Gender Mainstreaming:
A Toolkit for Hubs

WHO IS THIS FOR?

This Gender Mainstreaming Toolkit is designed for use by the staff, management and consultants working with SOS, Shaqodoon, and HarHub. The practical guidance and tools, tips, information, and resources are intended to support the achievement of gender mainstreaming across these organizations and the programs they implement. It is not intended to be exhaustive; rather it offers a starting point for incorporating gender considerations in specific areas.

Be creative and consider your unique infrastructure as you consider where you can grow these tools into pillars of your organization!

CORE IDEA: GENDER MAINSTREAMING

The United Nations Economic and Social Council defines the process of Gender Mainstreaming as "[...] the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

Tool 1:

Developing support for Gender Mainstreaming internally, among management and staff.

➜ **Assessment & Planning Phase**
Define the unique needs of your organization and develop a plan.

➜ **Implementation Phase**
Roll out organization-wide.

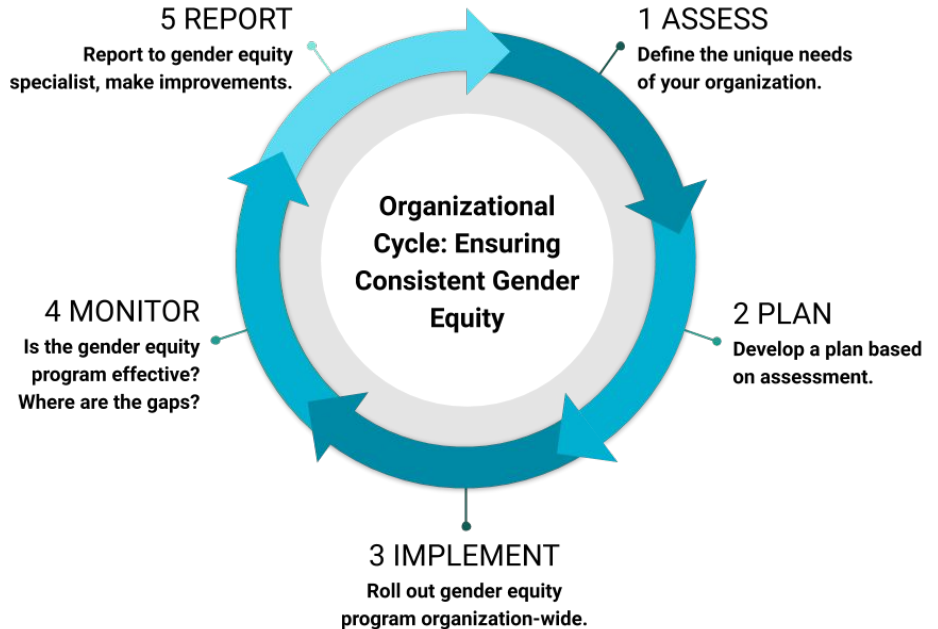➜ **Monitoring & Evalutation Phase**
Is the program effective?

➜ **Reporting Phase**
Report to gender mainstreaming specialist - hurdles should be outlined.

Ensuring Consistency Across the Organization

Gender Mainstreaming is an elusive goal – as the organization works toward the goal of full gender mainstreaming, the landscape will inevitably shift. For this reason, this is not a one-time training module, but an ongoing organizational cycle that will allow you to adapt to an evolving environment.

5 REPORT
Report to gender equity specialist, make improvements.

1 ASSESS
Define the unique needs of your organization.

Organizational Cycle: Ensuring Consistent Gender Equity

2 PLAN
Develop a plan based on assessment.

4 MONITOR
Is the gender equity program effective? Where are the gaps?

3 IMPLEMENT
Roll out gender equity program organization-wide.
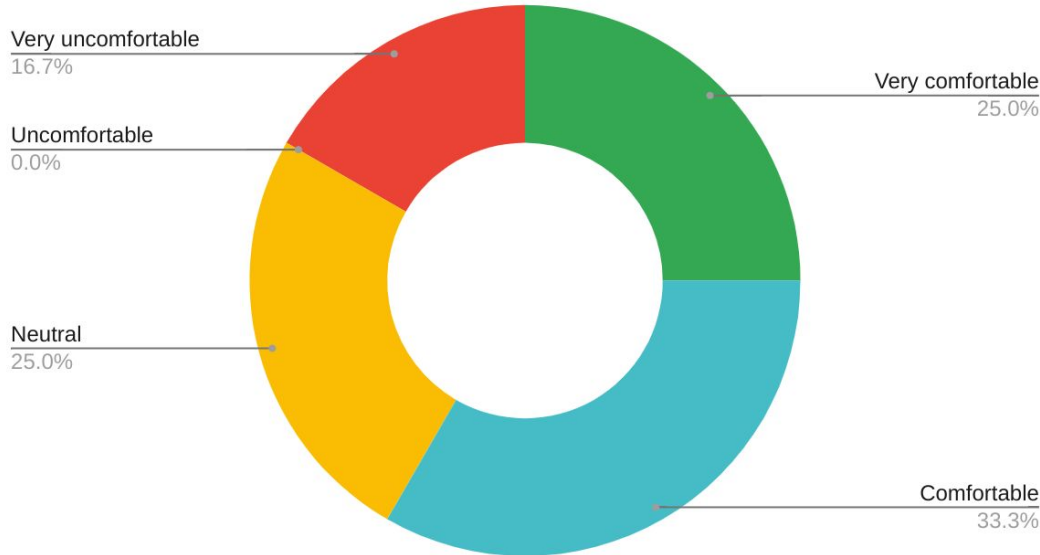
Assessment & Planning Phase

Define the unique needs of your organization and develop a plan to prioritize gender mainstreaming among staff and management.

A preliminary assessment has been completed, and data concerning each organization is enclosed here.

Initial planning has been recommended, also, though organization leads should untertake an immediate plan to expand on these recommendations and work creating an organization that is gender equitable.

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ASSESS: SOS Results - Gender Mainstreaming Survey

Reported comfort discussing gender with boss and coworkers

Very uncomfortable
16.7%

Uncomfortable
0.0%

Neutral
25.0%

Very comfortable
25.0%

Comfortable
33.3%

Reported comfort discussing gender is generally high, yet this doesn't fully translate into having actual conversations. Only one respondent reported having conversations about gender in the last month, and half of respondents had zero conversations.

The data suggest that **more work is required to ensure gender is an ongoing part of the discussion** in order to allow for gender mainstreaming in projects and programs; more open discussions will allow staff and management to identify and resolve issues more effectively.
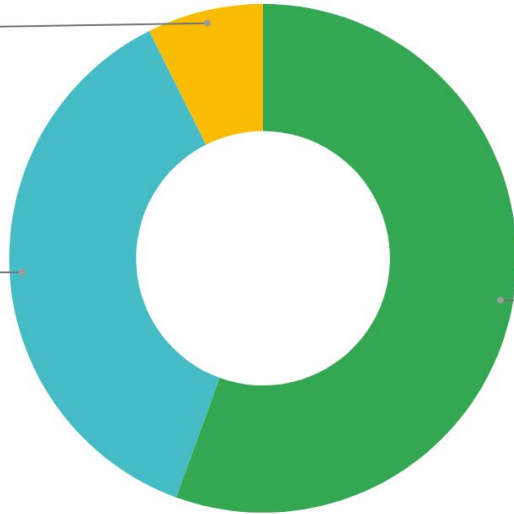
ASSESS: Shaqodoon Results - Gender Mainstreaming Survey

Reported comfort discussing gender with boss and coworkers

Neutral
7.4%

Comfortable
37.0%

Very comfortable
55.6%

Reported comfort discussing gender is very high, yet only one of the nine respondent reported having more than 5 conversations about gender in the last month.

Shaqodoon aims to help youth find jobs, and if gender isn't part of the conversation, inequities will remain. **Normalizing conversations around gender needs to be a central focus for Shaqodoon moving forward.**

Flag: When asked whether considerations regarding gender mainstreaming are built into program design, one staff who self-identified as male commented, "No and it shouldn't be considered because women are inferior to men." This sort of attitude from staff is a significant hurdle to gender mainstreaming, and should be addressed.

ASSESS: HarHub Results - Gender Mainstreaming Survey

Reported comfort discussing gender with boss and coworkers

Comfortable
16.7%

Very comfortable
83.3%
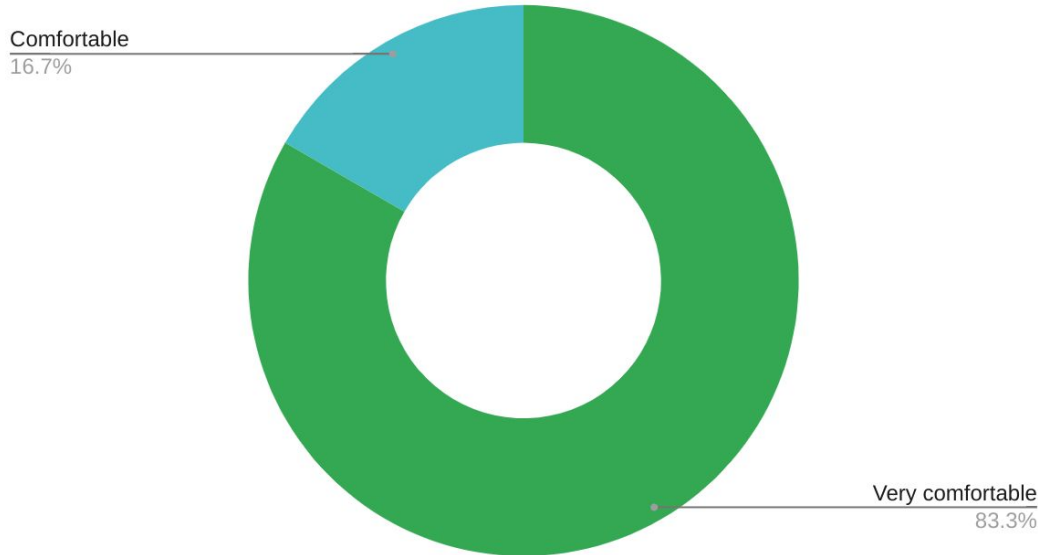
Reported very high comfort discussing gender, yet only one respondent reported having any conversations about gender in the last month.

Although the number of respondents was not high enough to get a full picture of gender in the organization, the data we do have suggests that **more work is required to ensure gender is an ongoing part of the discussion** in order to allow for gender mainstreaming in projects and programs.

Breakout Groups:
PLAN: Based on your organization's preliminary assessment, what next steps do you anticipate?

Implementation Phase

Implement gender mainstreaming plans based on the Assessment and Planning Phase. Staff appointed for implementation should be a minumum of 50% female.

As part of the implementation phase, ALL organizational policies and staff documents must be revised, considering the goal of gender mainstreaming.

In addition to the revisions to policies and documents, all staff must sign a document outlining their understanding of the newly-implemented gender mainstreaming priorities.

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Implementation Checklist

- ❏ Update all policies and internal documents to include clear deliverables relating to gender mainstreaming
- ❏ Update all planning documents to include gender mainstreaming checklist
- ❏ Ensure processes and tools are in place to guarantee the collection of gender, age, and other diversity-disaggregated data for <u>all</u> data collection moving forward
- ❏ Establish accessible, confidential, and gender-responsive feedback mechanisms
- ❏ Have all staff and management sign and date acknowledgement of the new gender mainstreaming workplace policies

Example of what the staff acknowledgement might look like:

I, [NAME], understand that the following behaviors will not be tolerated. Moving forward, each violation will be recorded in the employee file; repeated instances could lead to dismissal.

- *using language or actions that are offensive or humiliating relating to gender*
- *behaviour toward someone of the opposite gender that creates an intimidating, unwelcome, or hostile work environment*
- *in hiring decisions, any discussion of gender or reproductive potential*
- *sharing opinions, verbally or in writing, about the inferiority or superiority of one gender*

Signature: _____ Date: _____, 2020

Monitoring Phase

Monitor the success of the Implementation Phase, within the organization. Staff and management should be interviewed on the transition.

The goal of the monitoring phase is to assess whether interventions contributed to narrowing (or widening) the gender gaps identified in the assessment phase.

Identify gaps and challenges based on processes and other sources, including feedback mechanisms.

Identify necessary adjustments in programs, which might entail modifying programs (e.g. in scope, location, targeted groups, etc.), reassessing resources, etc.

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MONITOR: Analysing Implementations Success

Collect and analyse both **Qualitative** (perceptions, feelings, attitudes, experiences, etc.) data and **Quantitative** (numerical) data to ensure a complete picture.

Key areas to monitor include:

➜ **Needs and capacities** (e.g. Are any needs being met only partially or not at all?)
➜ **Risks** (e.g. What risks have been reduced as a result of programs?)

➜ **Participation** (e.g. Are women and girls participating equally and meaningfully in the reimagined programs?)
➜ **Access to/Control over resources** (e.g. How do the roles of men vs. women influence their access to and control over resources within programs?)
➜ **Accountability** (e.g. Can all persons of concern access feedback mechanisms? If not, what barriers prevent access?)
➜ **Results and impacts** (e.g. Were any unintentional gender-related impacts on specific groups observed?)

Breakout Groups:
MONITOR: Make an extensive list of the questions that should be considered.
How can we evaluate success of the gender mainstreaming measures implemented?

Reporting Phase

A local gender mainstreaming specialist should be hired to review reporting and help guide the next organizational cycle.

Now that we've reached the final phase of the Organizational Cycle for Ensuring Consistent Gender Equity across the organization and, thus, across programs, it's time to draft a report and engage a local gender mainstreaming specialist.

Keeping the proverbial foot on the gas pedal will ensure ongoing gains from the work and progress made to date.

REPORT: What's Working? What Isn't?

Develop a report based on findings from the Monitoring Phase and engage a local gender specialist to review and plan next steps. Congratulations on making it through the first cycle of your gender mainstreaming strategy! This work will become more natural for your organization as you consistently implement and receive feedback and repeat this cycle.

5 REPORT
Report to gender equity specialist, make improvements.

1 ASSESS
Define the unique needs of your organization.

2 PLAN
Develop a plan based on assessment.

3 IMPLEMENT
Roll out gender equity program organization-wide.

4 MONITOR
Is the gender equity program effective? Where are the gaps?

Organizational Cycle: Ensuring Consistent Gender Equity

Milestones

Q1 2021

Assessment and Planning Phases of gender mainstreaming strategy

Q3 2021

Submit first report to local gender mainstreaming specialist; make recommended adjustments

Q1 2021	Q2 - Q4 2021

Q2 2021

Implementation across the organization; gender mainstreaming mechanisms intro'd across all programs

By October 2021

Begin the second Organizational Cycle: Ensuring Consistent Gender Mainstreaming

Tool 2:

Create a Gender Mainstreaming Committee.

➔ **Adjust Organization Hierarchy**
The Gender Mainstreaming Committee needs to have the resources and power to make decisions affecting programs..

➔ **Committee Priorities**
The committee will need to keep an ongoing focus on their core priorities.

➔ **Monitoring & Evalutation Phase**
Is the gender program effective?

➔ **Reporting Phase**
Report to gender mainstreaming specialist - hurdles should be outlined.
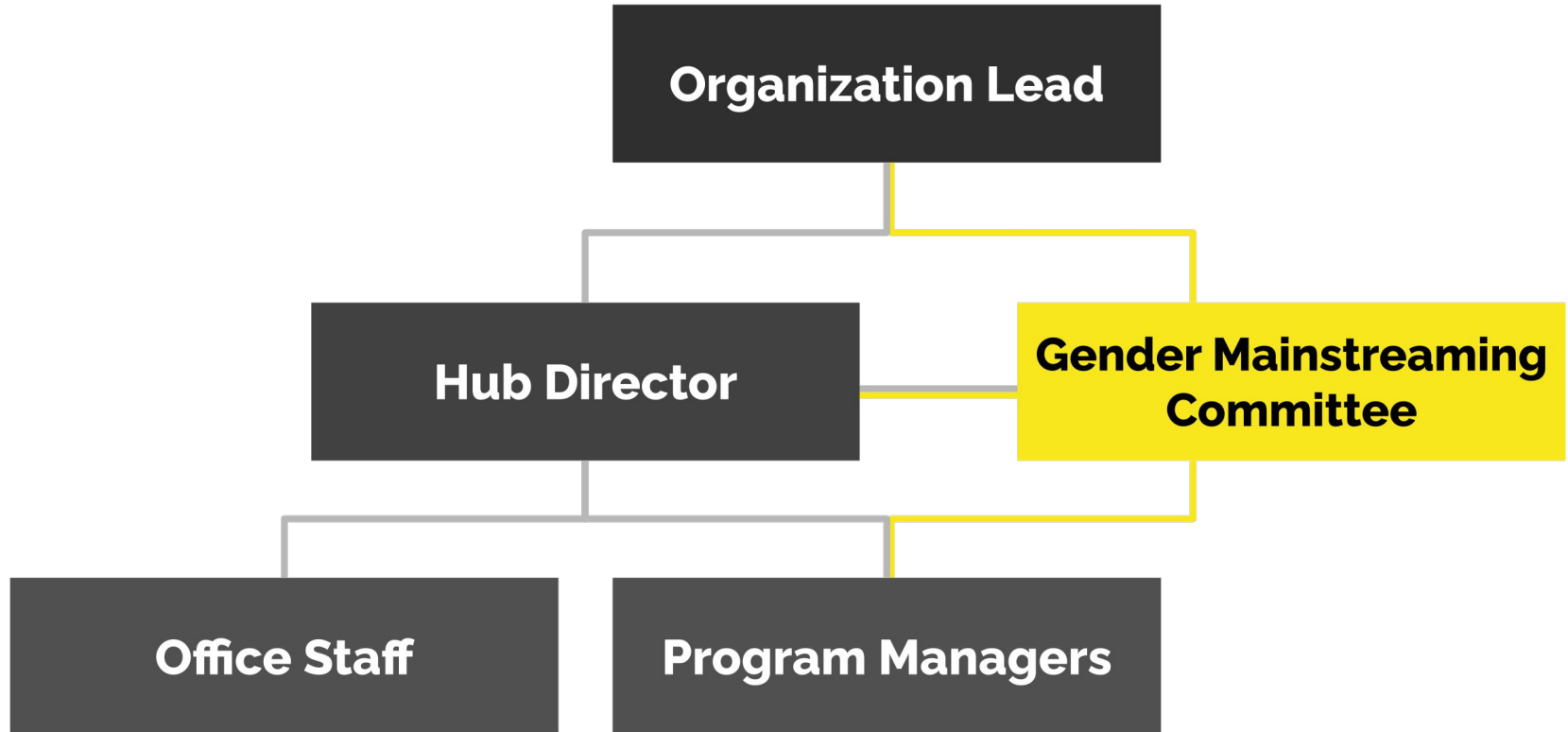
Gender Mainstreaming Committee

Based on the results of all three organizations, an internal gender mainstreaming committee is necessary to ensure gender priorities are maintained.

To ensure accountability, a Gender Mainstreaming Committee should be established internally at SOS, Shaqodoon, and HarHub.

The committee will be responsible for developing policies and should be given the power to uphold them. The committee should also maintain contact on a quarterly or semi-annual basis with a local gender mainstreaming specialist to allow for ongoing improvement.

Recommended Organizational Hierarchy

Gender Mainstreaming Committee Priorities

General priorities for the Gender Mainstreaming Committee are outlined below, though the committee within each organization should evalutate their specific needs to ensure all of their goals are addressed within stated priorities.

1 Policies & Program Documents
Review all current and planned program documents. Update all docs to include gender equity language and tools.

2 Gender Mainstreaming Tools
Develop tools for gender mainstreaming. Ensure that all staff receive training and an opportunity to provide feedback.

3 Program Staff Checklist
All program documents should outline gender mainstreaming tools, including feedback mechanisms to immediately address issues.

4 Disaggregated Data
Adjust policies to ensure all data is collected in a gender and age disaggregated manner moving forward.

5 Engage Local Gender Specialist
Engaging a local gender specialist will ensure that tools are appropriate to the local gender context and to will ensure ongoing progress.

Call for volunteers to join the Gender Mainstreaming Committee

Tool 3:

Increase the meaningful participation of girls and women in programs.

➔ **Identify Barriers to Participation**
   What are the reasons women/girls are not graduating at the same rate as men/boys?

➔ **Dismantle Barriers Directly**
   Find solutions that directly address the issues that are creating barriers.

➔ **Check In with Affected Women**
   Has the dismantling been effective?

Increase Meaningful Participation

Women and girls face different challenges in attending programs - identifying those challenges and addressing them directly will make a difference.

If women and girls are graduating at lower rates than boys/men, not enrolling at the same rates, and/or have lower overall participation rates, there is an issue.

Working toward creating equal access will involve problem solving in a new way - thinking outside the patriarchal norm and finding novel ways of that ensuring female inclusion is prioritized.

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What is "Meaningful Participation"?

Meaningful participation is a process.

Many programs that feel they exemplify gender equal atmospheres keep women and girls at level 2-3 of this ladder, rather than at level 1.

How can you ensure your programs reach Level 1?

01	**Meaningful Participation**	• Able to dictate agenda equally to men • Wield resources to execute decisions
02	**Collaboration in Decision-Making**	• Present in decision-making • Have the skills, capabilities, and resources to act upon their own interests and those of other women
03	**In the Room, but NOT at the Table**	• May attend high-level meetings and be present during decision-making, but their contributions are restricted. • Do not have the ability to shape the agenda •
04	**Transparent Consultation**	• Women are invited to share views on issues • Perspective is taken seriously and they are advised on outcomes • Process in place to communicate outcomes
05	**Extractive Consultation**	• Women are invited to share views on issues • Obvious power imbalance, little/no indication of perspective being taken seriously • No process in place to communicate outcomes
06	**Information Sharing**	• Have access to information that helps to make decisions that preserve their safety and well-being
07	**Tokenistic Participation**	• Invited to event or meeting, but are denied a voice in decision-making • Role may be limited to taking pictures, checking attendance sheets, or the like
08	**Non-Participation**	• Decisions are made for women and girls by those holding more power, generally men and boys (in their household, community, or by the government or aid system.)

Adapted from: UNHCR Gender Toolkit 2020

Step 1: Identify Barriers to Female Participation in Programs

The first step is accurately identifying the barriers women and girls are facing. Thanks to the **Somaliland Gender Gap Assessment by NAGAAD (2019)**, we can begin to understand some of the challenges facing local women and girls, including:

- Uneven enrollment numbers in Technical and Vocational Training
- Lack of childcare or support in household duties
- Safety concerns while traveling to/from programs
- Lack of policy enforcement (e.g. paid maternity leave)

Undertaking a comprehensive suvey of the women/girls who have left your organization's programs ahead of graduation will help you gain a more intimate understanding of the barriers unique to your target demographic.

Step 2: Dismantle Barriers to Female Participation
Some initial ideas to reduce the gender gap   (1/2)

1. **Equal access to Technical and Vocational Training:** Increase access for women, both in enrollment and graduation.
2. **Support alternative forms of childcare:** An onsite nursery or daycare centre that is open during business hours would provide a cost-effective solution for women who bear sole responsibility for childcare.
3. **Redefine the benefit of education for girls and women:** Champion the value of education and develop curricula revisions for programs that outline the benefits of women in power.
4. **Establish scholarship funds for girls:** For example, funds could be based on merit and, as the 2017-2021 Somaliland Education Sector Strategic Plan stipulates, linked to professions in sectors with high growth potential.

Step 2: Dismantle Barriers to Female Participation
Some initial ideas to reduce the gender gap   (2/2)

5. **Consider safety of girls women who are traveling for programs:** Ensure transportation (and accommodation, where necessary) to/from programs for girls and women.
6. **Policies to address all gaps:** Open communication is key, including supporting men in understanding that opening doors to women does not remove support for the important work that they are doing.
7. **Policy enforcement:** Attention must be paid to enforcement and ensuring accessible avenues of recourse for women when policies are not followed.
8. **Strategically addressing underlying barriers to equality:** Undermine stereotypes that disadvantage women by championing women's contributions to society, supporting women's leadership and influence in decision-making, and openly discussing commitments to reducing the gender gap.

Breakout Groups:
What other barriers do you anticipate?
What are some creative solutions?

Step 3: Check in with women who have left programs **anytime** before graduation.

Once we know the hurdles, an organization-wide problem-solving session should be called to address these specific barriers.

Tool 4:

Gender Mainstreaming in program execution..

➜ **Program Assessment & Design**
Program Leads (and staff, if possible) should meet with the Gender Mainstreaming Committee to understand program design and development under current gender mainstreaming guidelines.

➜ **How to Mainstream Gender in Program Design**
Making the theory actionable.

➜ **Program Implementation**

Ensuring Consistency Across Programs

Gender mainstreaming requires dedicated, consistent attention across programs.

ASSESS

Define the unique needs of your program, based on committee-developed checklist. reference prior program reports to understand common issues.

REPORT

Staff will submit report both through standard channels and to the gender equity committee.

IMPLEMENT

Ensure all program staff have a checklist supporting priorities, clearly directing them to pay attention to gender requirements and providing feedback mechanisms for immediate attention for flagged issues.

PLAN

Create implementation plan that includes explicit directives regarding gender equity in recruiting, attendance, and support structures.

01

02

03

04

Assessing Programs

All program/project documents are to be reviewed to ensure gender mainstreaming is supported.

More in depth assessment needs to be done, specifically of the reasons women tend to leave programs ahead of completion at a greater rate than men.

Once your internal gender mainstreaming committee has developed your programs' gender mainstreaming checklist, use this to create a survey for beneficiaries in upcoming programs/projects (ensure that data received is age- and gender-disaggregated).
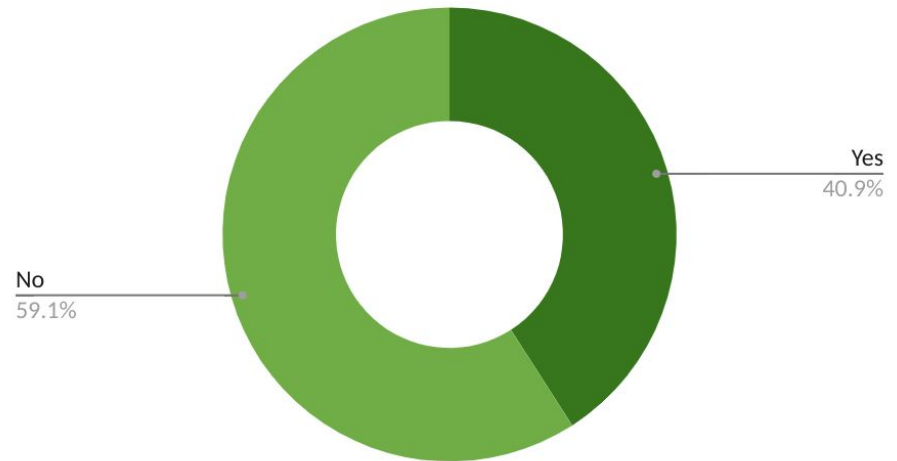
ASSESS: Survey of TNE Graduates

Seeing that nearly 50% of respondents, both male and female, would not be happy working with a female boss shows the importance of emphasizing female leadership in TNE programs.

Male - Would you mind if you had a female boss?
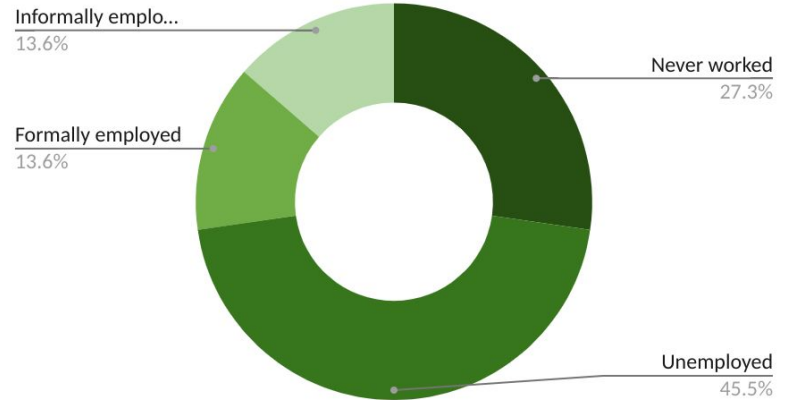
No
53.3%

Yes
46.7%
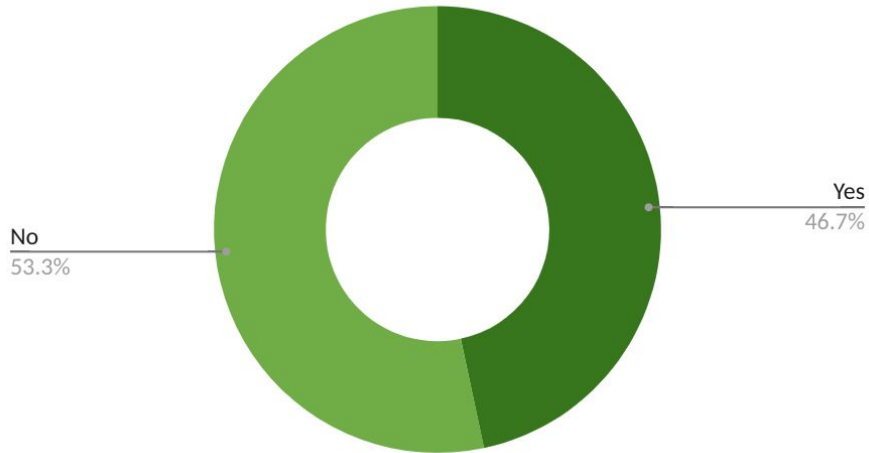
Female - Would you mind if you had a female boss?

No
59.1%

Yes
40.9%

ASSESS: Survey of TNE Graduates

53% of males and 72% of females are either unemployed or have never worked.

Male - What is your Employment Status?

Informally emplo...
13.3%

Never worked
20.0%

Formally employed
33.3%

Unemployed
33.3%

Female - What is your Employment Status?

Informally emplo...
13.6%

Never worked
27.3%

Formally employed
13.6%

Unemployed
45.5%
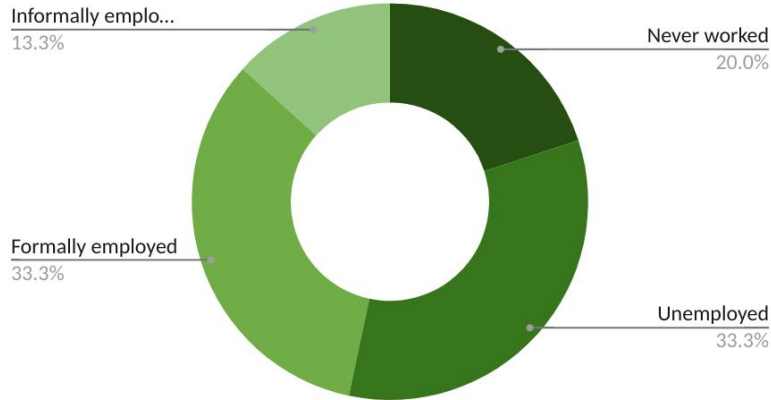
The vast difference in this number for males vs. females shows that even when applicants have attended the same program, males are significantly more likely to find work.

Breakout Groups:
PLAN: How can you increase support for females in recruiting, attendance, and support mechanisms?

Implementation

Staff should be equipped with the right tools, including checklists and clear directives for gender mainstreaming.

As part of the implementation phase, ALL program-specific documents must be revised to include a gender mainstreaming checklist for current and planned programs and projects.

Checklists, contact details, ways to submit feedback (directly or anonymously, as needed), and how beneficiaries can access support regarding gender issues should be outlined clearly to all staff and program managers.

Reporting

After program wrap up, reports should be submitted to the Gender Mainstreaming Committee for review, alongside the existing standard submission channel.

Reports should be drafted with gender mainstreaming in mind, and gender-and age-disaggregated data.

When drafting reports, staff and program leaders should outline in detail what they did to support gender mainstream priorities, as well as any gender-specific hurdles encountered by staff or beneficiaries.

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Tool 5:

How to encourage the role of men and boys in achieving gender mainstreaming.
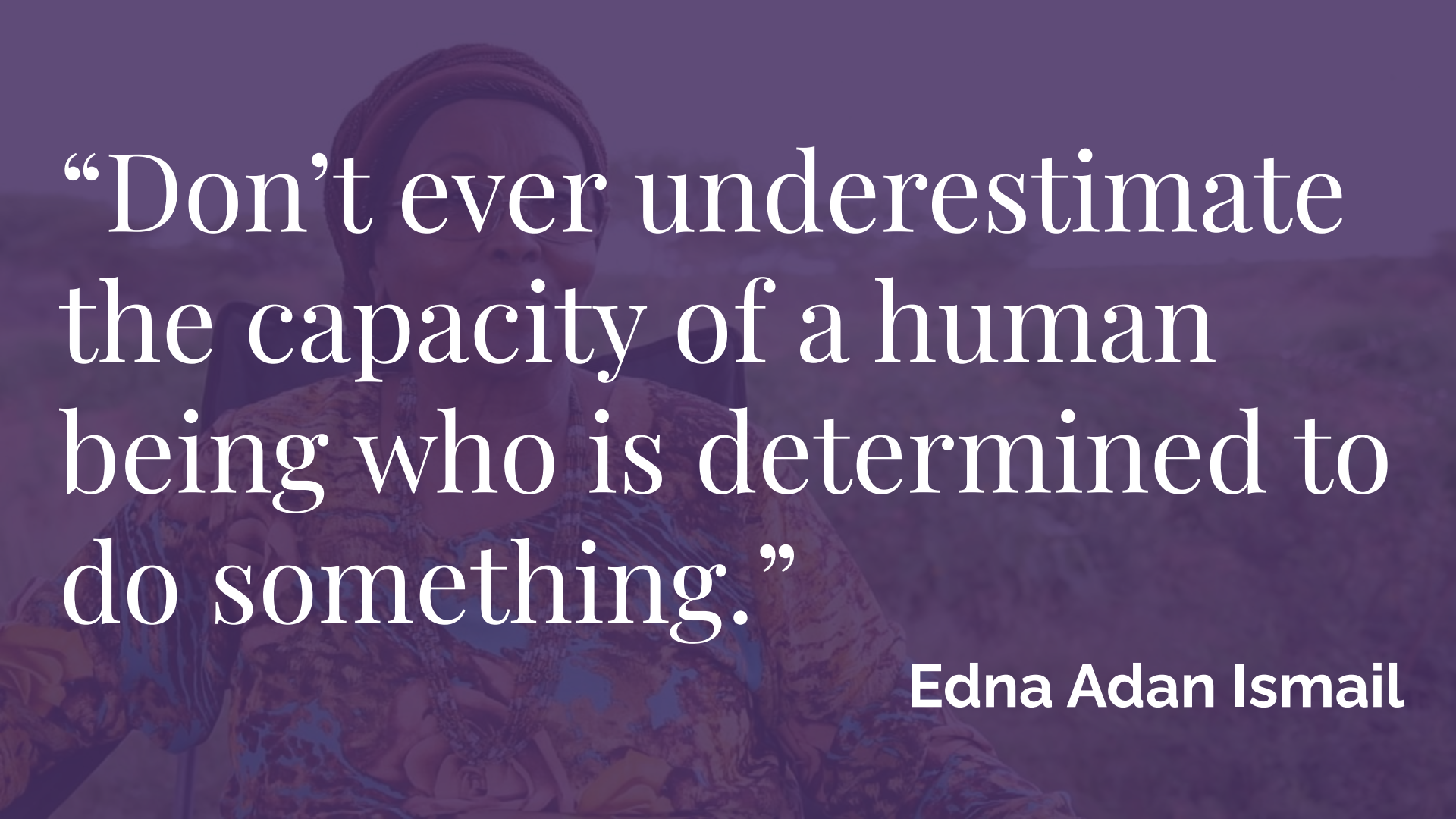
➜ **How to Engage Men and Boys**
Working toward a gender equal society is a job for all of us!

➜ **Scarcity vs. Abundance Mindset**
Economic opportunities are not limited.

➜ **HeForShe & Examples**
Three examples of men creating space for gender mainstreaming in Botswana, Rwanda, and Singapore..

How to Engage Men and Boys

Gender mainstreaming cannot be achieved without male engagement and support.

Since so many of the barriers women and girls face are supported by societal norms and patriarchal expectations, men and boys must be engaged in the fight to make sustained change.

Gender expectations are often framed as a feminist issue, yet the entire population benefits when women are empowered.

"Don't ever underestimate the capacity of a human being who is determined to do something."

Edna Adan Ismail

Men and Boys Fighting for Gender Mainstreaming

It's no longer a secret that when women are empowered, the entire society is uplifted. In Somaliland, we already have so many great examples of strong women who have improved life for countless people. Imagine what our country would look like with another 100 such women. Or 3,000. Or 500,000.

What could our country look like if all we all work together to empower women to their full potential?

Scarcity Mindset

A **Scarcity Mindset** is the idea that there is only a small (or finite) amount of opportunity available. Many men fear empowering women, because they think this will reduce their own economic opportunities.

Abundance Mindset

An **Abundance Mindset** sees that opportunity is infinite. So when we empower women, rather than reducing the available opportunities, it **strengthens the overall system**, providing more economic opportunities for both men and women.

How One Rwandan Man Made an Impact   (Sina Gerard)

"Before the establishment of the school, women and girls in the community were considered as not being able to carry out any income generating activities. This was due to the negative cultural norms and mind-set towards gender equality as well as women's empowerment which hampered them to achieve their full potential in the community and beyond."   [...]

"I am still committed and passionate to increasing the number of girls joining TVET because I believe that by creating a conducive environment, students will get more opportunities and become job creators rather than job seekers. As a result, **they contribute to their welfare at a community level, a national level and to global development**. I hope that other business leaders will use this as an example to do the same in their own communities so that we can empower women and girls all across Rwanda to fulfill their potential."

More than 3.3 million men have pledged to do their part to help achieve gender equality via HeForShe. In Rwanda alone, more than 206,000 men have pledged.

Sina Gerard

Owner of College Foundation SINA Gerard
Rulindo District, Rwanda

IMPACT STORY

My name is Sina Gerard and I am a Rwandan social entrepreneur, the owner of College Foundation SINA Gerard and food-processing company Urwibutso Enterprise located in the Northern Province of Rwanda.

Before the establishment of the school, women and girls in the community were considered as not being able to carry out any income generating activities. This was due to the negative cultural norms and mind-set towards gender equality as well as women's empowerment which hampered them to achieve their full potential in the community and beyond.

I founded the College Foundation SINA Gerard to contribute and increase the practical skills of all the people surrounding my business but also to challenge the negative cultural norms and attitudes of the community. With the College Foundation, I am providing TVET courses in different fields such as: masonry, carpentry, hair dressing and mechanical engineering to empower both men and women but also to unlock different opportunities to women and girls who may currently be deprived of these opportunities by society because of their gender.

Of course, in this journey, I have been confronted by many challenges including the limited number of students joining the TVET program and how to keep them in school once they do join, however, with accommodation facilities, different places where students can practice the theory they are learning in classes has contributed to more students' coming in, especially women and girls. Currently, 500 students are enrolled in TVET and among them 70% are women and their performance both at school and in the job market is excellent.

> Women and girls are able like their male counterparts. I opted to empower women through TVET to support the HeForShe movement because I believe that if you empower a woman, she contributes to her family's development and the country's holistic transformation.

I am still committed and passionate to increasing the number of girls joining TVET because I believe that by creating a conducive environment, students will get more opportunities and become job creators rather than job seekers. As a result, they contribute to their welfare at a community level, a national level and to global development. I hope that other business leaders will use this as an example to do the same in their own communities so that we can empower women and girls all across Rwanda to fulfill their potential.

France Banyatsang

Training and Development Manager & Advocate for Gender Equality, Debswana, Botswana.

Debswana is a joint venture between De Beers Group and the Government of Botswana.

When we signed up to become a HeForShe Champion in 2017, our workforce at Debswana's Orapa Diamond Mine in Botswana stood at around 80:20, men to women. To achieve our commitment of reaching parity in the appointment rate of men and women into senior leadership levels by 2020, we needed a deliberate and strategic agenda to address gender diversity and to challenge cultural stereotypes.

It was imperative that men were actively included in this so that we could attain meaningful and sustainable results. After all gender equality is about all people, not just women. So with the help of our local NGO, Men and Boys for Gender Equality, as well a world class academic on gender from Stony Brook University in New York, we piloted full day 'Engaging Men' workshops at the mine.

Top: France Banyatsang running a training and awareness session on HeForShe.

Bottom: Debswana colleagues overlooking Orapa Mine in Botswana.

> I love life. But I think that for life to be lived to the fullest, every individual should have the right and freedom to live and express themselves as far as their abilities and personal drive allow.

These sessions were open to men only, creating a safe space where we could talk openly about gender, perceptions, challenges and solutions.

They were designed to enable us to become advocates for change, encouraging us to continue the conversations with our colleagues around the mine. Why did I get involved in these sessions? Because I love life. But I think that for life to be lived to the fullest, every individual should have the right and freedom to live and express themselves as far as their abilities and personal drive allows. And I believe that everyone should be able to derive benefits that are commensurate with their efforts. I want that for my daughters, wife, sisters and friends. Since attending the sessions, I have carried on the conversations that we started that day. I've coordinated group-wide events and activities encouraging everyone, regardless of gender, to be part of the conversation too, the first step of which is signing up for HeForShe. My message for other men is simple – get involved and participate. Change is needed and it will lead to a better life for us all.

We are still on our journey at Orapa Mine. One that continues to need a focus on behaviour change and change management. But as a result of these initiatives, alongside evident leadership involvement, we are starting to see change. There is now an increasing openness and freedom to engage in gender diversity discussions within the mine, and that is something that I am very proud to have played a role in. My hope for the future is that we will not only achieve parity in Orapa Mine; but more importantly, that we will build an inclusive environment that is a delight to work in for everyone, irrespective of gender.

Oliver Tonby

Senior Partner, McKinsey & Company, Singapore

IMPACT STORY

> I tell our men to look in the mirror. They need to be part of the solution. We need them to sponsor women and to create an environment that is more inclusive. We need to check the language being used. Men need to act as role models in this transformation.

A conversation with Oliver Tonby, Senior Partner

Oliver Tonby serves as Chairman of McKinsey's offices in Asia; in which capacity, he also leads diversity and inclusion efforts for Asia-Pacific.

What convinced you that gender equality was an important issue to tackle? Why does it matter to you personally?

Twenty years ago, I was the official mentor for two people, a man and a woman with similar experience and backgrounds. They both told me they wanted to work on the same project and asked for my guidance. The man said, "I haven't done this work before, but I've read every document in our knowledge database and I know I can do a good job." The woman said, "I'd like to do this project, but I'm not qualified." I reminded her that she'd done almost this exact same project twice before. Then it dawned on me that for her, it was a confidence issue. It's something that's been on my mind ever since.

You were a co-author on McKinsey research looking at gender parity in Asia Pacific. What about Asia stands out on this issue?

If we can get to gender equality, the economic impact would be enormous. Our overall estimate is an additional 4.5 trillion dollars in GDP for Asia. That's larger than the German economy. There are positive signs. Gender equality is now squarely on the radar of many companies. In Indonesia, fifty percent of small business owners are women. In India, 160 million of 300 million bank accounts opened were by women over the last three years.

Yet, our research also tells us that entrenched social attitudes remain a problem. Fifty percent of people surveyed globally agreed with the statement that when women work their children suffer. There are some entrenched attitudes and mindsets that make getting to parity difficult.

How has your team been tackling this challenge?

We're treating this like the transformation it should be. From an executive level, we're clear that gender equality is a part of our core strategy. We've set targets and monitor/measure those frequently. In each of our regions in Asia we have established a dedicated transformation office with resources behind it. Now, we're applying a recipe that we know works – training for women, sponsorship (one of the most important factors for women), building connectivity, and applying the lessons we've found in our own research. We're also implementing an increasing number of targeted support programs, including most recently concierge services to help support primary caregivers in dual working households to balance the load of supporting work and home simultaneously.

What progress are you most excited about to date?

What I'm most excited about is how much this issue is top of mind for every leader in the firm. There's no leadership discussion that doesn't include diversity and inclusion. I also get excited when I see the increasing number of women taking on key leadership roles; unsurprisingly, they are doing a great job.

Breakout Session:
Is it necessary to engage men in the fight for gender mainstreaming?

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Why or why not?

YES (men ARE necessary in the fight for gender mainstreaming)

NO (men ARE NOT necessary in the fight for gender mainstreaming)

"Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance."

Kofi Annan