within the company's sphere of influence;
- ...identify those functions within the firm that are most at risk of becoming linked to human rights abuses, possibly even at the pre-investment/project exploration and planning stage, and where there might be opportunities to advance human rights;

- ...conduct a human rights impact assessment consisting of an analysis of the functions of a proposed investment and the possible human rights impacts (intended and unintended) they may have on the community or region; and

- ...identify internal ‘functional risks’ in the post-investment situations. This may involve looking at such functions as purchasing, logistics, government relations, human resource management, HSE (health, safety and environment), sales and marketing.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

In the workplace, companies can:

- Respect the right of all workers to form and join a trade union of their choice without fear of intimidation or reprisal, in accordance with national law;
- Put in place non-discriminatory policies and procedures with respect to trade union organization, union membership and activity in such areas as applications for employment and decisions on advancement, dismissal or transfer;
- Provide workers’ representatives with appropriate facilities to assist in the development of effective collective agreement; and
- Do not interfere with the activities of worker representatives while they carry out their functions in ways that are not disruptive to regular company operations. Practices such as allowing the collection of union dues on company premises, posting of trade union notices, distribution of union documents, and provision of office space, have proven to help build good relations between management and workers, provided that they are not used as a way for the company to exercise indirect control.

Principle 4: the elimination of all forms of forced and compulsory labor

In the workplace, companies can:

- Have a clear policy not to use, be complicit in, or benefit from forced labor;
- Where adherence to forced labor provisions of national laws and regulations is insufficient, take account of international standards;
- Ensure that all company officials have a full understanding of what forced labor is;
- Make available employment contracts to all employees stating the terms and conditions of service, the voluntary nature of employment, the freedom to leave (including the appropriate procedures) and any penalties that may be associated with a departure or cessation of work;
- Do not confiscate workers' identity documents;
- Prohibit business partners from charging recruitment fees to workers;
- Write employment contracts in languages easily understood by workers, indicating the scope of and procedures for leaving the job;
- Be aware of countries, regions, industries, sectors, or economic activities where forced labour is more likely to be a practice;
- In planning and conducting business operations, ensure that workers in debt bondage or in other forms of forced labour are not engaged and, where found, provide for the removal of such workers from the workplace with adequate services and provision of viable alternatives;
- Institute policies and procedures to prohibit the requirement that workers lodge financial deposits with the company;

- If hiring prisoners for work in or outside prisons, ensure that their terms and conditions of work are similar to those of a free employment relationship in the sector involved, and that they have given their consent to work for a private employer;
- Ensure that large-scale development operations do not rely on forced labour in any phase; and
- Carefully monitor supply chains and subcontracting arrangements.

Principle 5: the effective abolition of child labor

In the workplace, companies can:

- Be aware of countries, regions, sectors, economic activities where there is a greater likelihood of child labour and respond accordingly with policies and procedures
- Adhere to minimum age provisions of national labour laws and regulations and, where national law is insufficient, take account of international standards.
- Use adequate and verifiable mechanisms for age verification in recruitment procedures
- Avoid having a blanket policy against hiring children under 18, as it will exclude those above the legal age for employment from decent work opportunities
- When children below the legal working age are found in the workplace, take measures to remove them from work
- Help to seek viable alternatives and access to adequate services for the children and their families
- Exercise influence on subcontractors, suppliers and other business affiliates to combat child labour

- Develop and implement mechanisms to detect child labour
- Where wages are not determined collectively or by minimum wage regulation, take measures to ensure that wages paid to adults take into account the needs of both them and their families

Principle 6: the elimination of discrimination in respect of employment and occupation.

In the workplace, companies can:

- Institute company policies and procedures which make qualifications, skill and experience the basis for the recruitment, placement, training and advancement of staff at all levels
- Assign responsibility for equal employment issues at a high level, issue clear company-wide policies and procedures to guide equal employment practices, and link advancement to desired performance in this area
- Work on a case by case basis to evaluate whether a distinction is an inherent requirement of a job, and avoid application of job requirements that would systematically disadvantage certain groups
- Keep up-to-date records on recruitment, training and promotion that provide a transparent view of opportunities for employees and their progression within the organization
- Conduct unconscious bias training
- Where discrimination is identified, develop grievance procedures to address complaints, handle appeals and provide recourse for employees
- Be aware of formal structures and informal cultural issues that can prevent employees from raising concerns and grievances

- Provide staff training on non-discrimination policies and practices, including disability awareness. Reasonably adjust the physical environment to ensure health and safety for employees, customers and other visitors with disabilities.
- Establish programs to promote access to skills development training and to particular occupations

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges

Companies can support a precautionary approach by communicating potential risks for the consumer and providing complete information on risks to the consumer and the public. Supporting the precautionary approach includes obtaining prior approval before certain products, deemed to be potentially hazardous, are placed on the market.

Steps that a company could take in the application of this approach include the following:

- Develop a code of conduct or practice for its operations and products that confirms commitment to care for health and the environment
- Develop a company guideline on the consistent application of the approach throughout the company
- Create a managerial committee or steering group that oversees the company application of precaution, in particular risk management in sensitive issue areas
- Establish two-way communication with stakeholders, in a pro-active, early stage and transparent manner, to ensure effective communication of information about uncertainties and potential risks

- and to deal with related enquiries and complaints. Use mechanisms such as multi-stakeholder meetings, workshop discussions, focus groups, public polls combined with use of website and printed media
- Support scientific research, including independent and public research, on related issues, and work with national and international institutions concerned
- Join industry-wide collaborative efforts to share knowledge and deal with the issue of precaution, in particular in regards to production processes and products around which high level of uncertainty, potential harm and sensitivity exist

Principle 8: undertake initiatives to promote greater environmental responsibility

Steps that the company could take to promote environmental responsibility would be the following:

- Define company vision, policies and strategies to include sustainable development — economic prosperity, environmental quality and social equity;
- Develop sustainability targets and indicators (economic, environmental, social);
- Establish a sustainable production and consumption programme with clear performance objectives to take the organisation beyond compliance in the long-term;
- Work with product designers and suppliers to improve environmental performance and extend responsibility throughout the value chain;
- Adopt voluntary charters, codes of conduct and practice internally as well as through sectoral and international initiatives to reach responsible environmental performance;

- Measure, track and communicate progress on incorporating sustainability principles into business practices, including reporting against global operating standards. Assess results and apply strategies for continued improvement; and

- Ensure transparency and unbiased dialogue with stakeholders.

In doing the above, the existence of appropriate management systems is crucial in helping the company to meet the organizational challenge.

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

At the basic factory site or unit level, improving technology may be achieved by:

- changing the process or manufacturing technique;
- changing input materials;
- making changes to the product design or components; and
- reusing materials on site.

Strategic level approaches to improving technology include:

- Establishing a corporate or individual company policy on the use of environmentally sound technologies
- Making information available to stakeholders that illustrates the environmental performance and benefits of using such technologies
- Refocusing research and development towards ‘design for sustainability’
- Use of life cycle assessment (LCA) in the development of new technologies and products
- Employing Environmental Technology Assessments (EnTA)
- Examining investment criteria and the sourcing policy for suppliers and contractors to ensure that tenders stipulate minimum environmental criteria

- Co-operating with industry partners to ensure that ‘best available technology’ is available to other organizations

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The UN Global Compact suggests that participants consider the following three elements when fighting corruption and implementing the 10th principle:

- **Internal:** As a first and basic step, introduce anti-corruption policies and programmes within their organizations and their business operations;
- **External:** Report on the work against corruption in the annual Communication on Progress; and share experiences and best practices through the submission of examples and case stories;
- **Collective Action:** Join forces with industry peers and with other stakeholders to scale up anti-corruption efforts, level the playing field and create fair competition for all. Companies can use the [Anti-Corruption Collective Action Hub](#) to create a company profile, propose projects, find partners and on-going projects as well as resources on anti-corruption collective action; and **Sign the “*Anti-corruption Call to Action*”**, which is a call from Business to Governments to address corruption and foster effective governance for a sustainable and inclusive global economy

Appendix 4 WEPs Options and examples

Principle 1: Establish high level corporate leadership for gender equality, meaning that leadership promotes gender equality.

Options that companies can apply	Good practices
• <i>“Affirm high-level support and direct top-level policies for gender equality and human rights</i> • <i>Establish company-wide goals and targets for gender equality and include progress as a factor in managers’ performance reviews</i> • <i>Engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality</i> • <i>Ensure that all policies are gender-sensitive – identifying factors that impact women and men differently – and that corporate culture advances equality and inclusion”</i>	• <i>“An international mining group headquartered in the UK, commissioned a resource guide on how to engage women and community groups as a major policy directive of its business operations.</i> • <i>A company assessment at the highest level by a global accounting and consulting firm determined that the company was losing out on business by failing to attract and retain highly skilled female professionals, and on the basis of these findings, worked to change company culture and policies through leadership and board involvement.</i> • <i>The leadership of an East Asian apparel manufacturer implemented an integrated, comprehensive approach to</i>

	women's empowerment through programmes recognizing female employees' accomplishments and supporting women's advancement in the company through wide-ranging education, training and safety initiatives."
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Figure 15: Principle n°1 of the Women Empowerment Principles

Principle 2: Treat all women and men fairly at work, respect and support human rights and non-discrimination, meaning providing equal opportunities, inclusion and nondiscrimination.

Options that companies can apply	Good practices
• "Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men • Ensure that workplace policies and practices are free from gender-based discrimination • Implement gender-sensitive recruitment and retention practices and proactively	• "To retain and attract more qualified women, an Eastern European microfinance group initiated a broad-based data collection and analysis exercise, followed up with recommendations on the treatment of its female employees. • In an effort to close gender-based pay gaps, a global insurance group

<i>recruit and appoint women to managerial and executive positions and to the corporate board of directors</i> • <i>Assure sufficient participation of women – 30% or greater – in decision-making and governance at all levels and across all business areas</i> • <i>Offer flexible work options, leave and re-entry opportunities to positions of equal pay and status</i> • <i>Support access to child and dependent care by providing services, resources and information to both women and men”</i>	<i>dedicated 1.25 million Euros over three years.</i> • <i>A large financial services company in Australia offers a parental leave policy that provides a total of two years parental leave for the primary care giver, which can be taken flexibly, rather than on a full-time basis.</i> • <i>To support diversity and inclusion, a multinational steel company established a special committee comprised of management and women workers that identifies concerns of female employees and in response organizes trainings and programmes.”</i>
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Figure 16: Principle n°2 of the Women Empowerment Principles

Principle 3: Ensure the health, safety and well-being of all women and men workers, meaning providing health, safety and freedom from violence.

Options that companies can apply	Good practices
• <i>“Taking into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health</i> • <i>Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and prevent sexual harassment</i> • <i>Strive to offer health insurance or other needed services - including for survivors of domestic violence - and ensure equal access for all employees</i> • <i>Respect women and men workers’ rights to time off for medical care and counseling for themselves and their dependents</i> • <i>In consultation with employees, identify and address security issues, including the safety of women traveling to and from work on company-related business</i>	• <i>“Building on a company-initiated study to determine the economic benefits to companies of employee health awareness, a large apparel company partners with health education professionals to offer trainings to employees on reproductive and maternal health, disease prevention and access to care.</i> • <i>Recognizing the need to support working parents, a Kenyan communications company offers free on-site day care and an in-house physician, in addition to comprehensive medical coverage that includes pre- and post-natal care.</i> • <i>Two Spanish companies offer victims of domestic violence job placement services specifically tailored to their needs to ease transition to the workplace.</i> • <i>A Sri Lankan apparel manufacturer demonstrates its commitment to creating and maintaining a safe and healthy work environment - and recognition of the</i>

• <i>Train security staff and managers to recognize signs of violence against women and understand laws and company policies on human trafficking, labor and sexual exploitation”</i>	<i>differential needs of its female and male employees - through a range of targeted policies and programmes, including special care for pregnant employees, and systematic risk assessments and monitoring of its plants, processes and equipment”.</i>
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Figure 17: Principle n°3 of the Women Empowerment Principles

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

Options that companies can apply	Good practices
• <i>“Invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas, and encourage women to enter nontraditional job fields</i> • <i>Ensure equal access to all company-supported education and training programmes, including literacy classes, vocational and information technology training</i>	• <i>“To open opportunities for women’s career advancement in IT fields, a US-based multinational technology company maintains strategic partnerships with women’s organizations in many of the countries where it operates, to promote education and training and recognize women’s accomplishments in IT.</i> • <i>A large European airline company reaches out to youth through education projects to break down the barriers that</i>

• <i>Provide equal opportunities for formal and informal networking and mentoring</i> • <i>Articulate the company's business case for women's empowerment and the positive impact of inclusion for men as well as women"</i>	<i>traditionally limit women to certain jobs in the industry and men to others.</i> • <i>A large financial services company in Australia offers numerous initiatives aimed at supporting women in business, including an online platform to help Australian women connect with other women in business internationally to share information, research and career advice.</i> • <i>A Chinese international transport company established special employee committees to identify and design programmes and information tailored to the distinct needs and interests of female workers."</i>
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Figure 18: Principle n°4 of the Women Empowerment Principles

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women, meaning integrating gender equality in Enterprise Development, Supply chain and Marketing Practices.

Options that companies can apply	Good practices
• “Expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs • Support gender-sensitive solutions to credit and lending barriers • Ask business partners and peers to respect the company’s commitment to advancing equality and inclusion • Respect the dignity of women in all marketing and other company materials • Ensure that company products, services and facilities are not used for human trafficking and/or labor or sexual exploitation”	• “Recognizing the expanding role of women entrepreneurs, a large UK-based bank launched specialized financial services, microfinance opportunities and business loans and also provides an online resource center for women entrepreneurs running small and medium-sized enterprises. • A Swedish manufacturer helps women producers of raw materials in developing countries to trade directly with the manufacturer, thus improving their income by reducing the number of intermediaries in the supply chain. • To make the scope of violence against women visible to an international public, a global advertising company partnered with a UN organization to develop a public awareness campaign using television and the internet.”

Figure 19: Principle n°5 of the Women Empowerment Principles

Principle 6: Promote equality through community initiatives and advocacy, meaning investing in Community Leadership and Engagement

Options that companies can apply	Good practices
• “Lead by example – showcase company commitment to gender equality and women’s empowerment • Leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion • Work with community stakeholders, officials and others to eliminate discrimination and exploitation and open opportunities for women and girls • Promote and recognize women’s leadership in, and contributions to, their communities and ensure sufficient representation of women in any community consultation • Use philanthropy and grants programmes to support company commitment to inclusion, equality and human rights”	• “A large international cosmetics company launched and sold products to raise funds for community-based organizations working to end domestic violence around the world. • A multinational mining company with operations in Ghana implemented a gender mainstreaming programme to encourage female employees to assume greater responsibility within the mine and connect to the local community. • A US-based multinational apparel manufacturer awards grants to community-based organizations to empower women in localities where it does business.”

Figure 20: Principle n°6 of the Women Empowerment Principles

Principle 7: Measure and publicly report on progress to achieve gender equality, meaning ensuring transparency, measuring and reporting

Options that companies can apply	Good practices
• <i>Make public the company policies and implementation plan for promoting gender equality</i> • <i>Establish benchmarks that quantify inclusion of women at all levels</i> • <i>Measure and report on progress, both internally and externally, using data disaggregated by sex</i> • <i>Incorporate gender markers into ongoing reporting obligations</i>	• <i>A mid-sized Israeli fashion company became the first of its size in Israel to voluntarily publicize a Social and Environmental Responsibility Report reflecting its commitment to gender equality.</i> • <i>A Spanish financial institution publicizes its commitment to equal opportunity and inclusion on its website and regularly undergoes external equality diagnostics validated by an autonomous government body.</i> • <i>A South African mining company includes a detailed breakdown of employment by gender and race per occupational level in its sustainability reporting.</i> • <i>Two Australian companies – one banking, one consulting – use the seven</i>

	<i>Women's Empowerment Principles as a gender equality report guide.</i>
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Figure 21: Principle n°7 of the Women Empowerment Principles