

Rethinking gender representation across value chains

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Message from UN GCNI

The United Nations (UN), through the Sustainable Development Goals (SDGs), has set ambitious targets for a sustainable future, and the UN Global Compact supports this vision by mobilising businesses to align their practices with these 17 goals.



India has one of the youngest working population with more than 62% of the population in the working-age group, but the female labour force participation rate over the years has shown a declining trend. When comparing wages to that of their male counterparts, women are underpaid by as much as 34%. Progressive initiatives to connect women to the economy have been made from time to time. For example, under Pradhan Mantri Jan Dhan Yojana (PMJDY), women hold 53% of bank accounts. The current state of women in India is still filled with disparities and stereotypes.

Women are employed in low skill and low wage roles, and educated women continue to struggle to find appropriate opportunities. These barriers, alongside other workplace challenges, reside at various stages across value chains and thus addressing them is imperative for India Inc. in a bid to be gender-equal.

We are delighted to partner with Grant Thornton to present a knowledge paper titled 'Rethinking gender representation across value chains' that highlights the significance of identifying gender-barriers across business' value chains and consequently, addressing them through inclusive policies and practices. In addition to this, the paper talks about the role of leadership, robust data, digitisation and investing in women as enablers to gender inclusiveness.

The theme paper strives to make its readers rethink gender-equality as not a business offering, but as a core business strategy that projects business responsibility and creates long-term value.

Kamal Singh

Executive Director
UN GCNI



Foreword

Prime Minister Narendra Modi has called the UN SDGs as ones that “reflect our evolving understanding of the social, economic and environmental linkages that define our lives”. Equal participation of women in these linkages will play a decisive role as India aims to develop itself into a USD 5 trillion economy.



While some gender equality indicators show a favourable trend, low economic participation and opportunities for women at work, continue to be a major impediment to achieving Goal 5 of the SDGs - achieve gender equality and empower all women and girls. From equal pay to digital inclusion, from care economy to women’s entrepreneurship - India Inc. plays a critical role in addressing many of the barriers to gender equality. Incorporating inclusiveness into their value chains and preparing the path to a gender-equal India should be a decisive step in the coming decade.

At Grant Thornton, we have the experience of bringing different gender identities, races, ethnicities, disabilities (visible and invisible), religions, nationalities, sexual orientations, generations and backgrounds together to create an innovative and dynamic environment across our value chain.

Hence, Grant Thornton’s Centre of Excellence for Sustainable Development is delighted to associate with

the United Nations Global Compact Network India in bringing out this knowledge paper.

The paper focuses on building a broader understanding of gender mainstreaming in value chains. It highlights the significance of identifying barriers related to gender stereotyping and discrimination. The paper shares insights on how to address them through best practices from around the world. Further, it explores the role of effective leadership, capturing disaggregated data, utilising digital tools and investing through the gender lens, as facilitators for diversity and inclusion.

Vikesh Mehta

Partner

Grant Thornton India LLP



Executive summary

As India moves towards becoming a gender-equal nation by 2030, the onus is on India Inc. to be the catalyst of change in achieving Goal 5 of the UN SDGs - achieve gender equality and empower all women and girls.

Barriers to gender equality in India cover a wide spectrum of social issues like illiteracy, cultural stereotypes about economic activities, low skillset among women, lack of gender-sensitive infrastructure, wage disparity, gender-based violence, among others. But identifying and targeting these barriers across the value chain is daunting. India has closed two-thirds (66.8%) of its overall gender gap however, the prevalent economic gender divide has hindered its progress the most, ending up at 112th position in the latest World Economic Forum (WEF) Gender Gap Report. Thus, a revised approach to how gender is represented across the value chain is the need of the hour.

This report explores gender parity in various stages of a value chain in the business ecosystem. It begins with identifying existing gaps in major activities across the chain - research and development, raw material production, manufacturing, operation and services, distribution and finally, the end-users and the product end of life. This report elaborates the importance of gender mainstreaming across all these levels, demonstrating how it allows planning each stage of the value chain with gender perspective in check as we move into the fourth industrial revolution.

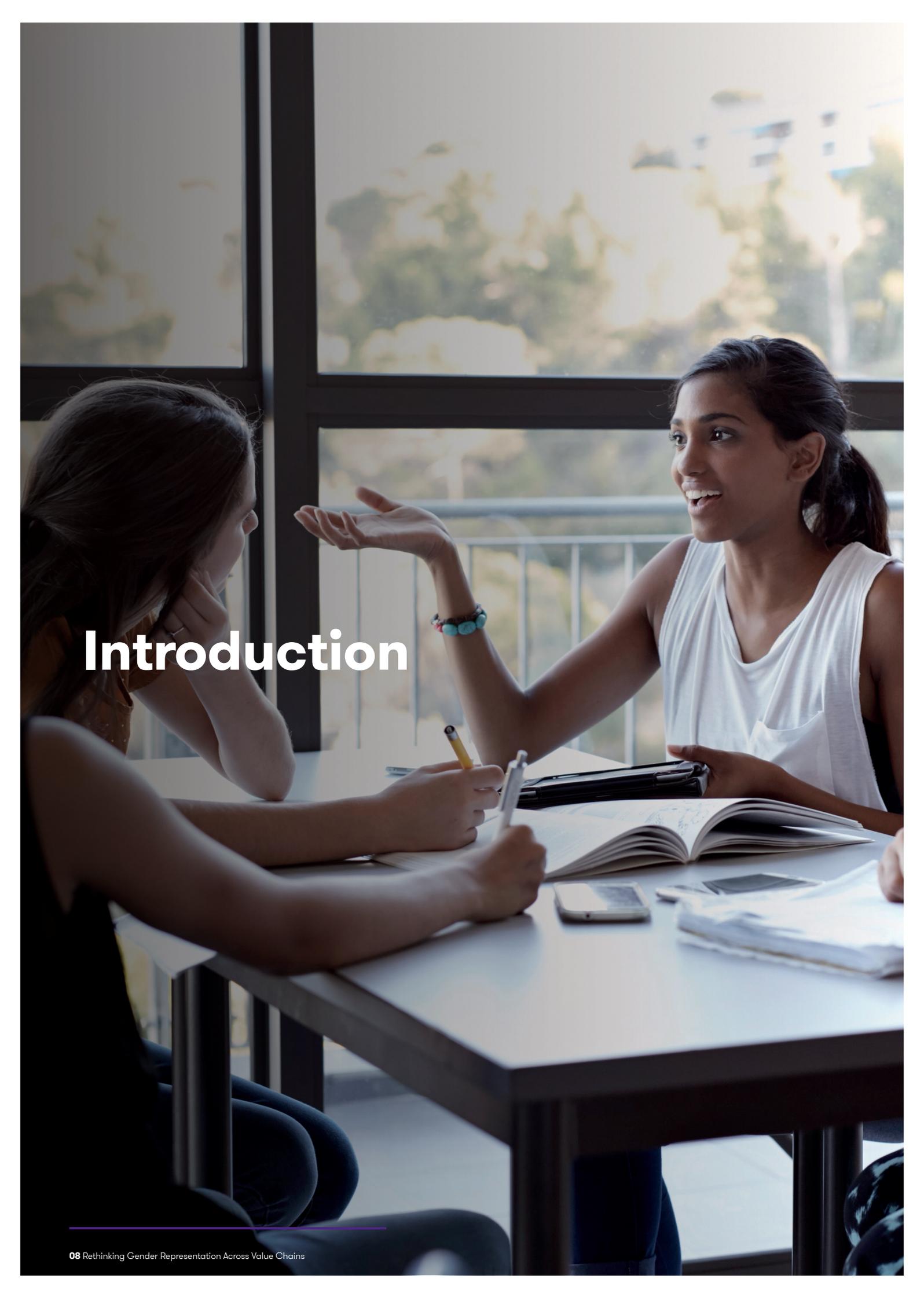
- **Research and development (R&D):** Even though more women are getting educated beyond school level, the availability of relevant job is still low. The section explores the case for the field of R&D, in which women are still under-represented, and thus suggests measures to remove barriers from the learning to the earning stage, with entrepreneurship as a medium to become self-sustainable.
- **Raw material supply:** This section sheds light on the gender divide in the primary sector. Majority of the female workforce here are involved in agricultural activities and rest in sectors like aquaculture, sericulture and others. In addition to issues about land rights, financial inclusion and illiteracy, the lack of gender-disaggregated data and invisible work prove to be major deterrents.

- **Manufacturing and production:** Manufacturing has long been considered a male-dominated segment, but changes like technology automation and empowering government policies are paving the way to include greater numbers of the female workforce and overcoming gender-based stereotypes in this segment.
- **Operations and services:** High levels of gender targeting for job roles have invariably resulted in slow career growth for women. Our findings talk about strategies that can be employed in this female-dominant segment to overcome the barriers to equal career opportunities.
- **Distribution:** The section explores issues of the absence of ethical trade and outlines the measures to ensure suppliers have ethical labour laws surrounding practices that promote gender equality in the supply chain and distribution channels.
- **Customer and product end of life:** This section touches upon the need for inclusive product placements and gender-neutral pricing. Further, it elaborates on gender problems and possible approach in the informal waste management sector, which employs mostly women and children.

The paper puts across innovative solutions and practices through examples of success stories and provides insights on achieving gender mainstreaming across value chains by leveraging good governance, inclusive leadership, data for gender empowerment, digital enablers and investments through a gender lens.

Source:

Global Gender Gap Report 2020 - Reports - World Economic Forum. <http://reports.weforum.org/global-gender-gap-report-2020/the-global-gender-gap-index-2020/performance-by-subindex/>

A photograph of two young women sitting at a white table in a bright room with large windows. The woman on the right, wearing a white tank top and a colorful beaded bracelet, is gesturing with her hand while speaking. The woman on the left is listening attentively, resting her chin on her hand. On the table are several open books, a smartphone, and some papers. The background shows a view of trees and a building through the window.

Introduction

UN Women and UN Global Compact 'Women's Empowerment Principles' describe gender equality as every human being, both women and men, being free to develop their personal abilities and make choices without limitations set by stereotypes, rigid gender roles or prejudices. Gender equality means that different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born female or male.

Did you know?

The terms 'gender' and 'sex' tend to be used interchangeably, but they have different meanings. The term 'sex' refers to the biological differentiation between femaleness and maleness and hence is biologically constructed. The term gender refers to 'culturally-mediated expectations and roles associated with masculinity and femininity.' This term infers that conditions and needs vary between women and men not due to any biological difference, but instead to socially constructed conditions and behaviours which place different gender roles on members of each group.

With its universal nature and resounding call for gender equality, the 2030 Sustainable Development Goals (SDGs) have provided an ideal road map for equality. Common to the whole agenda, and its 17 SDGs, is the emphasis on 'leaving no one behind', directing attention to unheard. Unfortunately, it is women and girls who most often fall into this category. Goal 5, which focuses on achieving gender equality and the empowerment of women and girls, is designed to redress this problem specifically. By dedicating a goal to women and girls, gender equality evolves from being merely a 'women's

issue' to a human rights challenge that impacts us all. Because all of the goals and the challenges they address are interlinked, almost all of them have an impact on gender equality - and vice versa. One cannot expect to make progress on issues such as decent employment (Goal 8) or peace and justice (Goal 16) without addressing their underlying gender disparities. Fundamentally, gender inequality and its various manifestations are a whole-of-society problem and will require an integrated and holistic response. Agenda 2030 has set a definite expiry date for gender inequality and the need for a proactive approach to make this the decade of action.

The contribution of youth in achieving a gender-equal world has gained traction lately with growing youth-led movements that address their gender rights, pressing the need for new and innovative ways to bring them into the conversation. Right now more than half the world's population is under 30, and that figure is projected to rise to 75% over the next decade. There are 1.8 billion young people aged 10-24 years in the world. Young women and girls are one of the largest groups affected by poverty, malnutrition, violence, exclusion from education and poor health outcomes. They also represent a powerful force to enact change through the redress of long-standing power imbalances, and the opportunities to break negative repeating cycles.

It is widely being acknowledged that gender equality would lead to better outcomes for all, but unfortunately, that change is not happening fast enough.

2019 global snapshot of gender equality across the SDGs



More women than men live in poverty, especially during their peak child-bearing year. Women and girls around the world are **25% MORE LIKELY** to live in extreme poverty, especially, the 25 to 34 age group.



Unequal power relations in households render women more vulnerable to food insecurity. Globally, women had a **10% HIGHER RISK** of experiencing food insecurity than men in 2018.



Access to skilled birth attendance is strongly associated with wealth and urban residence. In 2017, nearly **300,000 WOMEN DIED** from complications related to pregnancy and child-birth.

In the least developed countries only **61% OF BIRTHS** were attended by skilled health personnels in 2018.



An estimated **15 million GIRLS** and **10 million BOYS** of primary school age are out of school.



18% OF WOMEN AND GIRLS aged 15 to 49 have an experienced physical and/or sexual violence by an intimate partner in the past 12 months. In the 30 countries where female genital mutilation (FGM) is concentrated,

1 in 3 GIRLS aged 15 to 19 had been subjected to this harmful practice in 2017.

Women spend **3x** as many hours as men each day in unpaid care and domestic work.

Based on 2018 data from 69 countries, only **19%** have comprehensive system to track budget allocation for gender equality.

Women comprised **39% OF THE WORKFORCE** in 2018, but held only

27% OF MANAGERIAL POSITIONS.

Worldwide, only **1 in 4** parliamentary seats is held by women.

According to data from 51 countries, only **57% OF WOMEN** aged 15 to 49, who are married or in union, make their own decision after sexual relations, use of contraceptives and reproductive health services.



Women and girls are responsible for water collection in

80% OF HOUSEHOLDS without access to water on premises, according to data from 61 developed countries.

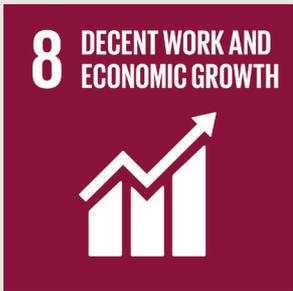
Source: UN Women



Girls in household that use solid fuels for cooking spend

18 hours
A WEEK

gathering fuel, compared to five hours a week in household using clean fuels, according to data from 13 sub-Saharan African countries.



The labour force participation rate of women aged 25 to 54 is

55%

versus 94% for men in the same age group.



Globally, less than

1 in 3

OF ALL RESEARCH POSITIONS is held by women.



An assessment of migration policies related to family reunification from 45 countries show that

71%

impose some **RESTRICTION ON SPOUSES AND PARTNERS JOINING MIGRANTS IN THE HOST COUNTRY.**

In other cases, women's migration status is tied to a resident or citizen spouse, preventing them from living autonomous lives and heightening already unequal power relations and possible exposure to violence.



Women are over-represented in slums in

70%

OF COUNTRIES where data is available.



Globally,

38.7%

OF EMPLOYED WOMEN are working in agriculture, forestry and fisheries, but **ONLY 13.8% OF LAND-HOLDERS** are women.

The lack of sex-disaggregated data in the environment domain affects the development and implementation of effective policies and programmes to address the gender-environment nexus.



Trafficking, which tends to increase in crises, including conflict and post-conflict situations, puts women's and girl's rights in severe jeopardy.

3 in 4

HUMAN TRAFFICKING VICTIMS are women and girls.



Achieving the SDGs for women and girls requires an enabling environment and a stronger commitment to partnership and corporation.

Of the

USD 117 billion

official development assistance (ODA) commitments received by developing countries, only

38%

targeted gender equality and women's equality.

Understanding the severity of gender gap

The Global Gender Gap Report, released by the World Economic Forum (WEF) every year since 2006, encompasses a global gender gap index which measures gender equality across four pillars - economic opportunity, political empowerment, educational attainment and health and survival. This report, as per WEF, aims to serve as a compass to track progress on relative gaps between women and men on health, education, economy and politics. According to the report, through this annual yardstick, “stakeholders within each country can set priorities relevant in each specific economic, political and cultural context.”

In 2020, the Global Gender Gap score (based on the population-weighted average) stands at 68.6%, which is narrower than the previous year, leaving a global gender gap of 31.4% to achieve parity. With Iceland leading the way in the list of 153 countries, India ranks 112th, slipping four places from the previous rank of 108.

Country	Gap closed 2020 (%)	2020 rank
Iceland (0)	87.7	1
Bangladesh (-2)	72.6	50
Nepal (4)	68	101
Sri Lanka (-2)	68	102
China (-3)	67.6	106
India (-4)	66.8	112
Myanmar (-26)	66.5	114
Pakistan (-3)	56.4	151
Yemen (-4)	49.4	153

Source: Global Gender Gap Report 2020

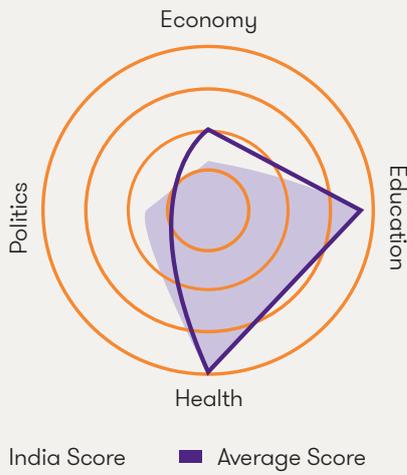
Projecting current trends into the future, the overall global gender gap will close in 99.5 years, on average, across the 107 countries covered continuously since the first edition of the report. Lack of progress in closing the economic participation

and opportunity gap is extending the time required to close this gap. At the slow speed experienced over the period 2006–2020, it will take 257 years to close this gap. This fares poorly for women in India as well, with an abysmal score of 35.4%, despite closing two-thirds of its overall gender gap.

The fact that women are persistently less present in the labour market than men contributes to the economic participation and opportunity gap. Financial disparities also remain a critical deterrent. On average, over 40% of the wage gap (the ratio of the wage of a woman to that of a man in a similar position) and over 50% of the income gap (the ratio of the total wage and non-wage income of women to that of men) are still to be bridged. Not only are women in similar positions as men (for seniority and skill levels) still paid less, but the income disparities are larger than wage gaps. This difference is due partially to that fact that women encounter challenges to get to senior roles and/or to be employed in high-reward segments of the economy. Furthermore, another area to be worked upon is that women are less likely than men to obtain revenues from non-employment activities (i.e., from financial investment, entrepreneurship, etc.) where financial gains are substantially higher.

The added role of taking sole responsibility of parenthood adds as an inhibitor to their economic growth. This is further corroborated in a study by the ‘Women, Business and the Law 2020’ - the sixth in a series of studies that analyse laws and regulations affecting women’s economic opportunity in 190 economies. Eight indicators - structured around women’s interactions with the law as they begin, progress through and end their careers - aligned with the economic decisions women make at various stages of their lives.

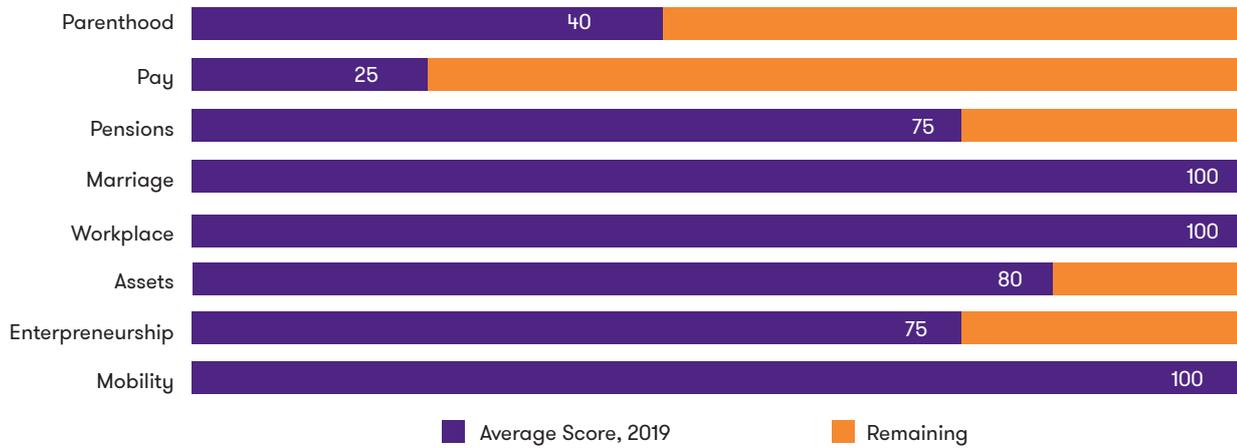
India and the world - Ranking and score



	2006		2020	
	Rank	Score	Rank	Score
Global Gender Gap Index	98	0.601	112	0.668
Economic participation and opportunities	110	0.397	149	0.354
Educational attainment	102	0.819	112	0.962
Health and survival	103	0.962	150	0.944
Political empowerment	20	0.227	18	0.411

Source: Global Gender Gap Report 2020

Gaps in different indicators that India needs to close



Source: Women, Business, and the Law



Global snapshot of some other SDG 5 indicators of gender equality are showing progress, such as the significant decline in the prevalence of Female Genital Mutilation (FGM) and early marriage but the numbers overall continue to be alarming. Moreover, insufficient progress on structural issues at the root of gender inequality are undermining the ability to achieve Goal 5 of SDG.

RECENT DATA FROM
106 countries show that

18%

of **women and girls** aged 15 to 49 who have ever been married or in a union

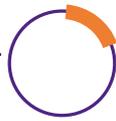
experienced physical and/or sexual partner violence

in the previous

12 MONTHS.

The prevalence is highest in least developed countries at

24%



THE PRACTICE OF

CHILD MARRIAGE

has continued to decline around the world.

This is largely driven by progress in **South Asia**, where a girl's risk of marrying in childhood

DECREASED BY

25%

between 2013 and 2018



The practice is still prevalent in many countries, especially where poverty, conflict and crises are rife.

At least

200 MILLION



women and girls have been **subjected to FGM**, according to the data from 30 countries.

In these countries, the prevalence of this harmful practice

DECREASED BY

25%

between about **2000** and **2018**.

Women devote roughly

3X as many hours a day

to unpaid care and domestic work as men.

This limits the time they have available for paid work, education and leisure and further reinforces gender-based social and economic disadvantages.

Based on data from 53 countries,



lack rape laws based on principle of consent.

Less than a third of countries have laws stating that 18 is the minimum age of marriage for women and men, with no exceptions.

At home, at work and in political life, women are too often denied decision-making power.

While women represent

39%

of global workforce, only

27%

of managerial positions worldwide were occupied by women in 2018, up marginally from 26% in 2015.

As of January 2019, **women's representation in national parliaments worldwide ranged** from



0 to 61.3% with an average of

24%

an increase from 19% in 2010.

At the local level, data from 103 countries and areas show that women's representation elected deliberative bodies varies from less than 1% to close to parity, at 50% with a median of

26%

An analysis of 2018 data from 69 countries and areas found that

only 19%

fully met the criteria for establishing a comprehensive system to track budget allocations for gender equality.



Business case for gender equality

The business case for gender equality is compelling and widely underutilised as well. The most commonly cited evidence of the business case highlights two points: First, gender equality strengthens national economies, and, second, investing in women in senior leadership strengthens companies in which they work. While both are essential to making the business case, they are now being seen as merely front-line measures. Neither represents the full scope of benefits that can be derived from closing gaps between men and women in the private sector.

The private sector can be instrumental in advancing gender equality and women's empowerment by institutionalising game-changing practices in workplaces and throughout the supply chain. It also has an important stake in women's economic empowerment because sustainable development also means sustainable growth. Improved financial performance, innovation, risk reduction, supply chain stability – investing in women as leaders, employees, entrepreneurs, customers, and community partners has resulted in several business benefits and better development outcomes alike.

A study by McKinsey & Co estimates that if women in every country played an identical role in markets to men, as much as USD 28 trillion would be added to the global economy by 2025, and the World Bank has estimated that if all forms of discrimination against female workers and managers were eliminated, productivity per worker could increase by up to 40% (2012).

While there can be many paths to addressing gender equality in the world of work, all of them should ultimately unite to reinforce one another. Moving from a business-as-usual approach to an operational strategy that incorporates gender-inclusive and gender-sensitive value chains holds the key to creating a virtuous cycle of gender parity in this era of digitisation and the fourth industrial revolution.



Sources

- Investing in Women - IFC
- <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>
- <http://pubdocs.worldbank.org/en/102741522965756861/WBL-Key-Findings-Web-FINAL.pdf>

Value chains: Gender insights and analysis

Deliberations around value chains have been gaining traction internationally, in particular about the effects of globalisation on employment and reducing poverty. Making sure that gender-related issues are taken into consideration in value chain-related interventions is crucial for advancing the development of inclusive value chains that are beneficial for both women and men. Low awareness limited knowledge among practitioners and policymakers about which gender issues are important where and when in value chains have been a challenge.

Did you know?

The value chain concept describes the full range of activities of firms, farms and employees to take a product from its conception to its end use and beyond. This includes a range of activities encompassed under R&D, production and manufacturing, operations and services, distribution and support to the final consumer and product's end of life. These activities can be contained within a single firm or divided among different firms. The goods or services thus produced can be contained within a single geographical location or spread over wider areas. Value chain analysis has emerged since the early 1990s as a novel methodological tool for understanding the dynamics of economic globalisation and international trade and drive development interventions. The approach focuses on 'vertical' relationships between buyers and suppliers and the 'horizontal' interactions between stakeholders of the respective stages.

Historically, in the context of value chain operations, women are more disadvantaged than men. However, understanding the position of women in value chains and promoting women empowerment are issues also affecting (and affected by) men, and it is necessary to remain attentive to the local context, including the diverse notions of masculinity that might both challenge or support gender empowerment. Thus, value chain gender interventions should incorporate both men and women and improve on the feedback received from the interactions between them.

Sources

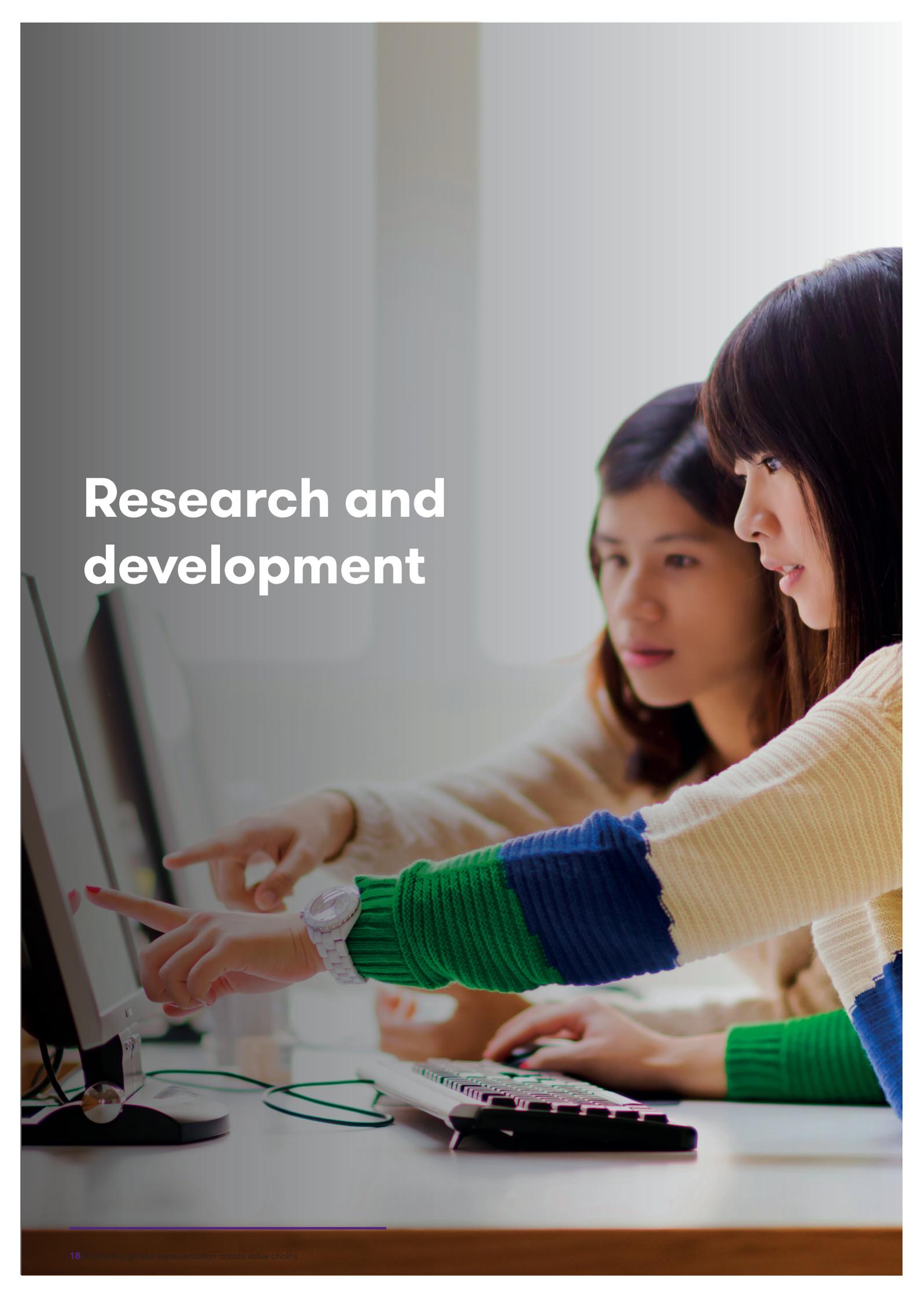
Gender and Value Chain Development - OECD.org - OECD.

Wygod, 2008; Parpart, et al., 2002

When strategising on gender interventions in value chains, the share of the labour force has been predominantly the most critical indicator. Female labour-force participation in India has declined from 34% in 2006 to 24.8% in 2020 and seen as a significant deterrent. Views concerning the barriers to women's involvement vary by industry and often reflect different industry cultures in addition to overarching economic and societal factors. Like in many other labour markets, women are more preferred in teaching, clerical and low-level jobs in India as well. Lower salary is offered if the ad targets women for all occupational categories except for clerical positions. For teaching, business process outsourcing (BPO) and service jobs, even though demand for women is higher, yet women are hired at a lower salary than men. While in almost all industries and areas, there has been a marked shift away from the intentional exclusion of women from the workplace, unconscious biases continue to be present due to prevalent cultural beliefs and stereotypes. This includes perceptions that successful, competent women are less 'nice' and strong performance by women is due to hard work rather than skills, and assumptions that women are less committed to their careers. In addition, especially in well-established, older organisations, workplace structures that were designed for a past era still, often unwittingly, favour men. Additionally, women's historically low participation in the labour market means they have relatively fewer role models to look towards across all industries.

Consequently, many value chain interventions continue to limit their gender objective/outcome to increasing the number of women involved in the value chain or who are involved in training activities. But an increasing number of women does not necessarily mean that the ones participating improve their terms of participation and therefore their gains, especially in male-dominated societies. Thus, it is vital to understand the different barriers around gender equality concerning each stage and the respective value chain actors. These challenges and their possible solutions are highlighted further based on how relevant and prominent they are at that level, despite the overlap.

Research and development

A photograph of two women in a professional setting, likely a research and development department. They are seated at a desk with multiple computer monitors. The woman in the foreground, wearing a yellow and blue striped sweater and a white watch, is pointing at a monitor. The woman behind her, wearing a white sweater, is also looking at the screen. The scene is brightly lit, suggesting a modern office environment.

As the world progresses towards a gender-equal planet, the often-heard notion about women not wanting to work or not finding work meaningful is no longer credible, and no longer acceptable anywhere. The journey of change, that is, making conditions, options and possibilities the same as men have in all aspects and fields, is rather slow-moving. The R&D sector in this regard has steeply fallen short. Although feminist issues in education and skills are still publicly discussed, the share of women in science and research is still insufficient, i.e. it is far from the percentage of men despite

women's potential in this area showing a significant competitive advantage.

Jobs in research and innovation, which are driving the transformation towards the 'knowledge economy', continue to be dominated by men. On average, women comprise 28.8% of the world's researchers, but large variations are found across regions. In developing countries, three times more men than women are in research positions; in developed countries, there are twice as many men researchers as women.

Science, Technology, Engineering and Mathematics (STEM) sensitisation for young women and girls

Education is a powerful driver and a necessary foundation for learning throughout life in a complex and rapidly changing world. But for education to empower, it must challenge and change unequal power relations, and address practices, norms and expectations that prevent boys and girls, women and men, from realising their full potential. It must ensure that all learners achieve the competencies needed for today and tomorrow. One billion girls and women lack the skills to succeed in rapidly changing job markets. As per WEF Gender Gap report 2020, the STEM attainment percentage for women is only 26.93.

As per All India Higher Education Survey (AIHES) 2017-18, while 49% female students are enrolled in B.Sc programmes, this figure is as low as 29% for B.Tech programmes. When the percentage of students opting for Ph.D. after their post-graduation is calculated, the gender disparity becomes more prominent. Only 6% women in engineering and technology

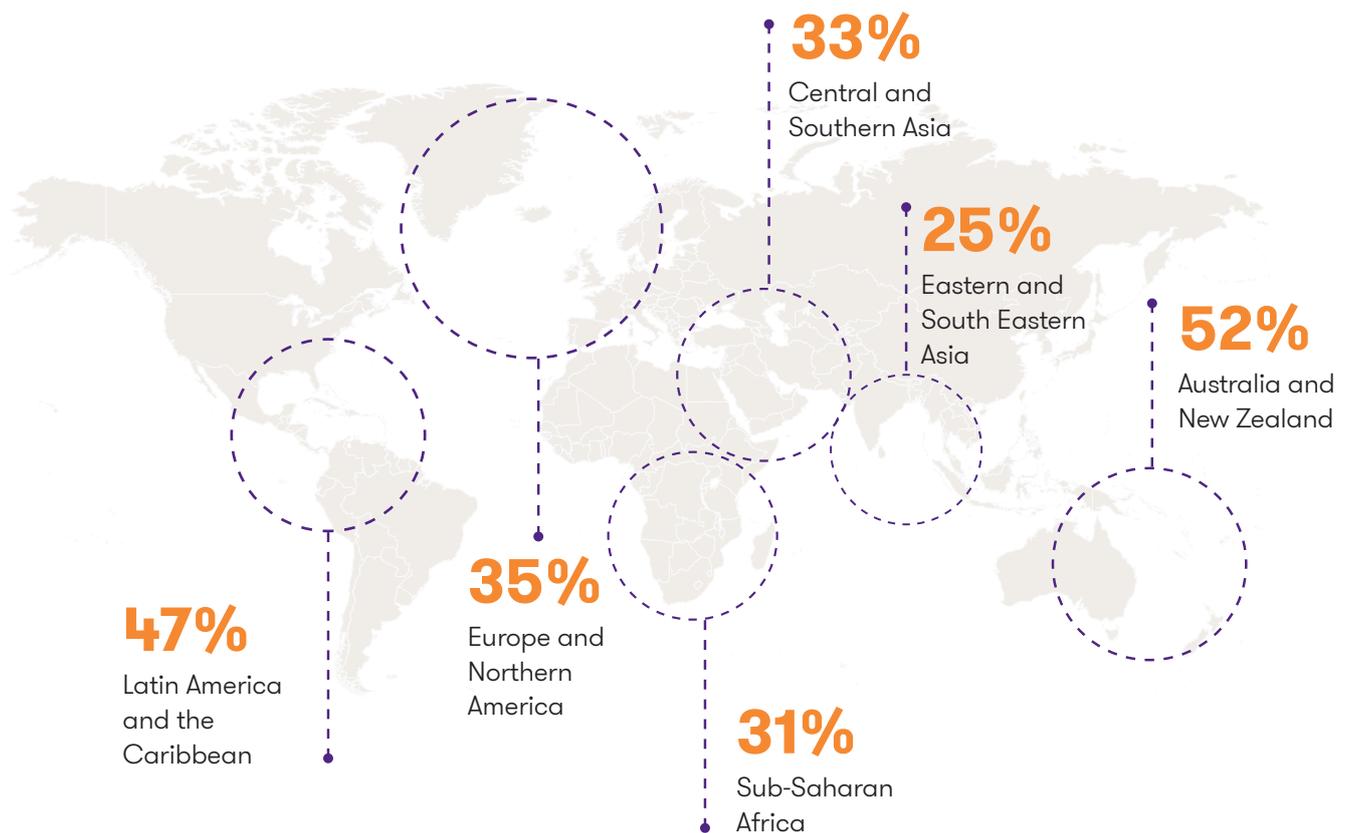
courses are opting for Ph.D. after their post-graduation. In the science stream, the number is as low as 3%. The picture varies across different sub-streams of science. While 45% out of the total enrolled for Ph.D. in mathematics are women, it is only 36% for physics. These wide disparities result in women facing additional barriers in employment opportunities because of the rise of disruptive technologies like artificial intelligence, internet of things, 3D-printing, etc. Thus, it is crucial to ensure that women and girls who are deliberating about investing in gaining new technical skills can be provided with the necessary diversity and enhancement in infrastructure, awareness, mentorship, networking and career opportunities.

Source:

Progress on the Sustainable Development Goals: The gender snapshot 2019

From access to empowerment - UNESCO

Worldwide share of female researchers



United Nations Educational, Scientific and Cultural Organization's Institute for Statistics, 2019.

*Data for SDG region of Australia and New Zealand only due to unavailability of data for Australia.

Women in science in India

The Research and Development Statistics 2017-18 collated by the Department of Science and Technology (DST) shows the wide disparity for women in science in India. The report found that women participation in extramural R&D projects went down from 33% in 2013-14 to 29% in 2014-15. On the other hand, it increased for men from 67% in 2013-14 to 71% in 2014-15. The primary reasons for these figures can be attributed to the prevalent gender inequality and stereotypes in the economy - women discouraged at a young age to follow the path of science, lack of guidance and networks and limited opportunities for potential employment.

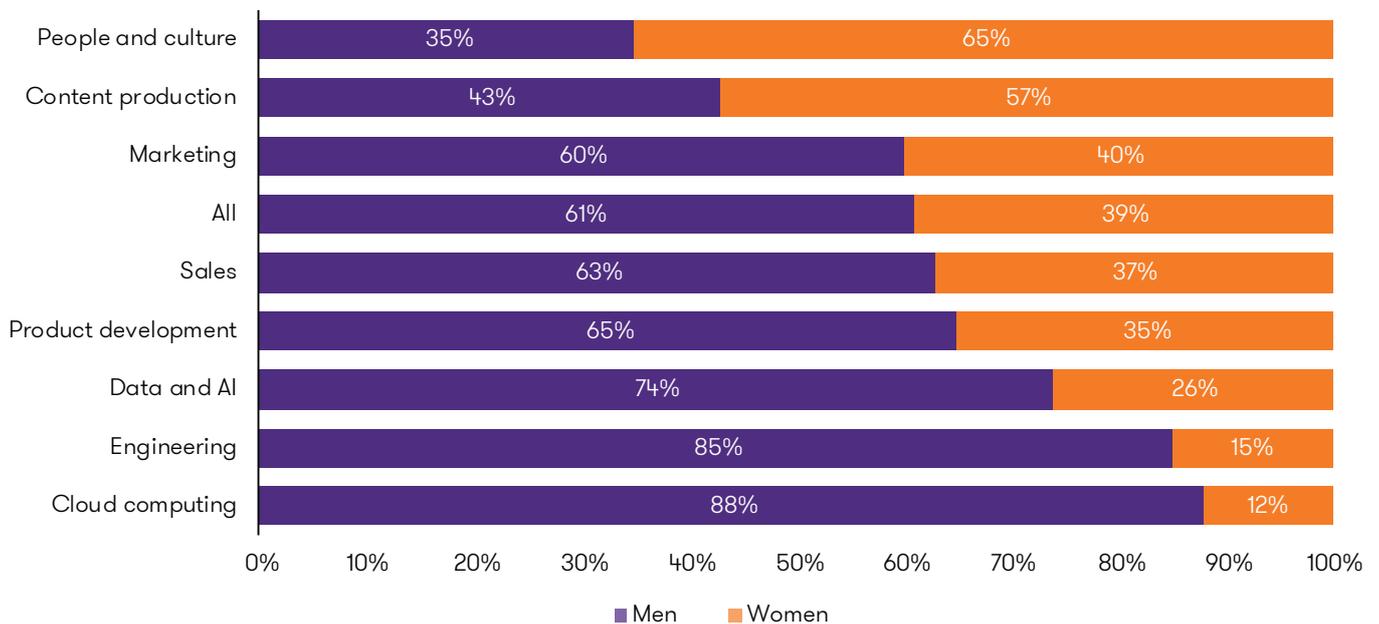
Source:

<https://dst.gov.in/research-and-development-statistics-2017-18-december-201>

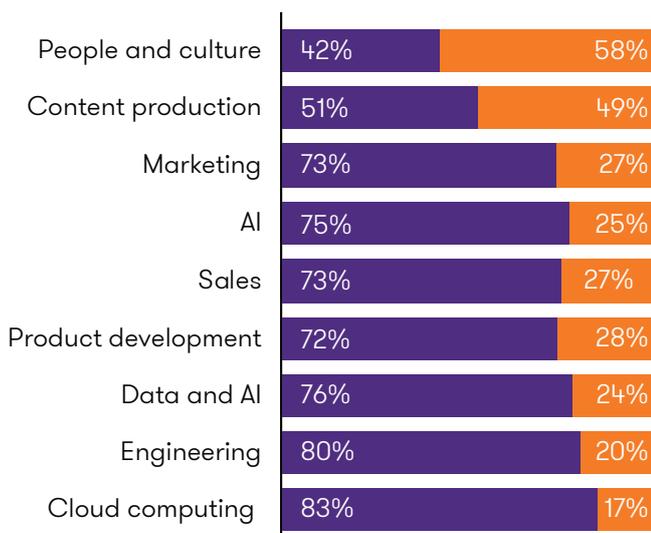
Stereotyping in training and job opportunities

The economic opportunity gap has worsened, now requiring 257 years from 2020 to attain parity, compared to 202 from last year. One of the greatest challenges to closing this gap as highlighted in the WEF Gender Gap Report is women's under-representation in emerging roles such as cloud computing, engineering and data and AI around the world.

Share of men and women by professional cluster: Global



Share of men and women by professional cluster: India



When compared with the global average, women in India have fared well in terms of acquiring roles in the technology sector, but the stark difference in the female representation of graduates to workforce highlights the need for actions. Women in India earned over half of undergraduate degrees in both IT (51.9%) and science (51.3%) but remained underrepresented in engineering and technology undergraduate degrees (31.7%) in 2017-18. Yet, women in India make up only 30% of the IT workforce and only about 10% of computer science researchers.

The barriers to these disparities are not just confined to job opportunities but rather the whole ecosystem and chain from learning as a child in school to earning as an adult in the industry. Thus, an all-inclusive approach, coupled with multi-stakeholder partnerships, is required to bring about a far-reaching change that bridges the gender divide.

Source:

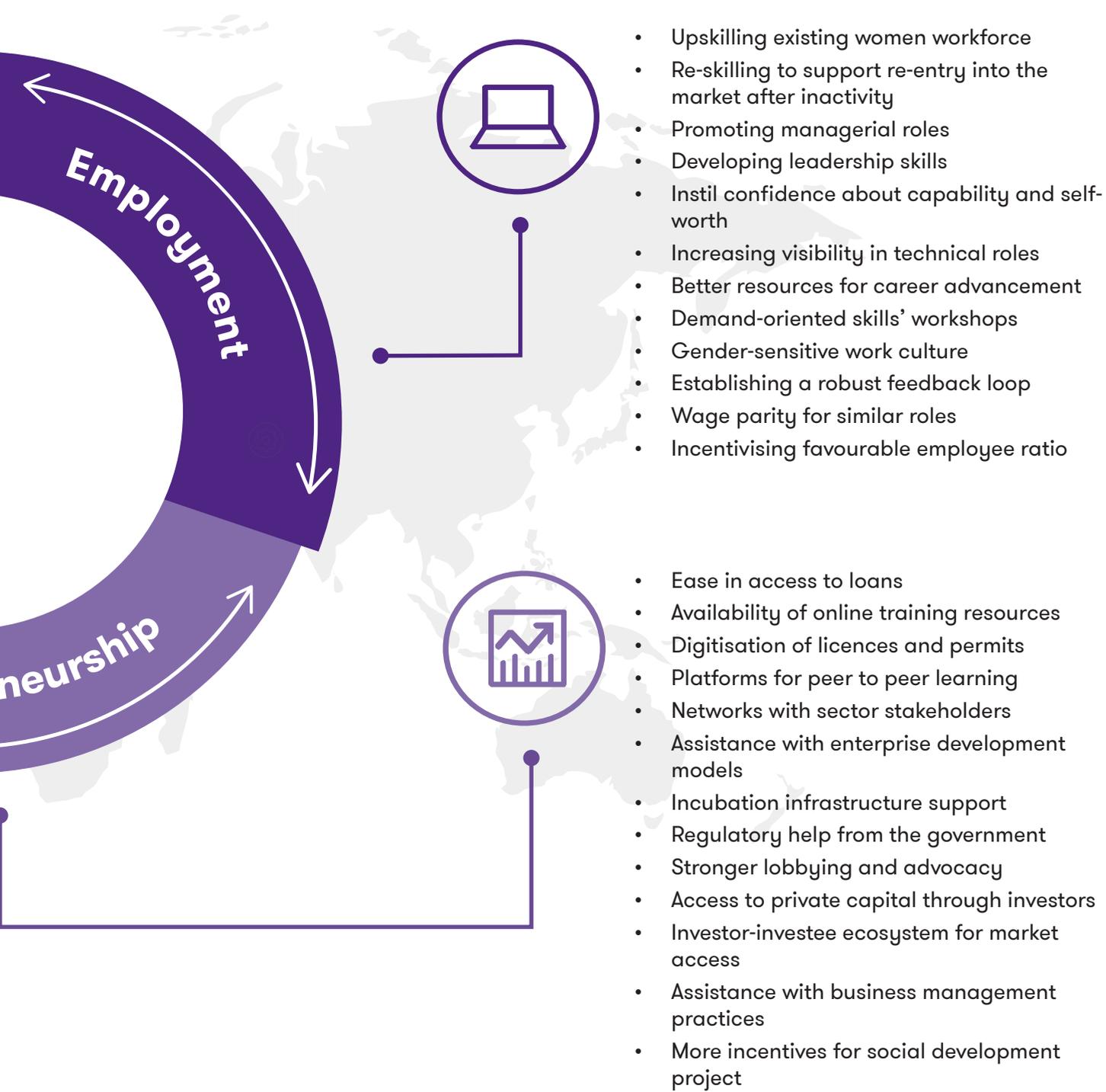
<https://www.catalyst.org/research/women-in-science-technology-engineering-and-mathematics-stem/>

From learning to earning: Bridging the gap



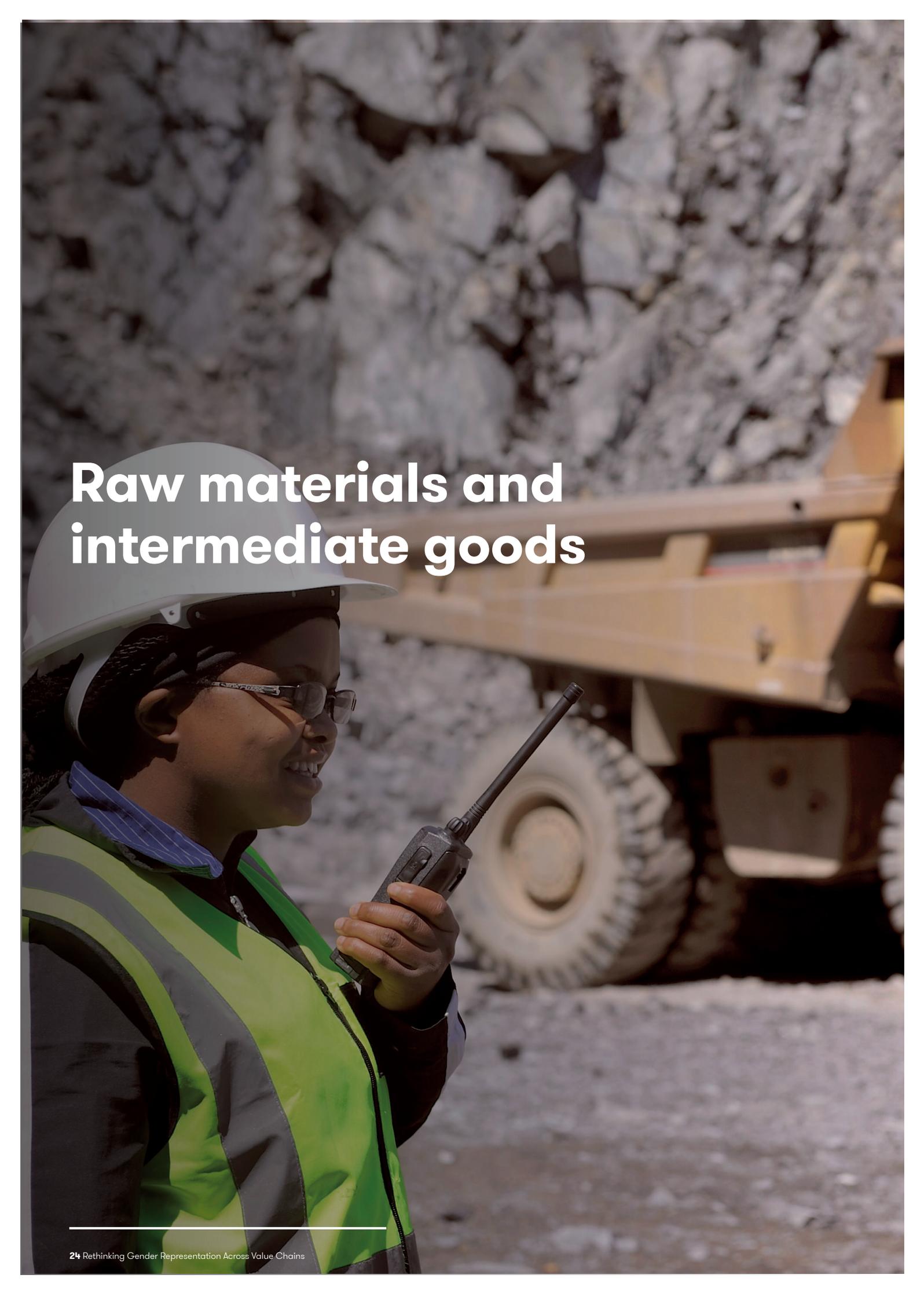
- Creating community awareness to change perceptions
- Social awareness about gender rights
- Up-to-date training opportunities
- Incentives to boost attendance
- Improving soft skills and life skills
- Developing inclination for technical skills
- Greater exposure about industries
- Creating awareness about prevalent stereotypes
- Mentorship around STEM-related opportunities
- Preparing basic workforce skills
- Introducing innovative pedagogy
- Guidance on future career prospects
- Using role-models to promote inclusion
- Aligning courses to job opportunities





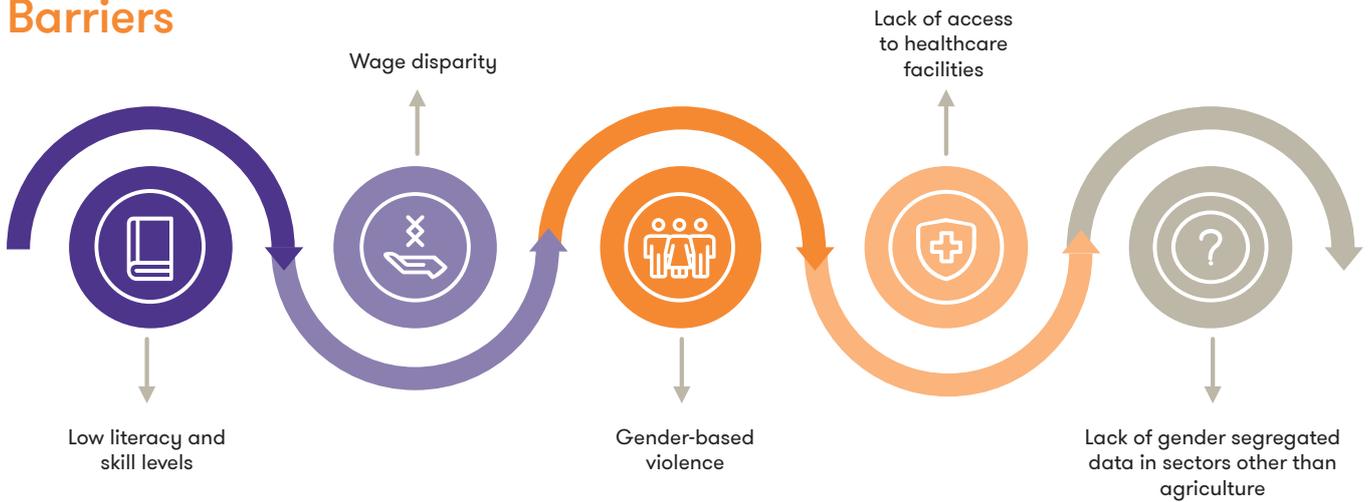
- Upskilling existing women workforce
- Re-skilling to support re-entry into the market after inactivity
- Promoting managerial roles
- Developing leadership skills
- Instil confidence about capability and self-worth
- Increasing visibility in technical roles
- Better resources for career advancement
- Demand-oriented skills' workshops
- Gender-sensitive work culture
- Establishing a robust feedback loop
- Wage parity for similar roles
- Incentivising favourable employee ratio

- Ease in access to loans
- Availability of online training resources
- Digitisation of licences and permits
- Platforms for peer to peer learning
- Networks with sector stakeholders
- Assistance with enterprise development models
- Incubation infrastructure support
- Regulatory help from the government
- Stronger lobbying and advocacy
- Access to private capital through investors
- Investor-investee ecosystem for market access
- Assistance with business management practices
- More incentives for social development project

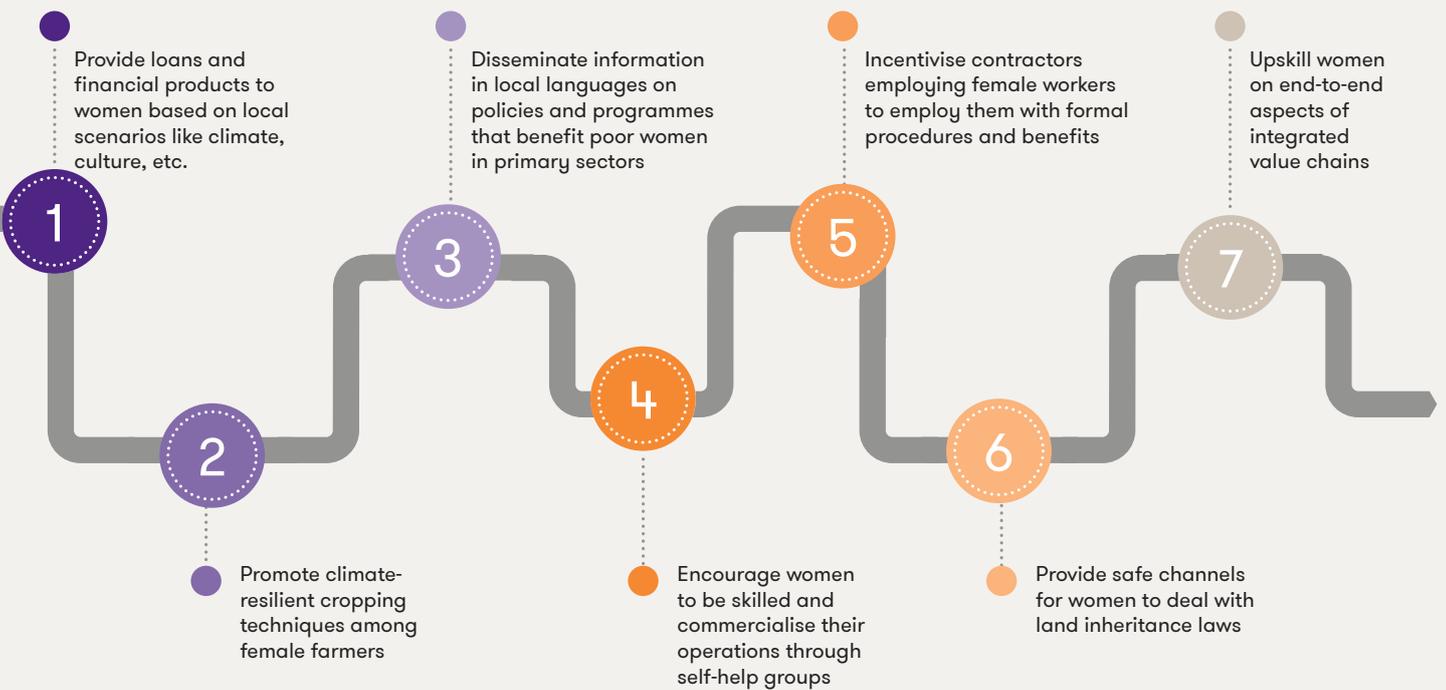
A woman wearing a white hard hat, safety glasses, and a high-visibility green and yellow vest is smiling while holding a walkie-talkie. She is standing in a quarry or construction site, with a large yellow dump truck and a pile of grey gravel in the background. The text "Raw materials and intermediate goods" is overlaid in white on the left side of the image.

Raw materials and intermediate goods

Barriers



Best practices





**75% farmers are rural women -
Produce 60-80% food**

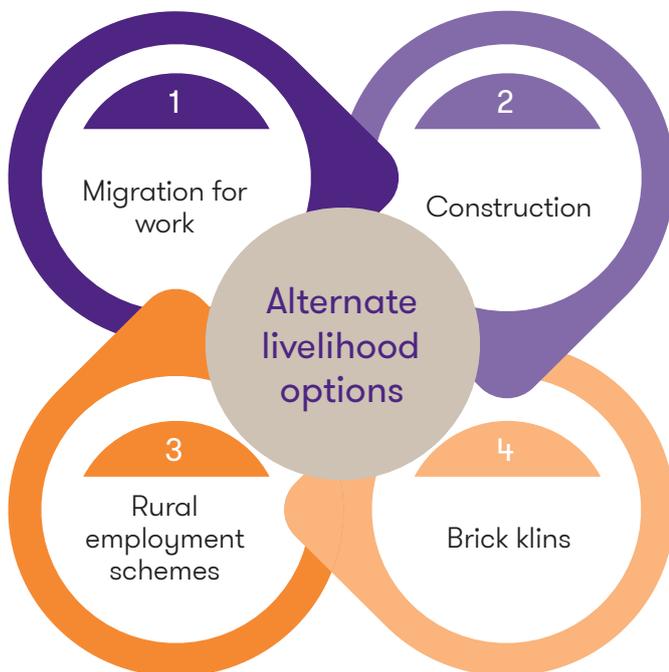


**25% Fishers are women - Produce
60% seafood**

Central and South Asia alone, 65% of the women are involved in primary sector activities like agriculture, forestry and fisheries. Primary sector is one of the largest sources of income in India. As per an International Labour Office (ILO) study in 2018, agriculture alone employs 43% of India's workforce and contributes about 18% to the national GDP, thus playing an important role in the country's economy. According to a government survey, 75% of rural women are farmers (NSSO

2014) and as reported by Oxfam India, women farmers produce 60% to 80% of food and 90% of dairy products (Business Line 2013). In India and China, women make up one-fourth of fishers and one-fifth of fish-farmers, and they are responsible for marketing up to 60% of all seafood (FAO, 2012). It is thus critical that women employed in primary and intermediary sectors are empowered for large-scale gender-equality reforms.

Alternative livelihoods for women farmers



Although professional employment opportunities for educated girls have increased in rural India over the past decade, female farmers, who are forced to solely depend on agriculture as a livelihood source, do not feel secure due to the lack of viable alternative livelihoods as a result of shifting weather patterns and resulting crop failure. It is a well-documented fact that the bottom-of-the-pyramid populations mostly involved in primary sectors are the worst affected by climate change. A majority of women in agriculture and other primary sectors in India are largely illiterate. As a result, they compromise and accept menial wages and low-skilled work without worker protection and rights.

Most women resort to working as seasonal migrant workers in construction and brick kilns in the months of non-agricultural activities as there is a lack of alternative livelihood source. This is also coupled with lack of land ownership in India with a majority of women cropping on leased lands. As of 2016, less than 13% Indian female farmers owned land (Sircar 2016). Thus, the lack of assets makes women in primary sectors of India vulnerable to poverty and gender inequalities. Skill-based employment and related training are not readily available in the rural scape, and most women are not covered or linked to self-help groups (SHGs), which at least help tide over immediate or emergency needs. Consequently, poor rural women still find difficulty in availing loans for entrepreneurial stints. This lack of asset and security, coupled with macro problems like climate change, causes everyday problems which add on to the burden of these women. For example, shifting climate patterns have resulted in lack of vegetable growth for farmers partaking in subsistence agriculture. This increased the cost of nutrition for rural families.

Under-representation in decision-making

Another problem in gender empowerment is that although women contribute to majority of the physical labour involved in agriculture, they are poorly represented in decision-making at the post-harvest stage such as how much produce to sell, where to sell, and at what price. Migration for economic prospects is increasing in many Asian countries. In some cases, especially in South Asia, it is predominantly men who migrate from rural communities, leaving behind women in charge of managing farms and households and resulting in a feminisation of agriculture. This phenomenon creates opportunities, but also challenges for the women who stay on the farm. Women may take on new tasks and have more say in the household or farm, but they also need more training and services and face additional work and time burdens. Migration changes the demographic structure of rural communities and can lead to labour shortages, since working-age people are more likely to migrate, leaving elders and young children

behind. As a result, older people, in particular older women, must take on more work. In aquaculture and fisheries as well, women play important roles in value chains. However, there is a dearth of information and data availability on women's contributions within aquaculture, fisheries and related value chains and how programming in these areas can best support women's economic empowerment. In order to effectively implement aquaculture programmes, information is required on how gender inequalities, roles and relations impact the production, distribution and marketing of fisheries products, the gender division of labour and entry-points for women and men throughout the value chain. Majority of the unskilled workers in primary sectors or elsewhere are categorised as 'casual labour': Women, comprising the bulk of the unskilled labour in India, tend to be employed under non-contractual arrangements and do not enjoy worker benefits, which exacerbates the existing gender gap.

Land rights

If women have secure rights to their land, they are better able to provide for their family's needs - especially the needs of their children.



13%

Indian female farmers own lands

Studies show the following connection between women having secure rights to land:

- Women may be less likely to be victims of domestic violence; children are more likely to receive education and stay in school longer
- Women may have better access to micro-credit
- Women's participation in household decision-making increases
- Family nutrition and health improves
- Women become less vulnerable to contracting HIV/AIDS; HIV-positive women may be better able to cope with the consequences of AIDS

Here is why land is an indispensable asset for women in poor rural communities

It is key input for agricultural production

It can be used as collateral to access capital; and, it can generate income directly, if rented or sold

Land can provide women with economic security as they age, or in the event they become heads of households as a result of their husbands' migration for work, abandonment or unfortunate death.

Source:

Women's Right to Agricultural Land Removing Legal Barriers for Achieving Gender Equality, Dr. Ashok Sircar, Oxfam India 2016

Social visibility and access



Land can uplift women's status in their communities



It can help shape women's identity as producers and as productive and deserving members of their families and communities

Improvements from access to land

- Women are less likely to report experiencing long-term physical and psychological domestic violence.
- Their families' nutrition is likely to improve.
- Their children's educational achievements are likely to improve.
- Their fertility is likely to decrease
- Their ability to participate in their households' decision-making is likely to increase.

For these benefits to materialise, women's access and control over land must be secure.

Although women play an indispensable role in the rural economy, they face severe constraints in accessing the agricultural assets and services they need to maximise their production. It has become increasingly vivid that there is a 'gender gap' in resources such as land, technology and extension services, and that the gap results in costs not only on women but also on the broader economy and society. Bridging the gap would improve agricultural productivity and reduce hunger and poverty.

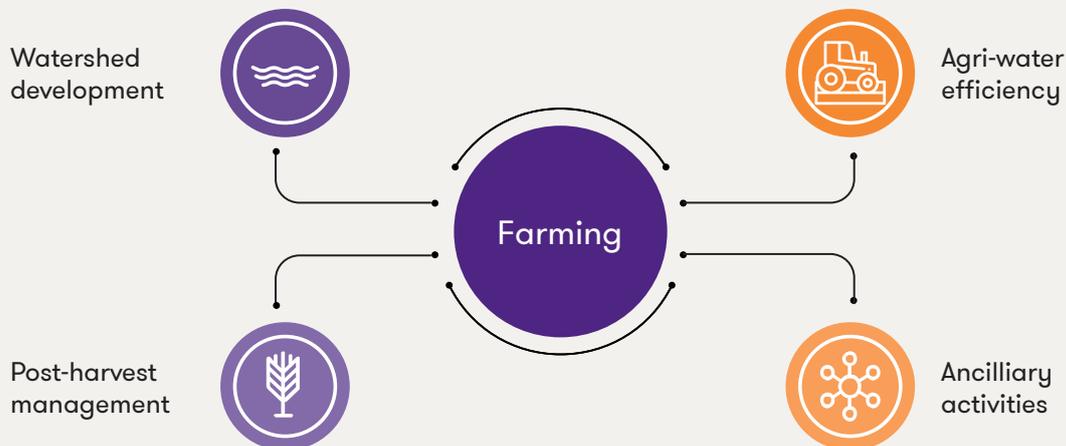
In addition to land, it is crucial to ensure women have equal access to non-land resources like water, subsidies, technology, etc., for well-rounded development of women in the agricultural sector. In addition, the 'motherhood penalty' is more profoundly felt in the Indian rural sector as the care of young children is an increasingly important issue in women's employment decisions, in a context where formal childcare is practically non-existent. Indian labour laws require that employers provide child care,

but only few provide satisfactory facilities. Moreover, since the majority of women work in primary sectors comprising unregulated, informal jobs, they do not have assured access to such facilities, even if they did exist. Irrespective of laws, institutional care facilities for children under the age of six are practically non-existent in rural areas and very unsatisfactory in urban areas.

There is a dire need for awareness on existing schemes for women, lack of awareness about the policies supporting women, reduces their access to resources and subsidies. For example, disseminating information on key policies in local languages can boost small businesses and women entrepreneurs who seek to benefit from their small enterprises. Government initiatives can increase awareness on existing schemes such as setting up information desks in local government offices, engaging women beneficiaries through mass media or social media and through focus groups or information sessions at the grassroots. In addition, information linked to opportunities to increase income will help women to make informed decisions at the farm level as well as in the household.

Until recently, there were many regulatory restrictions on employing women in certain sectors like chemical production or mining due to health concerns. However, technology has evolved significantly since the time the rules were designed. The health concerns for women in particular have greatly reduced and this is now slowly giving way to changes in regulations allowing women in work in previously restricted sectors like chemical, mining, defence, etc.

Skilling women on end-to-end agricultural value chain



Furthermore, skilling of female workforce in primary sectors is of utmost importance. In agricultural sector, women need to build their capacities to understand the end-to-end integrated agricultural value chain, including watershed development, on-farm agri-water efficiency, animal husbandry and post-harvest management. Introduction of specific skill development policies for women will give impetus to women's learning and development.

Knowledge creation and robust gender analysis prior to designing community interventions can support better integration of gender concerns and identification of entry points for women empowerment interventions in aquaculture and fisheries value chains. In order to effectively implement aquaculture programmes, information is needed on how gender inequalities, roles, and relations impact the production, distribution and marketing of fish products, the gender division of labour and entry-points for women and men throughout the value chain.

The female workforce is predominantly engaged in the unskilled daily wage category, without secured tenure of engagement and other safety nets. This trend needs to be broken by integrating an incentive component for contractors who hire female workers as regular skilled workers. Where female workers are lacking the necessary skills, the contractors can train them onsite. The possibility of a precondition for the award of contracts with a clause to recruit women as skilled workers can also be explored.

Interventions that provide women more formal control over farmland are proven to increase the productivity of women farmers and their economic security. Providing women producers with access to markets and help overcome constraints they face in meeting the demands of agricultural supply chains can help gain visibility to women producers in primary sector supply chains. Observing the commonalities between women farmers and entrepreneurs, female subsistence farmers will require an integrated suite of services to grow cash crops, while single services (improved modern

farm inputs, knowledge and extension, financial services, water management, assets acquisition and management] may be enough to grow the farm productivity of women with larger farms, more assets and/or more independent control over farm assets. Ancillary services like rural electrification, water, banking, etc., are a proven intervention for increasing rural women's productivity and earnings in agriculture and entrepreneurship. Access can be improved by providing targeted loans or subsidies to female-headed households to connect to existing electricity grids. Mobile phones and other ICT are also useful tools to provide market information to women rural producers, with the potential to increase their productivity and earnings by reducing transaction costs (including travel time) and price variability.

The introduction of micro loans and micro savings is important for the long-term success of women in agriculture. The types of such microfinance institutions vary depending on the goals of the project, with formal and informal methods having their advantages and disadvantages.

- Loans are most effective with encouraged savings programmes, especially for women who do not have assets to use as collateral for formal loans.
- It is essential to encourage transparency about loans within the family, with the goal of empowering women to use the money loaned in the way they have planned, especially if a project is working with households as a unit or with farms as a family business.
- Agricultural loans often do not follow the same rules as small business loans since they are dependent on weather, seasons and uneven cash flow. Adapting loans to work with local conditions and local preferences can improve repayment rates, making both the lending institutions and the participants more successful.
- Loans work better when aided with financial literacy and business education, as well as trainings on how to use new inputs or technologies in which women can invest .

Case study 1

Making women farmers more informed

Sustainable dry land agriculture programme was initiated by the Andhra Pradesh Mahila Samatha Society in collaboration with the United Nations Development Programme (UNDP). The project aimed at ensuring women's access to productive resources, bringing dry lands into cultivation, ensuring household food security and meeting women farmers' information needs.

The project targeted 500 Sanghams (village women's groups) from five districts in Andhra Pradesh. The Sanghams were provided with financial support and given a number of farm implements such as cultivators, ploughs, sickles, sprayers and weeders. Larger equipment, including multi-crop threshers and maize shellers, were given to clusters of five villages rotationally. With knowledge and skills gained through training inputs in soil testing, crop selection, soil and water conservation, non-pesticide management, dryland farming, inter-cropping and

vermi-composting, the women's agricultural output improved. Using inter-cropping and crop rotation, the Sangham women grew various vegetables, fruit and medicinal plants, and varieties of millets and sorghum foods known to be much more nutritious than polished white rice. In addition to vegetable cultivation and floriculture, the women have expanded operations into dairy and marketing of bio-pesticides.

This has led to food security in their homes (particularly by storing food to meet sustenance needs during drought periods) and generate household income by selling some of the excess. The women have gained recognition in the surrounding villages, not only as women farmers but in providing food security to the villagers. Through the project, women have challenged gender stereotypes as they took up ploughing and marketing in addition to other activities that they have traditionally carried out.

Case study 2

From casual workers to business managers

In Assam, improved connectivity has impacted the lives of rural men and women engaged in traditional agriculture practices and associated sub-sectors such as sericulture, rubber and tea plantations, etc. Sericulture, a major cottage industry, has high participation from female workers. The perceptible shift in the participation of female workers as casualworkers in sericulture to producers and managers is a case in point. The Directorate of Sericulture, Government of Assam, mostly owns the sericulture farms where women are engaged as daily wagers in tasks associated with the upkeep of the larvae. Improved connectivity has seen a marked change in the manner sericulture has grown over the years. It has assisted several women self-help groups (SHGs) in multiple ways, including saving time associated with leaf collection for the larvae and enhancing access to improved technologies, skill

training and marketing avenues. The recent trends indicate that marginal farmers are entering the industry thereby transforming women's engagement in the sub-sector from that of daily wagers in government-owned farms to that of SHG groups managing and controlling production. Given improved marketability of finished goods, the SHG members are entering every phase of the value-chain from the upkeep of larvae to processing of silk thread, weaving and marketing. Easy access to skilling opportunities has assisted in improving their creative abilities to produce high-end products, fetching higher returns and giving them a newfound status and confidence. "We have to travel to the jungle to collect leaves for the larva. The road helps us reach the jungle easily because now we travel using a bicycle. It has improved safe mobility and we no longer wait for our menfolk to accompany us."

Source:

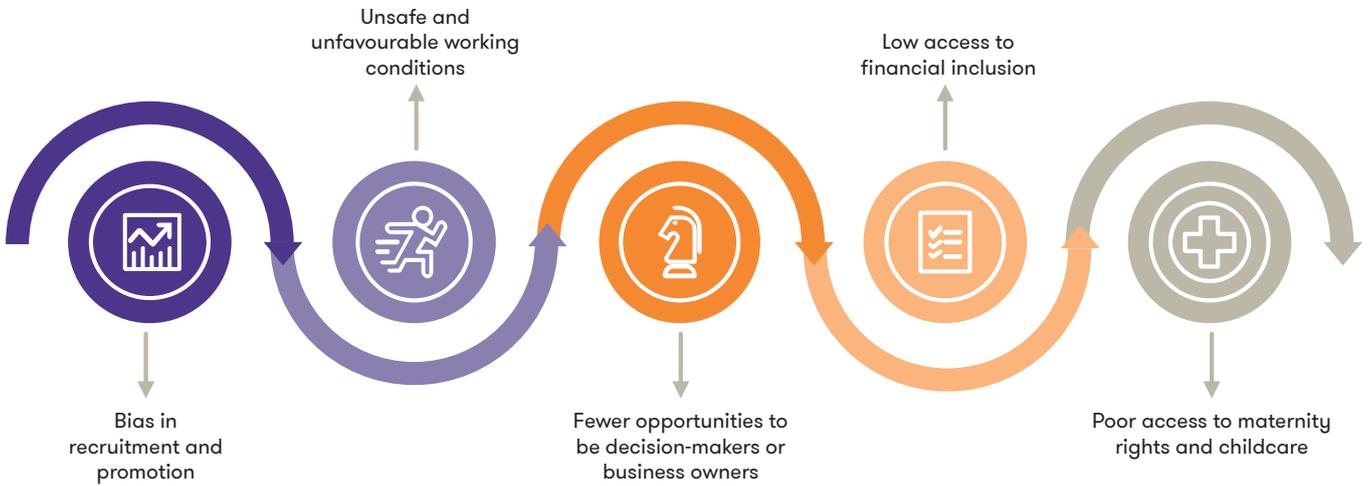
Case study 1: POWERFUL SYNERGIES - Gender Equality, Economic Development and Environmental Sustainability

Case study 2: INDIA Gender Equality Results Case Study. Rural connectivity investment program, Asian Development Bank

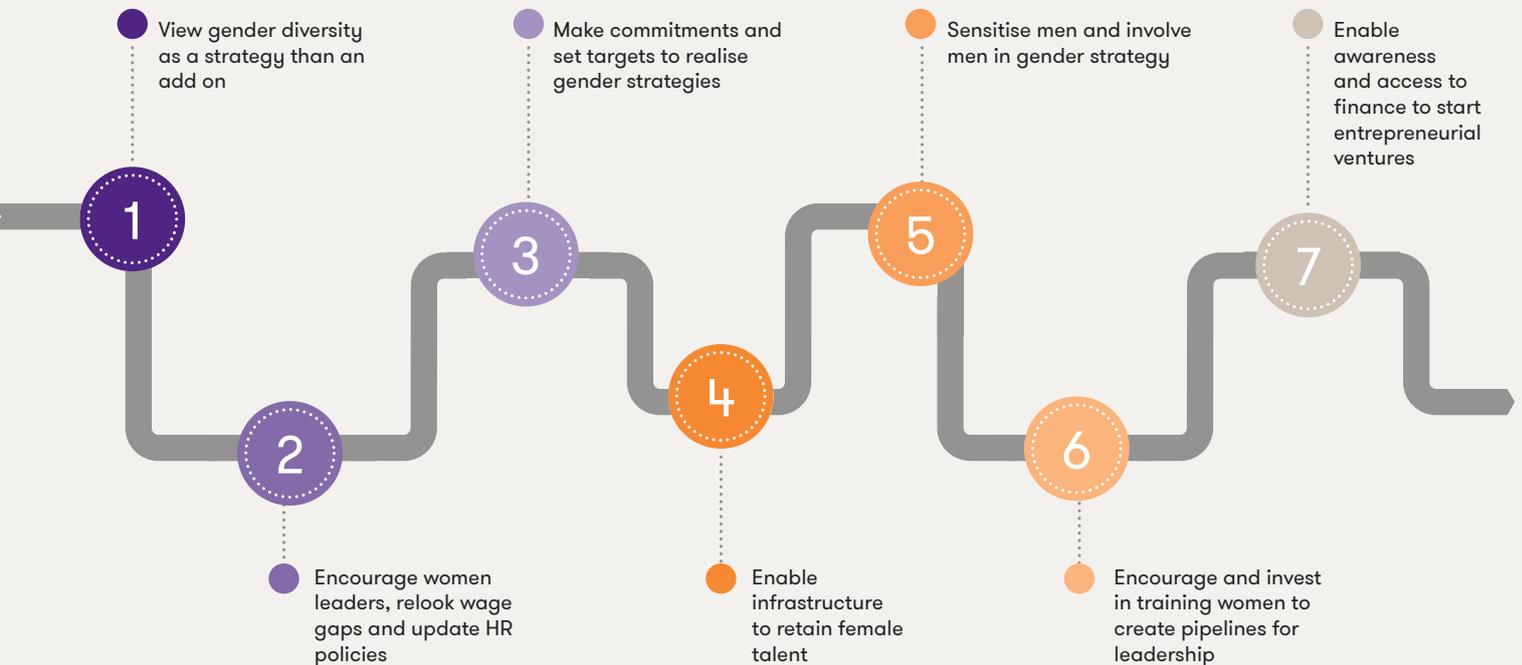
A photograph of two construction workers, a man and a woman, wearing orange hard hats and high-visibility green safety vests. They are kneeling on a solar panel array, looking at a set of plans held by the woman. The man is holding a walkie-talkie. In the background, several wind turbines are visible against a blue sky with light clouds. The overall scene is bright and clear, suggesting a sunny day.

Production and manufacturing

Barriers



Best practices to reduce barriers



Representation of women in manufacturing sector

Women are under-represented in India's manufacturing sector with participation ranging from only 3-12%, according to a study by the Consulate General of Sweden in India. Across the regions in the world, women's participation in manufacturing employment is associated with the expansion of a few specific, generally low-tech, sectors. Women are over-represented, especially in apparel and textiles, and in footwear, food processing.

Bottlenecks

Gender stereotypes and lack of infrastructure has traditionally sidelined women from core manufacturing functions. As a result, not many are able to reach leadership roles. Fewer opportunities to be decision makers or business owners, conscious or unconscious bias in promotion or recruitment of women, low mentoring from managers, poor access to maternal rights and childcare are some of the barriers causing low participation of women in manufacturing sectors.

Lack of infrastructure like crèches that support caregiver responsibilities, toilets, unsafe working conditions, etc. add to the demotivation. Although the need for gender diversity in organisations is taking momentum in India, the pace is slow owing to women being preferred for low quality and low skill jobs. These jobs usually do not require full-time work and as a result, wages for these women employees are low compared to

male employees being preferred for full-time jobs and technical skills. These jobs combined with the disproportionate amount of unpaid domestic care work provided by women results in glaring wage gaps in the manufacturing sector. In addition to this, women's safety is also a major concern while picking up opportunities in the manufacturing sector. It has been found in a World Bank study¹⁸ that women were comfortable in a job where the enterprise owner was female, who took extra attention to ensure the female workers' safety, where there was constant work and a fair and safe commute. Men were reported to easily change jobs prioritising income over other concerns. Even if companies are trying to bridge gender gaps, factors like locations of plants in remote or underdeveloped areas are bottlenecks in hiring female employees. Female

Women are over-represented in



Footwear



Apparel and textile



Food processing

Global scenario

Globally, the manufacturing sector saw women in line and staff roles bring to light the barriers faced in progressing to leadership positions. Sectors like mobility, information and communication technology, energy and basic and infrastructure have low representation of women in core functions and line roles. This under representation is a major factor for low promotions of women as line roles are more likely to ingrain women with the skills and experience that prepare them for senior positions. As per WEF Gender Gap Report

2020, across industries, there are expectations of a seven to nine percentage point increase in the share of women in mid-level roles by 2020 and an eight to 13 percentage point increase in senior roles. It is recommended that companies focus primarily on progressing careers of women through the existing pipeline to prevent loss of already developed or developing talent. Discriminatory labour practices work against women.

Sources:

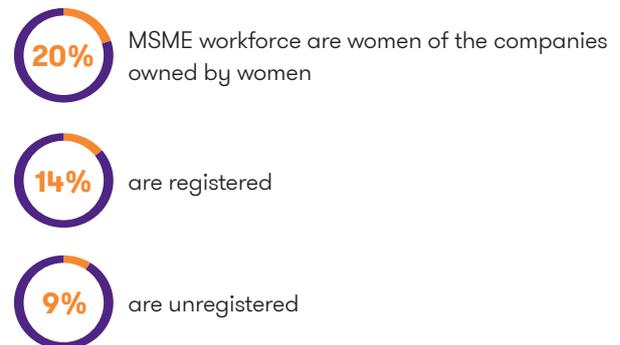
Gender issues in the micro, small and medium enterprises (msme) sector in india, International Center for Research on Women (ICRW), World Bank



Way forward

Companies need to ensure policies and procedures are made to adapt to various life changes including maternity, changing care needs, dual career couples and continuity. Gender diversity needs to be considered as a core part of business strategy and targeted programmes need to be implemented to retain talent instead of a one-off initiative. Leaders should recognise the significance of women at the management level to drive a change. Most importantly, mentoring and awareness about networks such as resource groups for working women, parents, etc. supported with periodic trainings, external speakers and workshops to address particular issues should be taken up to connect with women. Investing in women's training and skilling can improve the overall quality of work. It is necessary to measure and track performance metrics for retention, promotion and leadership development improvements in women, with clear personal and team accountabilities. Companies with women-friendly policies are more likely to attract more talented women and men. This also results in improved retention rates and reduced absenteeism and turnover rates.

Women in MSME



Another area where women are involved in manufacturing and production are Micro, Small and Medium Scale Enterprises (MSME). Women make up a fifth of the sector's total workforce, according to the Fourth MSME Census 2006-2007, 13.7% of the registered MSMEs and 9.1% of the unregistered MSMEs are owned by women. These are mostly home-based and smaller in scale, employing fewer workers on an average than businesses owned by men. The largest percentage of women-owned MSMEs are in the readymade garment industry, followed by food products, beverages and textiles. The cottage industry involves both manufacturing and service sectors, but here, the focus of manufacturing industries is on the MSME sector.

Major problems faced by women in MSMEs sector

While the problems for women in MSME are similar to large manufacturing units. Lack of access to finances and training or upskilling facilities to upgrade the enterprise are added disadvantages.

The problems in financial inclusion are limited financial awareness and understanding of financial products/services. Access to collateral for investments is also a key issue,

especially for women entrepreneurs, given social and legal restrictions around inheritance and land ownership rights. Even if a woman legally owns an asset, male members of the family will often hold the title deed. In addition to this, many banks require either spouse's or father's signature to approve loan applications for women borrowers, which can sometimes act as a deterrent.

Barriers to entrepreneurship

Women are also reluctant to entrepreneurial endeavours, refraining from high risk ventures and instead opting for stable income. This is because they face constraints that make it difficult for them to invest in (or simply to apply) products and process upgradation. Constraints include lack of collaterals like land or assets for risky ventures and limited access to information, inputs, and training. Additionally, social norms and lack of freedom to move around deters women from developing processes to upgrade.

Most women entrepreneurs lack visibility because many women-owned MSME businesses are in the micro-segment, home-based and less likely to be registered. Unregistered enterprises are unable to benefit from the government schemes, making women-owned enterprises susceptible to missing out on available government support.

MSME gender barriers



Lack of access to technological centres for upskilling



Lack of financial inclusion to encourage savings and entrepreneurial activities

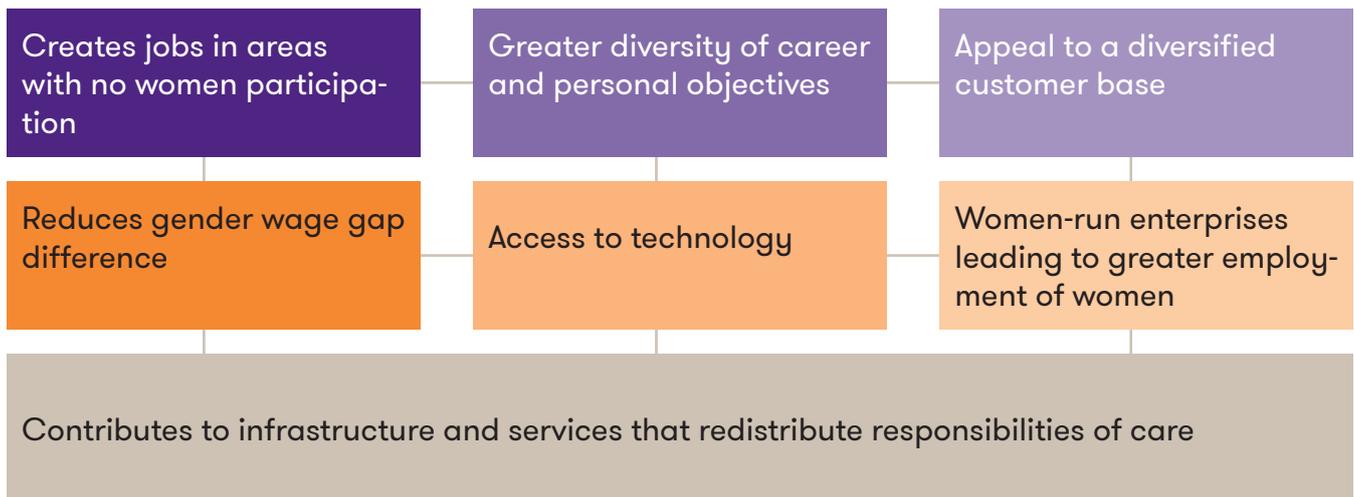


Lack of awareness of policies and access to information



Dependence on male allies for collateral and loan availing

Benefits of gender parity in manufacturing and production



Case study 3

Catalyst for change

Meghmani FineChem Limited (MFL) – Chemical manufacturing owned four factories and had a staff of 2,000, but did not employ any women. This situation was standard for the chemical industry in India and was driven by legal requirements and social norms.

Local legislation prohibited women from working after 7 pm. This discouraged companies from hiring women for shift roles, which required night work. Equally important was the perception about the types of industries in which women should or shouldn't work, reduced the number of female

workers. The chemical industry was perceived as dangerous, dirty, and thus unsuitable for women — though modern chemical plants tend to be safe, technologically-advanced, and don't require heavy physical labour. As women did not apply for jobs in the sector, the plants were unprepared for female employees. Structures lacked basic facilities, such as women's washrooms, which further discouraged potential applicants. However, Meghmani's new plant at GIDC Dahej, Gujarat offered the opportunity to increase opportunities for female workforce.

Strategy

With International Finance Corporation's (IFC) support, MFL adopted a multi-pronged approach to overcoming gender gaps in employment. First, the company designed its physical facilities in the new factory with women employees in mind. Second, the company implemented a series of targeted human resource policies to identify, recruit and promote qualified women.

- **Infrastructure:** Before IFC's investment, MFL plants could not accommodate female employees or visitors. All bathrooms, locker rooms, and shower rooms were meant for men. For the new plant, the company designed separate facilities for women.
- **Legal compliance:** While MFL could not change the legal context that prohibited women's employment after 7 pm, the company did establish flexible work policies and identify roles that women could fill in compliance with the local law. MFL opened blue- and white-collar positions to women in research and development, office management, technical and operational service departments, and in the canteen. These steps formed the basis of the company's recruitment strategy.
- **Recruitment strategy:** With proper facilities and increased flexibility in its job offerings, MFL was prepared to reach out

to women candidates. The company began by targeting colleges and universities, where it could find female candidates who would be open to new opportunities. They particularly targeted women engineers. In addition, MFL worked with its community-engagement officer to spread the word that the company was actively seeking women employees.

- **HR policies:** Once women were onboard, MFL updated its HR policies and procedures, with a specific focus on revising occupational health and safety standards for a mixed-gender workplace.

This joint "hardware and software" approach allowed MFL to become the first driving change in the Indian chemical industry. Subsequently, the company is committed to increasing the number of women at the plant and to bolstering their roles and responsibilities.

Benefits

Meghmani's pioneering efforts succeeded in catalysing a change in the gender norms of its workforce. After a targeted physical redesign of the factory, dedicated recruitment efforts, and updated HR policies, the company succeeded in placing women in 45 of its first 630 roles — 7% of total employees at the new Dahej plant (Gujarat). The company benefited from this initiative, gaining a diverse labour pool, a skilled workforce, positive press coverage and enhanced community relationships.

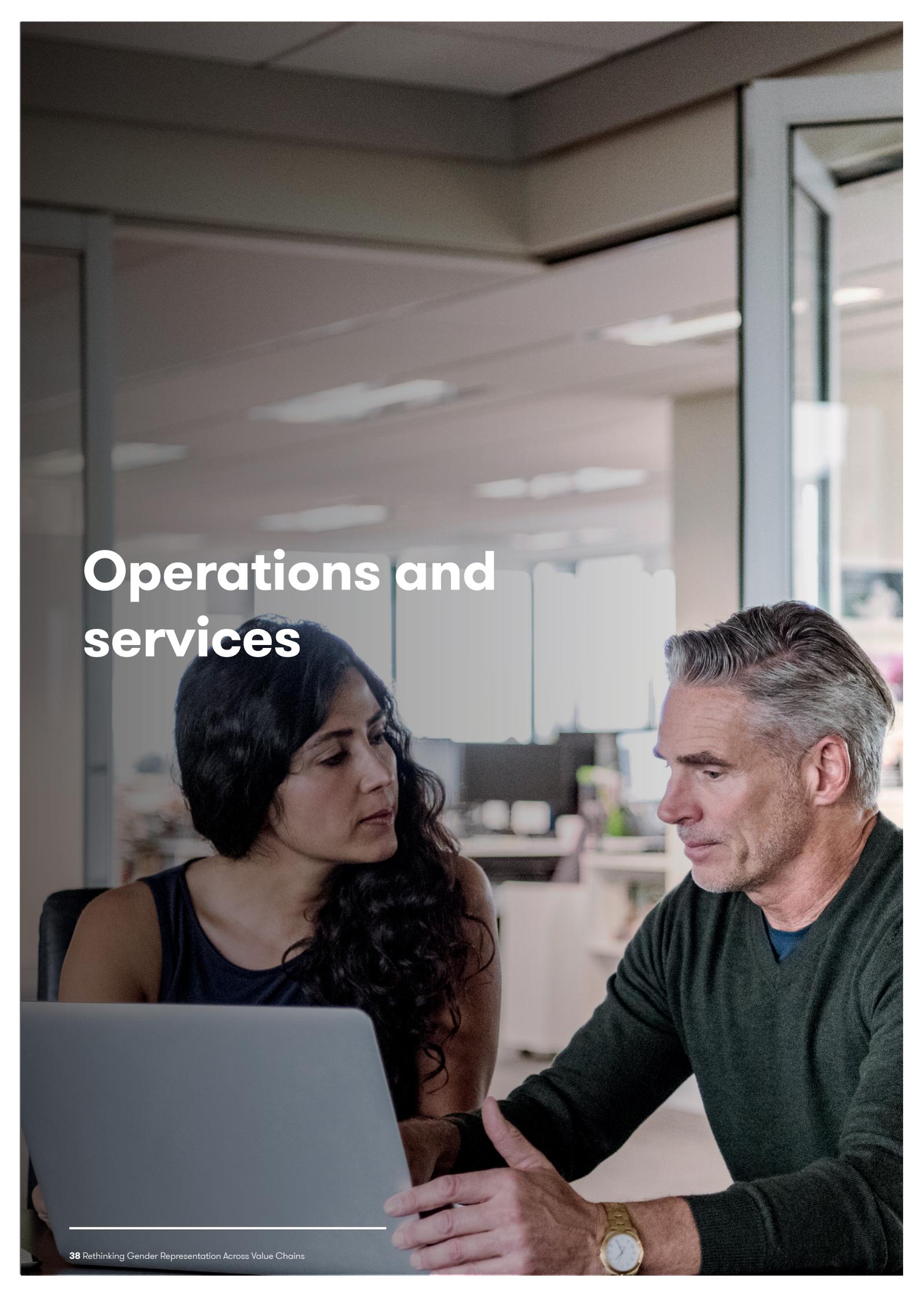
Diverse labour pool: MFL's welcoming approach to female talent broadened the size of the population from which it could recruit. The company was particularly successful in reaching out to students and graduates who wanted to get a head start in technical training. "This work has been extremely challenging, allowing me to gain technical experience, which is rare so early in my career," noted Raxa Patel, a student who is now an employee at MFL.

Skilled workforce: MFL's first women employees proved to be highly-skilled. The company managers noted that women could perform as well as men — and often better. Said Suhas Patel, an MFL manager, "We observed a high level of commitment, dedication, and sincerity from female engineers. They are very good observers and take note of minute variations in operational parameters." Managers also noted women's high compliance rates in occupational health and safety

requirements, crucial to operations in a chemical plant.

- **Press coverage:** MFL received substantial positive press for breaking gender barriers in the chemicals industry. In particular, the new approach established Meghmani's management as modern and forward-thinking.
- **Community relationships:** Working at MFL's facility greatly improved the status and income of women employees, generating goodwill towards the company and better integrating the company into the local community. "A supportive, respectful, and safe work culture creates environment where women employees can fulfil their ambitions to work in a chemical industry as well as feeling proud of providing financial support to their families," noted Vaibhavi Joshi, process engineer.

Source:
Case study 3: International Finance Corporation

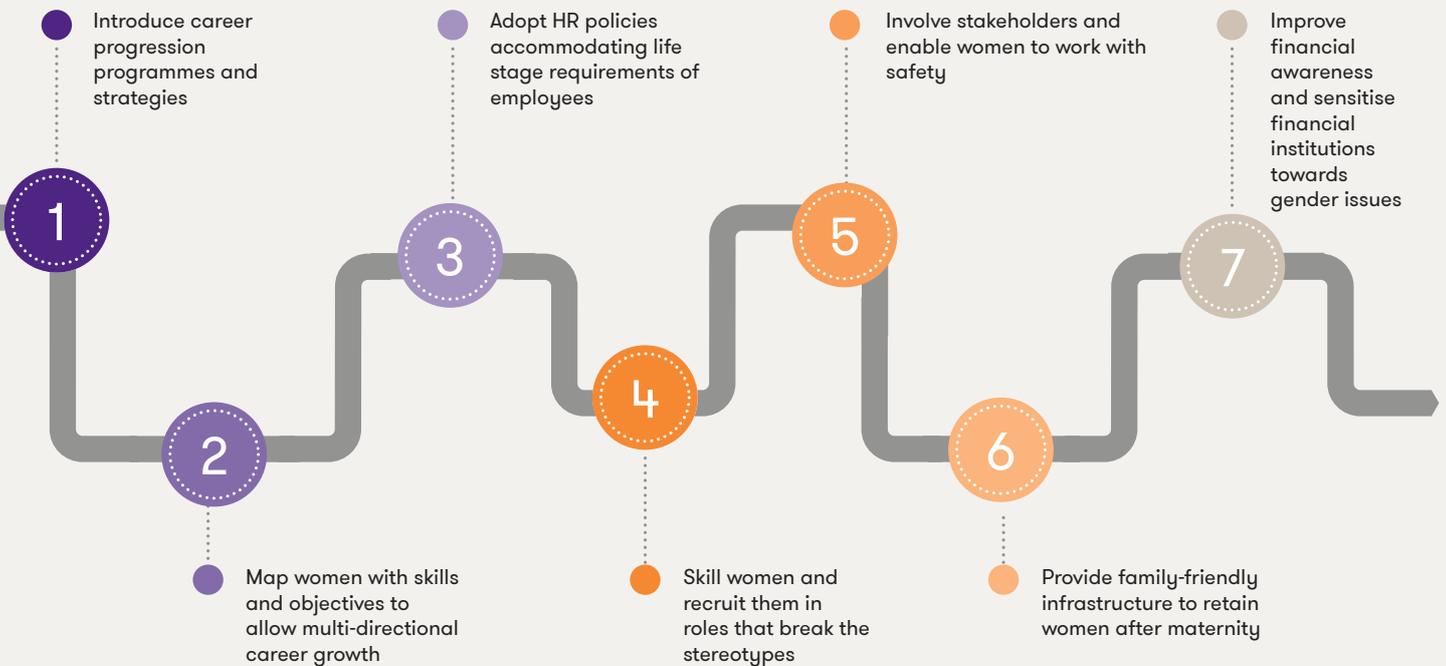
A photograph of a woman and a man in an office setting. The woman, on the left, has long dark hair and is wearing a dark tank top. The man, on the right, has short grey hair and is wearing a dark green sweater. They are both looking at a laptop screen. The background shows a modern office with glass partitions and recessed ceiling lights.

Operations and services

Barriers



Best practices to reduce barriers



Operations and services sector has long been the area where majority of women get employment options. Over the years, this area has been inclined towards hiring female talent with job advertisements often specifying the preferred gender for these activities. Although the share of female employment is slightly lower in services than in manufacturing, it has shown dynamic growth from 2001 to 2006. A study on gender stereotyping in job recruitment advertising in India found gender bias is less pronounced in professional jobs such as engineering, medical and other professional categories. On the flip side, a higher level of gender-targeting is found in jobs for secretary, receptionist, call center tele-callers, managerial jobs, teaching, clerical positions inter alia. In the sales sector, men are preferred for field positions and women for tele-marketing. The study also pointed out for teaching, business process outsourcing (BPO), and service jobs, even though demand for women is higher, yet the salary specified in those ads targeting women is lower compared to those targeting men.

Gender segregation of jobs

This year, India is likely to see the highest salary growth in Asia at 9.2% followed by Indonesia at 8.1% and China at 6%. On the other hand, countries like Japan and Taiwan are likely to see lowest salary growth of 2% and 3.9%, respectively.



Manufacturing

90% female employees in female-owned business



Services

81% female employees in female-owned business

Gender segregation of activities and even organisations has been long prevalent and intertwined with the cultural approach towards gender in India. For example, in the unorganised manufacturing sector, about 90% of the employees in female-owned businesses are female, while it is 81% in the case of services.

Further, the extent of gender segmentation in India's female-owned as well as male-owned businesses has increased over the years. Since 2001, the share of female entrepreneurs and their resulting employment has increased in the informal manufacturing sector. For the services sector, these statistics are, however, much lower in level as well as in growth terms.

India's cultural inclination to gender segregation and grooming of girls to prefer service sector jobs has caused majority of the women workforce to concentrate on the service industries. Although this has its own benefits, such as the industrial slowdown in 2008 that caused multiple job losses in the manufacturing segment – where male workforce dominates, the services industry remained stable with women enjoying the benefits of continued demand for services. But the preference for service sector jobs has limited women to mostly low pay and low-skill jobs. In a study conducted on 14 public sector undertakings (PSUs) in India, this sentiment is reiterated. The PSU leaders and senior managers emphasised the number of women applicants and/or recruits at the entry level are skewed as compared to men. As a result, if there are less number of women applying and entering an organisation, the number to choose from at a higher level is likely to be lower. Further, women tend to prefer office/desk jobs (e.g. HR, Corporate Communication, Finance, IT/MIS) which are less in numbers as compared to technical jobs. The number of women applicants

Representation of women



Although most women employed in low wages are engaged in household activities, mostly as maids, other hiring decision-makers such as small and medium enterprises (SME), human resource (HR) enterprises, and staffing companies often list gender-targeted ads preferring men over women. The BPO job ads are most gender-neutral and those for elementary occupations, machinist, driver and garment workers are the ones with higher share of gender targeting.

However, this is not unexpected as there exists high segregation by job category and men are chosen for relatively high-intensive outdoor jobs. Interestingly, though teaching and BPO jobs are the ones with the least gender-targeted ads and are more likely to target women – depict a high salary gap between men and women.

Sources:

- Reflections of Employers' Gender Preferences in Job Ads in India. An Analysis of Online Job Portal Data - Afra R Chowdhury, Ana C Areias, Saori Imaizumi, Shinsaku Nomura, Futoshi Yamauchi
- Will Market Competition Trump Gender Discrimination in India? Ejaz Ghani, Arti Grover Goswami, Sari Kerr, William Kerr
- Women in Leadership and Management in Public Sector Undertakings in India, SCOPE-ILO Study March 2018

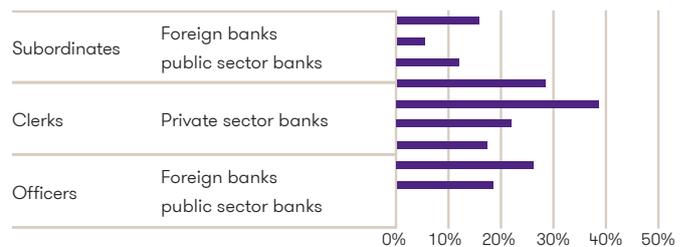
at the entry level, and their general preference in non-technical jobs, which are less in numbers, impact the proportion of women in any organisation.

However, the trend is slowly changing. Gradually, women are getting recruited in multiple disciplines (e.g., geology, civil, construction, etc.); they are working in remote and offshore locations as well. For the most part though, In India, the services sector, specifically information technology (IT), financial services, media, health care, and hospitality are demonstrating that women are integral to their workforce, thus reducing the ratio between men and women at the workplace. Also, with the advent of globalisation, Indian companies are going global and global companies are entering India, thus making diversity a key trend. However, to keep the momentum going, corporate India and government agencies must respond to the challenges that women continue to face on a day-to-day basis.

Women as leaders

It can be noted that India's banking and financial services sector is currently outperforming other sectors in terms of women in leadership positions. A look at this year's Fortune India 500 list 2019 reveals just 29 companies have women leaders with executive powers, majority in the banking and financial services sector. In general, banks tend to have a higher percentage of female workforce working as clerks than in other positions. Public sector banks have a higher share of female subordinates than private sector banks, and a smaller share of women working as officers and clerks. This reflects that the employment options offered by the service sector to women are only low level jobs. This trend can be observed in other industries as well. For example, despite a range of

Percentage of women employed in banking sector according to role, 2015



Source: Women in Leadership and Management in Public Sector Undertakings in India, SCOPE-ILO Study March 2018

labour laws and initiatives, the construction industry remains male dominated. Women are discriminated against and often offered lower wages and poorer working conditions. The health and safety concerns of women and children are often overlooked on construction sites thus adding the burden of child care on them. Due to poor education and skills training among new joiners to the workforce; gender stereotyping of tasks by factory owners and the workers themselves and the time restrictions of women workers, leads to women opting for low-skilled jobs. This dual role of handling work responsibilities and child care along with the factory owners' unwillingness to allow late shifts adds to women's constraints.

What companies need to do to break gender barriers

A few companies in India are already adopting strategies to enrich the career of their women employees. For example, Amex (American Express India) designed a gender diversity initiative: 'Reach Out' in collaboration with four other leading companies - PepsiCo, PwC and Tata Sons. This programme provides a development platform for senior women leaders to 'share, network and learn' from leaders and peers across these organisations to enable greater career success. Other multinational companies are also working on similar lines by introducing flexible working structures and focused programmes like maternity return programmes that focuses on ensuring a

smooth return for a female employee after her maternity leave, by providing in house crèche and child care facilities, etc.

Some of the other ways in which companies can improve the working conditions of women include conducting bias awareness training programmes to help understand the nature of bias and demonstrate techniques to control personal bias in the workplace. For example, when assessing colleagues for promotion or performance, one can rule out possible unaddressed biases in determining growth of employees. Further, training initiatives focused on women for instance,

Sources: Fortune India 500: Why are there so few women leaders?

courses focusing on leadership development, negotiation skills, and preparation for senior positions, can also be initiated. Customising careers to allow multidirectional growth to fit women's career-life requirements can be identified. Also, offering individual coaching to female employees as part of their developmental input can increase engagement. Additionally, leaders can participate in workshops or trainings on addressing unconscious bias.

There is also a need to sensitise financial institutions to government policies for providing credit to women and inform them of the barriers women face in MSME in accessing finance. There should be avenues for entrepreneurship development training alongside technical training. Companies need to review key personnel policies on sexual harassment, grievance procedures, recruitment, and performance evaluation to ensure

they are effective and well-implemented. In addition to this, acknowledging and analysing pay gaps can help identify and resolve problem areas. Another crucial issue that hinders women's ability to work is gender-based violence, which needs to be addressed by engaging with stakeholders within and outside the organisation for effectively reducing instances of gender-based violence.

A potential roadblock to talent acquisition and the effective functioning of the organisations is HR skills base, which is often ignored although it is critical to business in the times of growth. There is a lack of knowledge and experience on best practices. Also, external services for HR are limited, which add to the gender disparity issue.

Case study 4

A part-time tailor, Babita Sisodiya from Betma village in Indore district, made clothes using manual sewing machines. After attending an integrated enterprise module and skills development training in 2014, she was guided on how to link with the market. She then purchased a motor to mechanise her sewing machine thereby reducing her physical stress and increasing her efficiency. As her income and sales enhanced, she purchased two more motorised sewing machines. Seeing her hardwork and willingness to learn, as part of Enhancing Energy-Based Livelihoods for Women Micro-Entrepreneurs, Asian Development Bank (ADB) trained her as a business development services provider and trainer. Now, she has trained 26 women and gives them work that her husband brings from garment factories on a contractual basis.

Case study 5

SAP Labs India, a subsidiary of SAP SE, has a number of initiatives to its credit. Its "Run Mummier" is a maternity return programme that focuses on a smooth return of a female employee after her maternity leave. Male employees are offered 'Part work from home' after the birth of a child, apart from paternity leave, which gives them the flexibility to work for four hours at office and the rest from home. The Maternity Leave Policy offers women cab transportation during and post pregnancy. 'Business Women Network' is a forum that strives to foster a diverse workplace at SAP by inspiring women employees to create role models and share inspirational stories of successful women in leadership positions.

'SAPlings in-house crèche', Montessori education, summer camps as well as other initiatives targeting around 250 children aged 9 months to 6 years have made a huge difference. SAP's robust governance model involves senior leaders, both men as well as women, and tracks and monitors the programmes through well-defined metrics.

Source:

Case study 4: Asian Development Bank India, Gender Equality Results Case Study: India - Enhancing Energy-Based Livelihoods for Women Micro-Entrepreneurs
Case study 5: Women in Leadership and Management in Public Sector Undertakings in India, SCOPE-ILO Study, March 2018

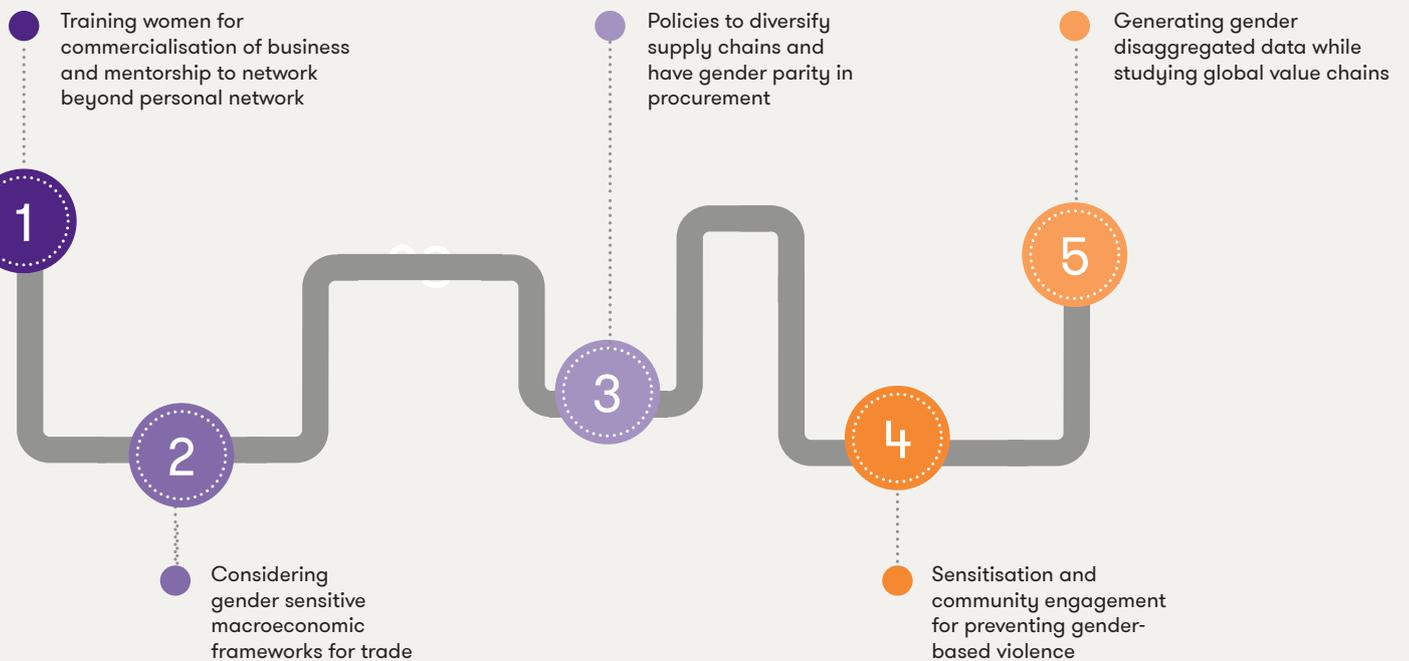


Distribution

Barriers



Best practices to reduce barriers



Distribution channels comprise of a range of opportunities for women as they are seen as less intensive tasks. However, depending on the agricultural produce or industrial product, distribution channels can be labelled as either male- or female-dominated. These channels also cover the majority of unorganised segments and are still way behind on the gender-based reforms catching up in other sectors.

Globally, at the consumer or user-end of supply chains, women represent about 70% of the customers and by 2014, controlled almost \$20 trillion annual spending in the global economy. Consequently, gender is an important dimension of marketing in most consumer-oriented value chains. The initial focus was on the purchasing power of women in high-income countries; however, the purchasing power of women is soaring in emerging economies, as labour force participation and gender equality improves. Hence in countries like India, the market for female customers is ripe with opportunities. To cater to this market potential, consumer-facing global value chains are led by large retailers and brands that are responsible for significant levels of employment. Estimates indicate that 142 million people work in retail in 82 countries for which data are available, although this figure includes both modern and informal retail sectors. Retail accounts for 10-15% of the total country employment on an average.

Although the opportunities for employment are huge, the phenomenon of a gender “sticky floor” and “glass ceiling” prevailing across the retail sector cannot be ignored. A large majority of the workforce at the shop floor level are female, but they do not travel up to the senior management and executive positions. Globally, women make up 43% of the agricultural labour force and are profoundly involved in the production of food and cash crops worldwide, as well as in fishery, forestry and livestock. This “gender gap” represents a missed opportunity to secure sustainable development for the agricultural sector as well as improved food security and nutrition for all. The global value chains are exposing companies to more stringent labour related policies that’re trickling down to their supply chains as well. Global value chains have enabled many smaller companies to ride the success of larger firms as suppliers and service providers of these large firms. These smaller companies have been widely studied to see how women can benefit from the improved market access. Yet findings point to several limitations, including, the uptake and benefits of value chain participation being gendered. Women contribute greatly to value chains, but disproportionately as small producers, often with low returns that get drowned out in the scale of the value chain.

The gender profile also varies across different parts of the distribution activities. For example, transport plays a key role in the just-in-time distribution of goods, but remains a predominantly male sector. The distribution of labour among women and men may vary a lot from one value chain to another. In certain value chains, men play a prominent role in all the nodes, while women remain mostly concentrated at the level of production. This is the scenario for many cash and export-oriented crops (e.g., coffee or cocoa), which are usually categorised as male-dominated value chains. In other value chains, such as the poultry or shea butter chains, women are largely represented in all nodes of the chain, including processing and marketing operations. These value chains are commonly considered to be female-dominated.



Female dominated value chains –
Shea-butter, poultry



Male dominated value chains –
Coffee, cocoa

Global sourcing operations by retailers have opened up new opportunities for women to engage in global value chains, both as waged workers and entrepreneurs. This has been particularly crucial in many low-income countries, where social norms have traditionally limited women’s participation in the local and global markets. Documented information and data on women workers in global value chains is poor, particularly at lower value chain tiers, where informal work setups (including own-account and contributing family workers) are concentrated.

Sources:

- Silverstein, Michael J. and Kate Sayre, “The Female Economy”, Harvard Business Review, September 2009.
- Luce, Stephanie, Global Retail Report, UNI Global Union, 2013.
- Developing gender-sensitive value chains, FAO

Research from Sisters For Change

Violence against women garment workers in Bengaluru



45 million

people are employed in India's textiles and clothing sectors - 60% are women



1 in 7

women garment workers has been raped or forced to commit a sexual act



1 in 14

women garment workers has experienced physical violence



3.6%

of reported action resulted in action by factory or police



0

criminal charges were brought against perpetrators

In 2017, a global survey of suppliers was undertaken by the International Labour Organisation (ILO) in association with the UK and Norway Ethical Trading Initiatives (ETI) as part of a research on purchasing practices and working conditions. This survey generated new data on workers focused on global value chains. The suppliers covered participated in global value chains supplying northern retailers and brands that operate codes of labour practice and require social audits. Of a total 1.5 million workers, 40.5% were female. Women were found to be the majority of workers in some sectors, such as garments (57%), but were generally under-represented in all other sectors, where no female occupation achieved the 50% parity threshold. Women constitute less than 20% of top executives in all sectors.

It is estimated that in India alone, there are 5 million women who work as homeworkers contributing to garment and textile supply chains (Chen and Sinha 2016). Homeworkers are those who are subcontracted to produce and/or add value to goods or services from their homes or areas around their homes. They are positioned at the end of what have become increasingly complex supply chains that connect factories, contractors, subcontractors, homes and workshops across the globe on highly unequal terms. Since women are employed at the lowest levels of supply chains, they become vulnerable to repercussions of gender inequalities like gender-based violence,

wage gaps, low career progression, lack of opportunities for expansion of business, etc. There is also the prevalence of lack of data on these women to conduct any programmes for interventions of the status quo. Often there is limited understanding of which types of businesses grow, and reasons for growth, in developed and developing countries. Scant data is available on why some businesses formalise, while others remain informal. These questions are especially crucial with regards to women entrepreneurs, and their ability to access promising value chains. More and insightful data, including labour force and enterprise surveys, are essential to inform public policies and strengthen private sector approaches to bring in reforms for women in supply chains.

Gender constraints in global supply chains

Occupational segregation

Low pay

Precarious work (casual and informal)

Poor access to maternity rights and childcare

Poor education and skills training

Long working hours combined with significant care responsibilities

Discrimination and sexual harassment

Sources:

- ILO, "Purchasing practices and working conditions in global supply chains: global survey results", INWORK Issue Brief No. 10, 2017.
- Homework, Gender and Inequality in Global Supply Chains, UN Women
- <https://www.sistersforchange.org.uk/2018/06/20/eliminating-violence-against-women-at-work/>
- <https://www.ethicaltrade.org/blog/ending-exploitation-women-international-supply-chains>

As business owners and entrepreneurs, women face additional challenges -

Ownership of property and land	Accessing credit and loans	Obtaining procurement contracts with multinationals and governments
Tackling corruption and inefficiencies at customs borders	Meeting stringent quality standards required by global buyers	

Diversity in supply chains

Diversity in supply chains allows firms to access a wider variety of high-quality suppliers. A US study found that companies with supplier diversity programmes spent 20% less than competitors on purchasing operations and had lower numbers of procurement staff. In addition, procuring from women entrepreneurs adds new strengths to distribution networks, particularly when designing for last-mile sales. As they demonstrate having better access to female customers or be better positioned to target the base of the pyramid (BOP) markets. In order to bring about reforms in the supply chains for gender equality, female-dominated value chains might represent a strategic entry point, especially when operating in very conservative areas. Strengthening the position of women within a sector in which they are already a majority representation (e.g., professionalising their traditional role, building their technical and managerial capacities, or forging women-focused vertical and horizontal linkages) could create multiple opportunities for social and economic empowerment,

with limited risk of community opposition. Even with majority female representation, there is a need to engage male counterparts, as they are critical agents of change in the transformation of disparate gender relations, both within the household and along the value chain. On the other hand, male-dominated value chains may seem to be more challenging when working on gender equality. However, this may not be the case. Progress can be made simply by making the work, which women perform in these chains (e.g., as family labourers), more visible and efficient, or by exploring new opportunities for women by helping them turn their family responsibilities into business opportunities (e.g., small-scale processing of food products and livestock management). Working in male-dominated chains also provides interesting opportunities to adopt a transformative approach for gender equality. This can challenge the prevailing gender stereotypes that lead to an unequal division of labour within the household and along the value chain.

Measures to improve gender parity in global supply chains

Provision of long-term training to change attitude and mentorships for women who are mostly reliant on personal networks to advance their businesses.

Development of gender sensitive macro-economic frameworks needs to be adopted while forming gender-sensitive interventions.

Providing direction to small rural producers who are given support to commercialise their production. Incidentally, a growing number of global companies are diversifying their supplier and distribution base by engaging women-owned businesses, which gives opportunity for increasing these women-run businesses to gain more market capitalisation.

Measures that can help women access lucrative public procurement contracts include favouring women-owned businesses within supplier evaluation criteria, and making public tender processes more transparent and accessible.

To offset the trade challenges faced by women, the different impacts of trade regimes on men and women in business likewise need to be better understood and documented. To understand these impacts, gender-disaggregated data is a priority, which is yet to be tracked on the end-to-end spectrum of supply chains.

Sources:
FAQ, "Agricultural value chain development: Threat or opportunity for women's employment?", Gender and Rural Employment Policy Brief No. 4, 2010.

Case study 6

Creating lasting shared value

Globally, India is the second largest sugarcane producer contributing about 10% of its agricultural GDP. Female employment in agriculture in 2018 stands at 55.38%. According to the 2011 Census, the agriculture sector employs nearly 98 million women, with about 63% of them serving as agricultural labourers. Yet, their contribution remains undervalued – especially in sectors such as sugarcane farming, which are perceived to be male-dominated.

DCM Shriram limited, a client of International Finance Corporation (IFC), is one of the largest business conglomerates, with a strong focus on agri-business in rural India. Much of its sugarcane produce comes from Hardoi, Uttar Pradesh, one of the poorest districts in the country, with 66% of its population living below the poverty line. Hardoi has an agriculture-based economy, with sugarcane as the main cash crop.

Smallholder farmers who work on sugarcane production in Hardoi with the sugar division of DCM Shriram tend to have low farm yields, compared to sugarcane farmers in other parts of the country. Low farm yields translate into a low supply of sugarcane and reduced plant capacity utilisation for DCM Shriram. Some of the reasons for low farm yields include poor technical know-how of the sugarcane smallholder farmers and use of technology in agriculture with unsustainable input-usage, leading to an increase in the cost of cultivation without a corresponding yield increase. Sugarcane is a conservative crop, historically male-dominated, and with few women visible in the formal value chain.

The work and contribution of women are often invisible, although they actively participate in the sugarcane value chain. Women's work is labour-intensive and frequently concentrated at the outset of the value-chain, such as in weeding or planting. The training and programmes that allow farmers to increase their yield and income are often not targeted at women. While poverty and migration of men are leading to more women managing their farms independently, women also have limited economic access both within their community and outside because of restrictive social norms and care responsibilities towards the well-being of elders, children, livestock, and other assets.

Under the Meetha-Sana-Unnati programme, DCM Shriram and IFC, in collaboration with Solidaridad Network Asia and Coca-Cola India, developed an approach to build the capacity of farmers, to increase agricultural yield and conserve water and soil health. While the early assumption was that there were no women working in the sugarcane farms of Hardoi, IFC trainings on low farm yields, along with quantitative and qualitative assessments done in 2018 revealed and highlighted women's roles in activities such as

weeding, planting, and harvesting of sugarcane.

Impact

DCM Shriram and IFC developed specific solutions to increase the visibility of the work done by women farmers and their impact on improving farm yields:

- DCM Shriram and IFC identified key operations where women laborers and farmers are dominant workforce on ground. The project applied the Women's Empowerment Agriculture Index, an innovative measurement tool to diagnose areas of disempowerment of women in agriculture and design development programs to address those areas.
- Based on the findings of the baseline on women's roles and crop yield barriers, the project team hired a female trainer to hold training sessions for women on mechanization, entrepreneurship, and financial literacy. To address low participation, wider outreach and convenience, especially for women farmers, the team brought in a mobile van to deliver the trainings closer to farmers' homes.
- This effort was further complemented by focus group discussions with women in the villages, to strengthen their role and participation in the sugarcane value chain.

Outcomes

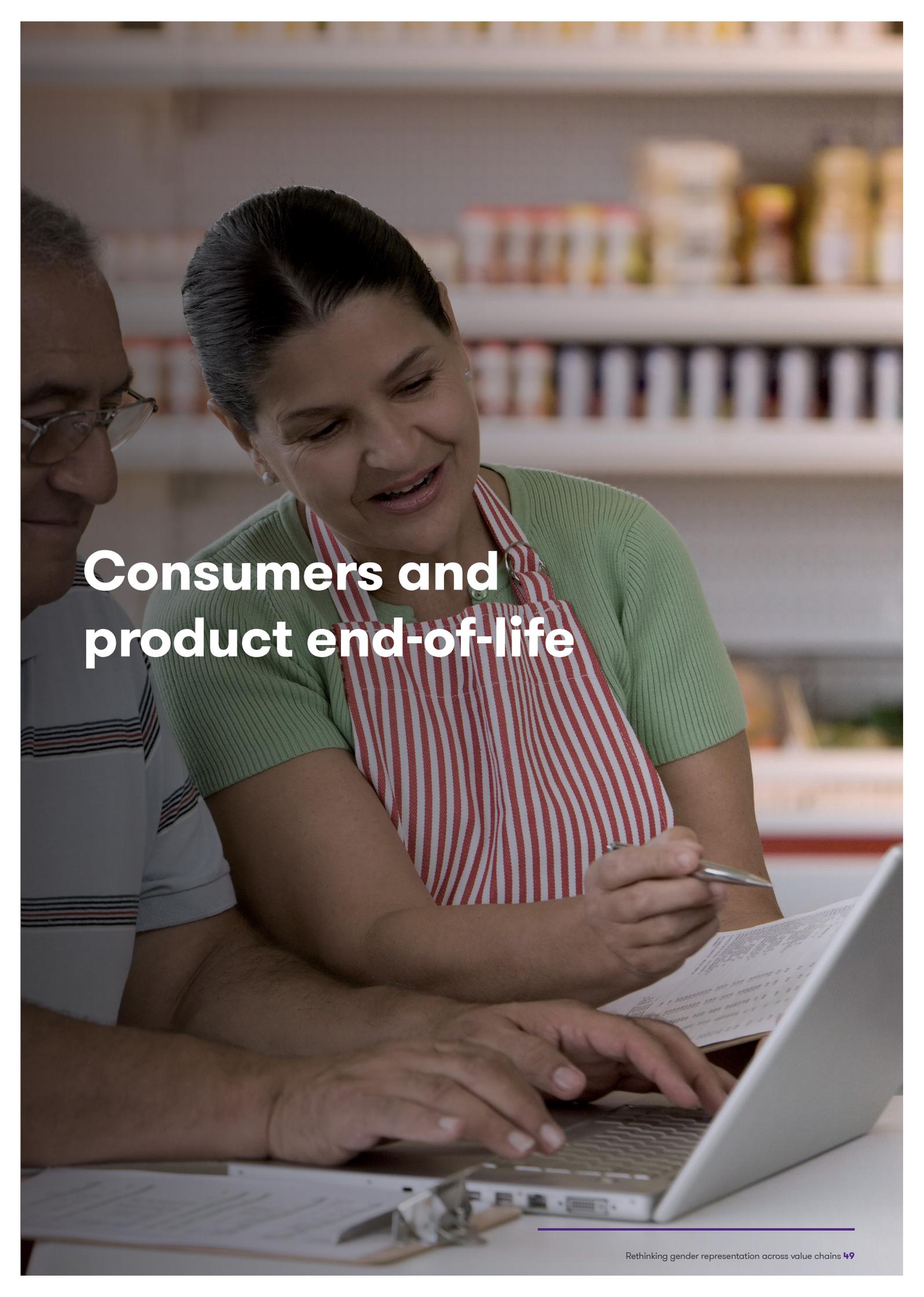
The programmatic interventions have helped DCM Shriram to create a lasting shared value with farmers across its value-chain in the following ways:

- Trainings for more than 1,000 women in the classroom and mobile vans in Good Agri Water Management Practices (GAWMP) have led to an increased yield (of 25%) in the DCM Shriram production catchments. The yield increase translates into increased income for the farmers, often doubling their existing income. The trainings have encouraged women to take on larger and less labour-intensive roles in the agricultural value chain (such as, learning how to operate farm machinery)
- Entrenched gender roles in conservative Hardoi district were challenged through this project – men and women attending trainings together demonstrated how they could work together despite the gender-segregated culture. Some of the women farmers, became role models of leadership in their community, encouraging more women to take on entrepreneurial roles and move up the value chain to work on activities leading to higher yields.

DCM Shriram and IFC along with other key partners are now exploring how to enable more than 10,000 women farmers in the sugarcane growing region to participate in dairy farming, as an additional income generating activity.

Source:

Case study 6 Gender-smart business solutions. Strengthening women farmers in DCM Shriram's sugarcane value chain



Consumers and product end-of-life

Gender gap for consumers

While many products and services look like they target women and men equally, in practice they often do not. Women face significant gaps due to their needs or preferences not adequately met while designing the product or because marketing and distribution mediums do not effectively reach

them. Among low-income women, these gaps are often more. Globally, decision-making concerning consumer spending tend to be under women's ambit. Yet, their specific needs and preferences are overlooked.

Increasing customer base

Women face barriers to full market participation as customers, particularly, where there is low labour-force participation. In some markets, women are key decision-makers. However, in others, low control over disposable income keeps women from making purchasing decisions or accessing key goods or services for themselves or their families. Isolation from markets can be an equal barrier: If distance or social norms keep women from travelling to the markets or engaging with male sales agents, then purchasing decisions are left to the men. This means women exercise less control over money and also receive fewer items for personal use than men.

Companies' products and services do not always reach the women's market with a dedicated effort. For instance, in South Asia, women are 38% less likely than men to own a mobile

phone and there is a USD 285 billion credit gap for women-owned small and medium enterprises (SMEs). Specifically targeting women, particularly by opening up a market previously closed to them, can be a key driver of growth.

Moreover, customer segmentation by gender, and responsive design, can enhance companies' ability to serve women even where substantial barriers limit women's spending power. In Iraq, Asiacell was able to open a largely closed market for women's cellular services by creating an offering for women that focused on enhancing safety features and provided flexible cost structures. In these instances, businesses not only grow their long-term consumer bases but also substantially increase women's economic participation.

Designing better offerings

The potential associated with better serving women remains high across sectors. In travel, women make more than 80% of purchasing decisions. In mobile, there is a USD 170 billion opportunity for mobile providers to better serve women. In finance, the same gap exists: In Indonesia, for instance, 11% of women SME owners receive credit from banking services, while 54% would be interested in obtaining it. Designing for and marketing to women allows companies to target new customers, as well as to boost sales to the existing customers. This strategy can open new markets and strengthen existing

ones. After designing an offering for female SME-owners, which combined financial products, business education, and support for business growth, Garanti Bank in Turkey found that women entrepreneurs provided a higher profit and used a higher number of the bank's offerings. Hence, understanding customer segments not only by income and age but also by gender often reveals differences in consumer needs or preferences even in products that may initially seem gender neutral. Designing and marketing in response to these can produce new ideas, or take old ideas to new directions.

Pricing parity: The "pink tax"

Gender-related price differences occur when consumers are charged different prices for the same or similar goods and services because of their gender. According to a pricing study conducted by the New York City Department of Consumer and Worker Protection, in every industry evaluated the prices of over 800 products and found that products for women cost 7% more than the same products made for men. For personal care products, the number shot up to 13%.

The practice of charging more for products targeted at women has been called as the "pink tax". The study also found that 42% of the time, women pay more for similar products such as razors, toys and dry cleaning. A deeper dive into the research shows that women are charged 48% more for shampoo even though the ingredients are similar. In India, for instance, while a

well-known brand of disposable razors marketed towards men cost around INR 20, the cheapest disposable razor for women from the same company costs close to INR 55.

Any pricing strategy, such as the pink tax that adds an undue burden for no explainable reason is exploiting lack of awareness of the consumers. For women, in particular, this gets magnified due to existing wage gap and other challenges they already have with achieving parity in their careers and finances. Thus, sensitising consumers as well as putting pricing policies in place that backs inclusion and equality, especially for women, would go a long way for companies to target already existing gender-divide and win confidence of consumers.

Sources:

- Investing in Women (IFC)
- <https://www.livemint.com/>
- <https://www.inc.com/sonia-thompson/women-are-charged-100000-more-for-same-products-as-men-heres-what-you-can-do-to-stop-it.html>

Product end-of-life

Waste management has predominantly been part of the informal sector, with women and children being the prominent workforce. This unregulated employment usually involves waste collection, sorting and recovery of recyclables from municipal waste, dumpsites and landfills. The efforts of waste pickers contribute to public health and lower municipal costs as well as make the recycling industry more robust, consequently reducing the greenhouse gas emissions as well.

However, despite their contribution, women face health issues, economic deprivation and social stigma of being a waste worker. Additionally, domestic and childcare responsibilities and concerns around their physical safety are added burdens to bear. In the absence of proper waste management structure, women tend to be involved in voluntary community clean ups or even primary waste collection, but when these voluntary activities become paid, women are left out. Likewise, access to credit is limited to women than men which becomes a barrier for them to be waste business owners.

Women continue to face marginalisation even when the sector is formalised, owing to the wage disparity and unfair division of labour, that is, men picking waste materials with higher recycling value which makes women's work invisible or less valued. Also, wherever waste management involves use of basic machinery, women lose out on those opportunities.

Increasingly, waste pickers' livelihoods are also threatened by modernization of conventional approaches to solid waste being adopted by many cities. For example, incineration and waste-to-energy schemes in many locations are taking access away from waste pickers and giving it to private companies. In one example in Dar es Salaam, Tanzania, a private waste collector that held the contract to collect waste from downtown hotels threatened a women's group that tried to pick up plastic bottles from one hotel, driving the women away (Scheinberg 2011). Such challenges of privatisation should be met with alternate opportunities for people but are often not addressed by the government.

Waste pickers to waste managers: The need for a gendered approach

A gendered approach to waste management practices involves addressing dimensions of challenges women face and creating equal opportunities for men and women, networks and alliances like Global Alliance of Waste Pickers have helped in giving a voice to their community. Organising provides other social benefits like- raising social status, higher incomes and better working conditions thus raising the quality of life. Furthermore, safer environment and collective strength helps prevent harassment and violence against waste pickers.

Businesses around the world are supporting women waste pickers through formal employment and ownership opportunities by including them in their value chain.

Companies like The Body Shop are directly or through NGOs purchasing waste collected by them and recycling or upcycling them into products. Many companies and investors are backing start-ups like Saahas Zero waste that are turning waste into profits and turning waste pickers into business owners.

Hence, the reform of waste management sector involves a gender-sensitive approach involving multiple stakeholder partnerships, where women 'waste pickers' are adequately supported and mentored to become 'waste managers', thereby generating employment, improving inclusiveness, reducing poverty and decreasing municipal spending.

Sources:

Powerful Synergies (UNDP)

<https://www.marieclaire.co.uk/reports/waste-pickers-652770>

Conclusion

Mainstreaming gender in value chain planning

Over the various stages of the value chain, gender inequality is prevalent. While there are many studies on various segments of the economy, there is a dearth of gender segregated data that throws light on the male, female and transgender issues and ways to take action on overcoming gender inequalities. Apart from the barriers directly felt in the value chain, women in India also face additional burdens outside the purview of corporate operational boundaries.

Throughout the country, gender-based violence has been affecting women and causing them to underperform in their job roles. The prevalence of violence outside their homes is also an added factor that prevents women from accepting most job opportunities. Although many corporates are adopting prevention of workplace harassment policies, they are still to catch up in the informal, MSME and many formal sectors in India. Even if implemented, these policies are yet to reach the women as they work in supply chains of organisations. Policies need to be formed keeping in mind the corrective steps needed to be taken against the prevalence of gender-based violence.

Women typically perform three separate but equally essential roles. The first is reproductive work, the task of child birth and care. Second, women as part of the labour force do productive work which is either paid work or unpaid chores. Finally, many women are also engaged in community management work in both rural and urban communities alike. Despite the challenges, the triple role of women is not taken into account in mainstream planning and policies.

The impact of unpaid domestic care work is particularly felt in the rural poor women who work as labourers on farms and other primary sector activities and also bear the additional burden of caring for children and other household responsibilities. The burden of being the person solely responsible for domestic work is also observed in women in urban India, particularly, in slum settlements and in settlements where women tend to opt for job roles that accommodate care for young children in schools and crèches. The implications of the unequal distribution of unpaid care work are far-reaching: Women are more vulnerable to violence and harassment at work, to low and unequal pay, to lack of voice and representation. The current imbalance also means that men work long hours for pay and miss out on family life. Although there is a growing trend in India of men shouldering domestic care responsibilities, it is still nascent.

In addition to the unpaid domestic care burden, researchers have highlighted in many studies that the majority of the world's poor are women. Women are more prone to be in poverty compared to men due to lack of land ownership

and other assets and also refrain from aggressively seeking out employment opportunities due to social and cultural restrictions on their movement. This coupled with migration of men in the households in search of employment opportunities leaves women to provide for the household and face poverty day-to-day. However, there is a growing incidence of migrant women opting the role of domestic workers. With often limited economic opportunities at home, domestic work provides women access to the world of work. However, domestic work is often undervalued, both socially and economically, and remains largely excluded from gross domestic product (GDP) and other calculations of productive economic activity. Both official data and anecdotal reports suggest disproportionately high rates of exploitation, abuse and violence among women migrant domestic workers. Many direct and indirect discrimination based on gender, race, ethnicity, sexual orientation, gender identity and expression, sector of employment, nationality and/or migratory status commonly affect the migrant domestic workers.

In India, the intersectionality of gender disparity is strongly visible. Apart from the aspects of gender and age that influence intersectionality, gender disparity is profoundly felt in the rural women, who are in the marginal income and poor households. The intersectionality of access to opportunities is also felt where there are restrictive cultural and social norms imposed on women or for tribal women who have lack of information and opportunities. Caste also becomes a factor to consider in intersectionality to consider attainment of gender equality. Another segment of intersectionality deals with the preference of male children over females leading to foeticide and girls being orphaned who are currently not considered in any government policies. When preparing policies for gender equality, intersectionality is key in determining who the policies are going to impact and their unique propositions. It is pertinent to ensure women have adequate political representation to facilitate gender mainstreaming in policies.

It is essential for countries to dedicate certain budgets for gender-based programmes. There have been studies that observed better gender equality in regions where some budget has been earmarked for gender-based development programmes. This strategy can be adopted by all Indian states to promote continued efforts for gender equality and equitable access to utilities like water, electricity, public transportation, etc.

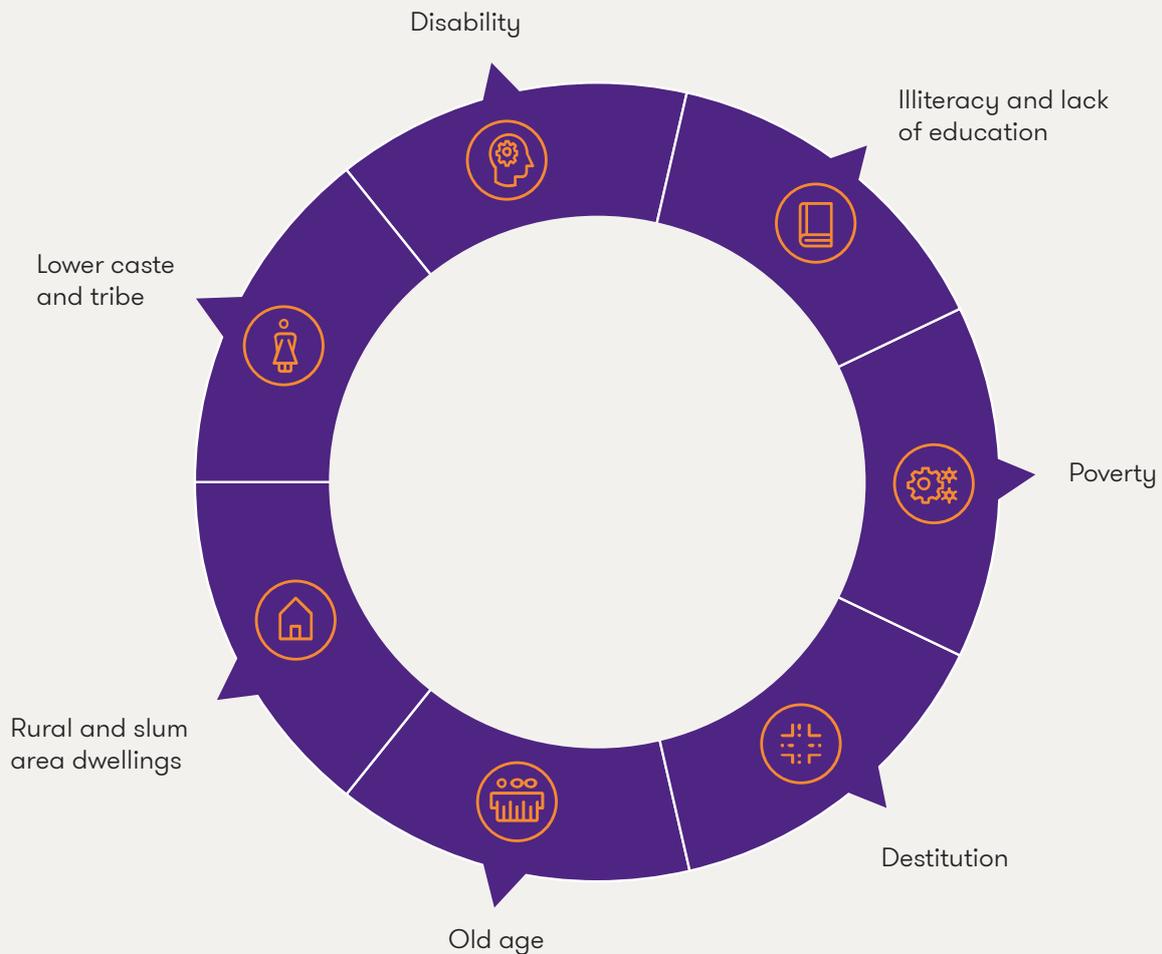
Gender inequalities have been observed to have greater impact on women in accessing essentials like water and sanitation. This further subjects them to diseases and instances of violence. Similarly, access to energy is another problem in gender inequalities. The lack of electricity and fuel

for female farmers and small business owners limits them to rely on manual labour, which is not scalable. Policies that promote water and electrical connectivity to female-headed households could ensure that women have more access to these utilities.

Women are always multi-tasking, juggling home and work responsibilities. In developing countries, women spend large amounts of time performing household work that reduces time available for productive work. Because of this, women prefer to travel to urban destinations that allow them to multitask. Low-income women who need to work to increase household

income tend to find work close to home and often walk to work. They would be able to travel longer distances for work if affordable transport allows them to do so. If the workplace is far and affordable transport is not available, they are forced to walk.

Intersectionality for women in India



It is the need of the hour that public policy and corporate policies incorporate various gender related barriers in India to ensure effective solutions. Gender mainstreaming goes beyond developing separate women's projects within work programmes or women's components within existing activities in the work programmes. It requires attention to gender perspectives as an integral part of all activities across all programmes. This involves putting gender perspectives as the central frame of thought to all policy development, research, advocacy, development, implementation and monitoring of norms and standards and planning, implementation and monitoring of projects.

Adopting a mainstream strategy does not disregard policies and practices in place that are specific to women, but rather, they complement the mainstream strategy by providing the necessary know-how and push to drive the agenda of gender equality forward. Targeted initiatives will help develop best practices to be adopted for the mainstreaming strategy. Additionally, women specific initiatives will help create a lobby of people working towards women empowerment they'll be advocates and representatives of gender equality until it is achieved. Not only will this give the discriminated confidence to act but also, set them in the direction of joining the mainstream.

Targeted initiatives are important for reducing existing disparities, serving as a catalyst for promotion of gender equality and creating a constituency for changing the mainstream. Women-specific initiatives create an empowering space for women and act as indispensable incubator for ideas and strategies than can be transferred to mainstream interventions.

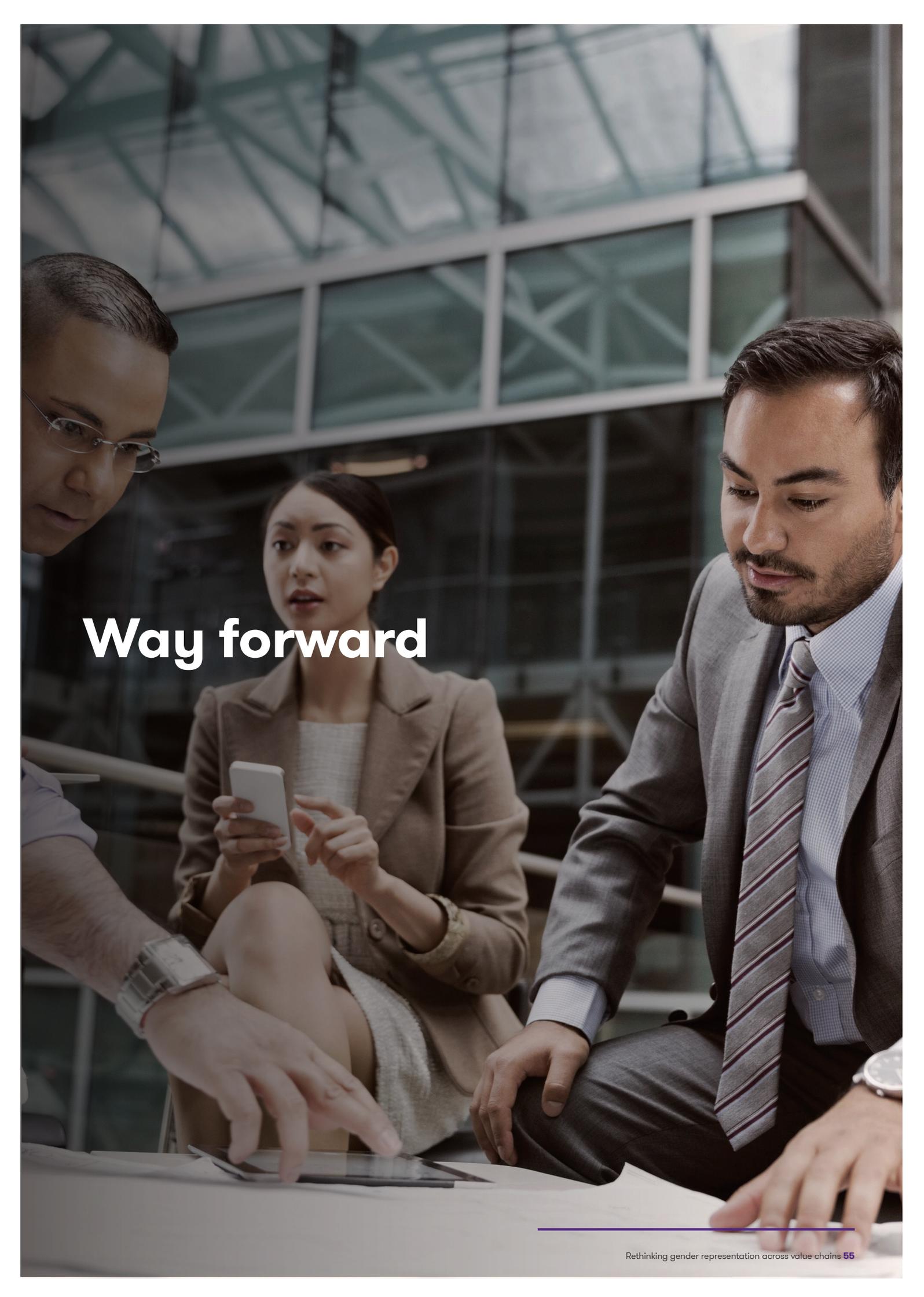
Applying gender analysis allows designing context sensitive projects/activities and avoiding unintended results due to differences of roles, resources needs between men and women. Globally many research groups are coming up with practical tools that help to incorporate gender analysis in development.

Gender is to be integrated into value chain analysis and facilitation to achieve operations with gender equal outcomes. Women and men are usually involved at different stages of the chain. Those stages where women are involved are often less visible but make up critical links at which change and/or upgrading should occur in order to bring about development of the chain (home working, putting out, temporary work, etc.).

Addressing all these stages in the chain during planning is therefore indispensable in developing the chain. After this, mainstreaming gender in the value chain leads to positive effects on poverty reduction, as women tend to spend more of their income on health and education services.

Mainstreaming gender in every intervention area leads to the inclusive and sustainable development of societies. Incorporating unique models of including gender in value chain planning can result in long term positive impact. For example, community-led value chain development methodologies can bring about profound changes for significant numbers of people in a relatively short period of time, on sensitive and potentially conflictual issues such as gender-based violence and land ownership as well as decision-making, division of labour and women's access to health and education.

Gender-based analysis focuses on understanding the difference in roles of different genders, activities, needs and interests in a given context. It requires the use of disaggregated, quantitative and qualitative data by gender and knowledge of gender theories. Gender analysis helps pin point gender-based differences in accessibility to resources and control over benefits and to predict how different members of households, groups and societies will participate in and be affected by planned development interventions. Asking the right questions to point out the differences between men and women and in turn, investigating the root causes that perpetuate gender inequality and discrimination, and to draw relevant conclusions, can create robust value chains that promote sustainable development.



Way forward

Governance and leadership

Gender diversity is not just the correct practice from a social standpoint but a business standpoint as well. Correlation between diversity at the leadership level and business results has been demonstrated time and again through various researches. The path to a senior leadership position though is a strenuous climb. Well-educated and ambitious women have started moving up the corporate ranks, but disproportionately few reach the summit.

Women and men today have the same ability to achieve success, even if they showcase different strengths at different times. It's the external factors to the gender gap in the C-suite that have persistently made it difficult for women to be at the leadership positions thus requiring them to put in more energy, more efforts and more compromises. These barriers affect women's aspiration and confidence over time.

A global report by the ILO - Bureau for Employers' Activities (ACT/EMP) 2015 has aptly summarised almost two dozen barriers to women's leadership.

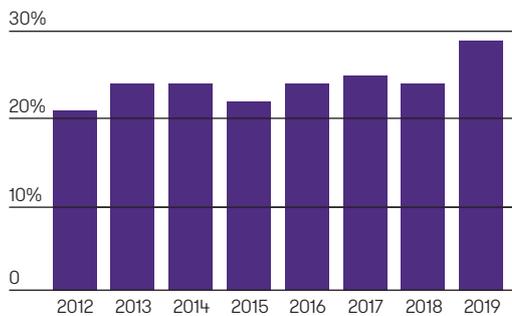
The barriers include:

1. Women have more family responsibilities than men
2. Roles assigned by society to men and women
3. Masculine corporate culture

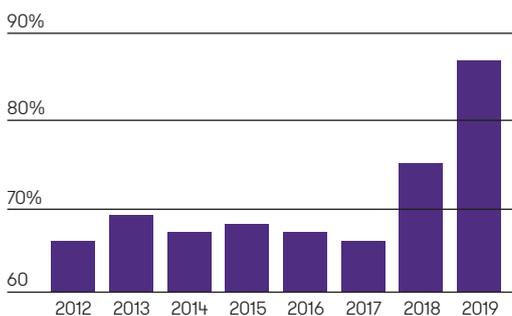
4. Women with insufficient general or line management experience
5. Few role models for women
6. Men not encouraged to take leave for family responsibilities
7. Lack of company equality policy and programmes
8. Stereotypes against women
9. Lack of leadership training for women
10. Lack of flexible work solutions
11. Lack of strategy for retention of skilled women
12. Inherent gender bias in recruitment and promotion
13. Management generally viewed as a man's job
14. Gender equality policies in place but not implemented
15. Inadequate labour and non-discrimination laws

Encouragingly, Grant Thornton's 2019 research reveals in the last five years, the proportion of global businesses employing at least one woman in senior management has risen by 20 percentage points – 12 points in the previous year alone. However, globally the proportion of women in senior roles is still lying short of the 30% tipping point that is expected to open the gates to gender parity.

Proportion of women in senior management



Businesses employing at least one woman in senior management



Sources:

https://www.ilo.org/global/publications/books/WCMS_316450/lang-en/index.htm

Women in business: building a blueprint for action. <https://www.grantthornton.global/>

Actions to promote gender diversity being taken globally

Ensuring equal access to developmental work opportunities



Creating an inclusive culture



Enabling flexible working



Providing mentoring and coaching



Reviewing recruitment approaches



Setting targets/quotas for gender balance at leadership levels



Introducing unconscious bias training



Linking senior management rewards to progress on gender balance targets



Source: Grant Thornton IBR 2019

Ten recommendations for business leaders to increase gender diversity

1 Champion the cause		
Leadership	Policy	Culture
2 Make diversity and inclusion a core value	5 Avoid tokenism	8 Investigate the benefits
3 Set goals	6 Reduce 'mini me' recruitment and promotion	9 Be comfortable with discomfort
4 Link progress to pay	7 Introduce sponsorship	10 Share your story

1. Champion the cause: To create change, senior leadership needs to take the issue seriously and lead from the top by demonstrating a commitment to the cause.

2. Make diversity and inclusion a core value: Organisational values drive behaviour, so it's important that the whole business is signed up to diversity and inclusion by having a common set of values and identified associated behaviours as the foundation of the company culture.

3. Set goals: Making gender diversity a core value is not enough in itself, business leaders should set clear goals by which they will measure progress, align to a shared purpose and work together to achieve it.

4. Link progress to pay: What gets measured gets managed, so business leaders should make diversity and inclusion goals part of the leadership team's compensation packages to encourage change.

5. Avoid tokenism: Simply putting one woman on the senior management team is not enough. A range of voices needs to be heard and for the business to reap the rewards of diversity. A woman should not just be 'present' but also feel their perspectives valued.

6. Reduce 'mini-me' recruitment and promotion: Unconscious bias training can help people at all levels of the business avoid the temptation to hire and promote employees who look, speak and think in the same ways.

7. Introduce sponsorship: Sponsorship can have a significantly greater impact on gender diversity in leadership than simple mentoring schemes. Businesses need to have a mindset of wanting more women to lead by hiring new talent or nurturing and training the one already present.

8. Investigate the benefits: Evidence of the commercial gains brought by gender diversity will help convince sceptics of the need for change and provide justification for investment in new initiatives.

9. Be comfortable with discomfort: Creating an inclusive business environment that supports gender diversity in leadership will not be easy, so leaders need to be in it for the long term. Willingness to talk about gender diversity should be part of regular conversations to dismantle the existing barriers.

10. Share your story: Business leaders who are open about what is driving change in their own companies can encourage others and help them overcome the complexity of turning theory into actions.

Bringing inclusivity

Making progress with Lesbian Gay Bisexual Transgender Queer (LGBTQ) inclusive policies

With India Inc. seeing the business case in being an ‘equal opportunity’ provider, the LGBT talent pool is seen as one of the key enablers in the coming decade. As much as developing a sensitised culture is important so is having right policies and systems in place to support LGBTQ inclusiveness.

Health benefit policies

- Recognise same-sex couples and their families with full, equal benefits.
- Ensure that health coverage includes complete benefits for transgender employees including hormone treatments and gender confirming surgery.
- Review benefits (and benefits providers) to ensure they are equally available to LGBT and non-LGBT employees in a non-discriminatory manner.

Anti-bullying/discrimination policies

- Include sexual orientation and gender identity and expression in non-discrimination and anti-harassment policies. Incorporate terms such as “sexual orientation”, “gender identity” and “gender expression.”
- Develop a policy that addresses restroom use based on gender identity.
- Review dress codes and remove any gender references. Consider including language that explicitly allows employees to dress in accordance with their gender identity.
- Craft a clear anti-bullying policy which specifically includes homophobic and transphobic behaviour. Provide multiple reporting options (including anonymous reporting) to communicate instances of homophobic and transphobic bullying.
- Maintain metrics on reports of bullying to identify patterns and behaviours within certain teams, departments, or programmes.



Sources:

<https://www.grantthornton.com/library/articles/advisory/2018/businesses-leading-LGBT-inclusion.aspx>

Empowerment through data and digitisation

Lack of awareness among women about supportive government policies and schemes, coupled with low levels of literacy, results in interventions not reaching the right beneficiaries they are intended for. Consequently, this results in ineffective execution and gender issues continue to go unaddressed.

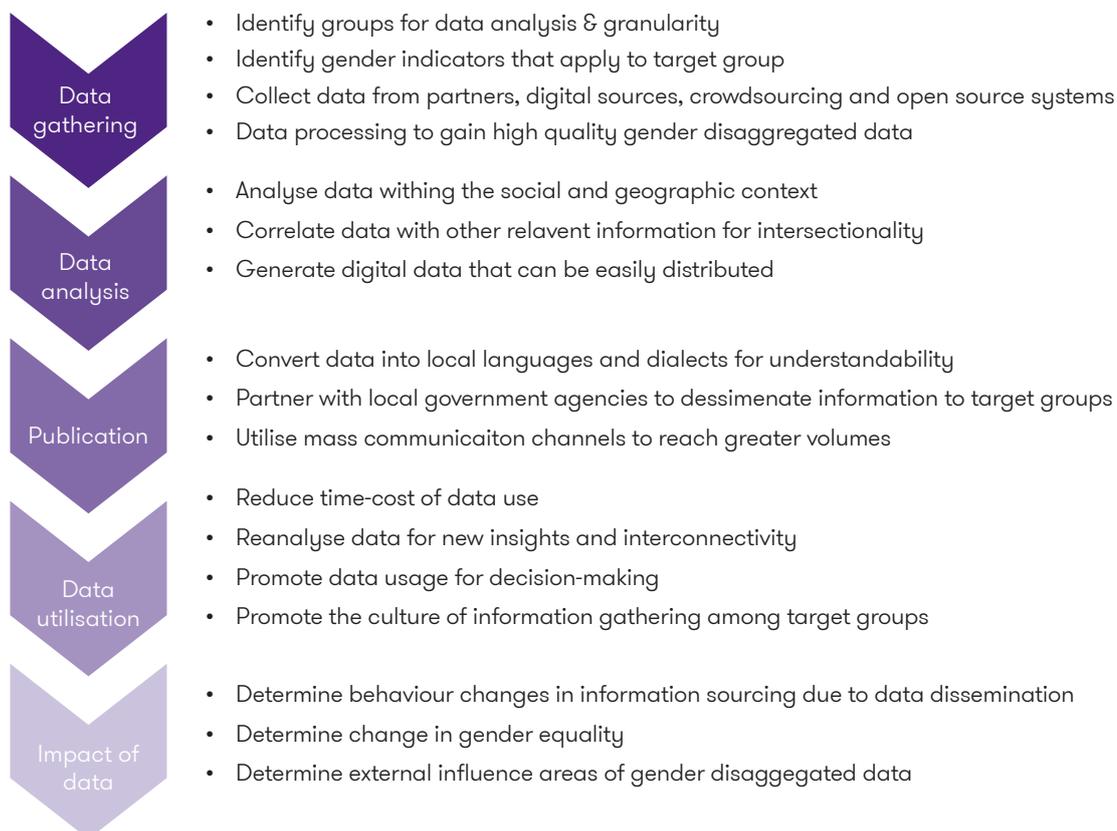
For better-targeted policies, effective gender-inclusive practices, and achieving gender mainstreaming, gender-segregated information across value chains is crucial.

Creating, monitoring, and evaluating effective gender policies and programmes rely on robust data being available at different levels of stakeholder engagement. Traditionally, studies conducted by various groups have stuck to a formal manner of data collection with fixed formats like taking the male members as the head of the family and carrying out a financial assessment. However, this does not reflect the unpaid efforts in the household and thus gives an unfair account of the role of women in the economy. Project-specific indicators need to be identified, and relevant data associated

with each indicator needs to be captured. Gender-based indices catered to a specific intervention, expected outcome or targeted barrier are also emerging to assess global to regional performance in achieving gender equality. These new means of data dissemination on gender data are bringing in constructive criticism of initiatives and give direction on the kind of data that is necessary for impactful interventions.

Upon collection of the data, it needs to be mapped to the gender goals to keep track of the impact of the engagement. Moreover, such data needs to be sustainably produced and should be consistent and congruent with the national statistical system's data to provide a baseline for comparison and generating insights. This system of data collection creates indicators that can be easily tracked over time and are usually representative at both sub-national and national levels. Achieving this goal will require orienting survey instruments to be more targeted, gender-sensitive and comprehensive, at the same time, simple enough to be comprehensible by the stakeholder.

The journey of disaggregated data



Digital parity

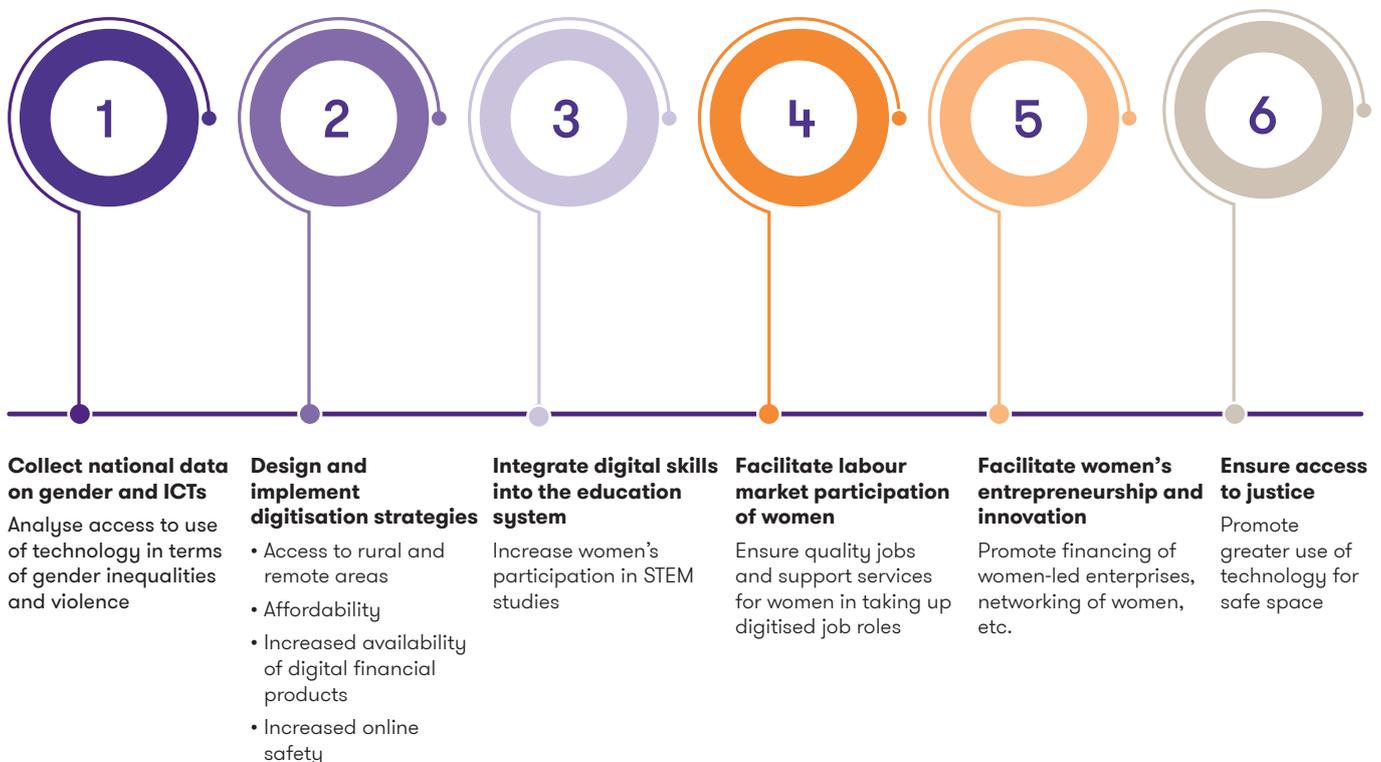
A 2015 study by IIM-B reveals that most women in India with access to mobile phones use it only for voice call features as opposed to other internet-enabled features like e-commerce or mobile banking. Promoting access to ICT and e-enabled platforms is seen as a catalyst for inclusion in this digital age as it helps in quickly identifying existing gaps and acts as an advocate for the underrepresented

Enablers for digital parity

Social media has risen to be a key enabler of women's access to data through different channels. It has also been instrumental in sensitising boys and men about gender rights. The UN HeforShe campaign encouraged 1.3 million men and boys around the world to commit to gender equality. In addition to women's access to data, breakthrough technologies like big data, AI and blockchain can be instrumental in sourcing gender-disaggregated data and global patterns for gender equality at a real-time pace, especially when other sources of data are minimal. Artificial Intelligence is also another place where gender-disaggregated data is critical to ensure well-rounded analysis and decision making. Innovative

upskilling programmes like coding boot camps and technology entrepreneurship programmes for girls will enable to bridge the gender divide in access to technology and also upskill them to enter roles into jobs relying on computer skills. Also, the move towards providing safety on the go for women via safety apps by civil societies, police networks and corporate players have enabled women to report and seek support against gender-based violence. Digitisation has empowered women in the remote areas too, who are now experiencing financial inclusion in the last-mile delivery stages of various banking organisations with features like door delivery of digital financial services, ensuring more women have access to finance.

Bridging gender divide through digi-tech



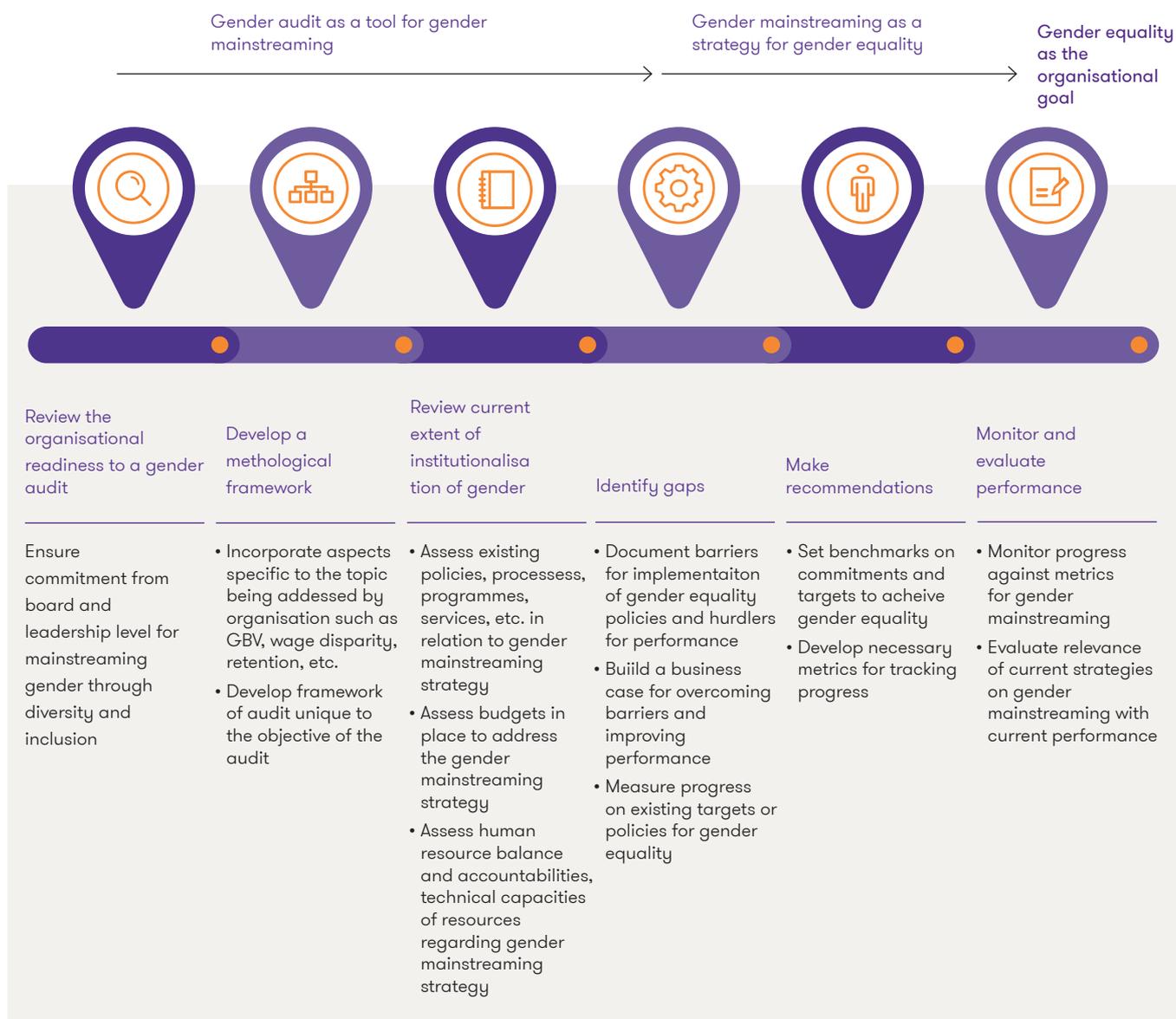
Gender diversity and inclusion audit

Gender diversity and inclusion (D&I) audit is a systematic process of examining gender metrics to help businesses adopt gender mainstreaming strategy across the value chain and achieve gender equality goals. These audits help businesses identify and understand gender patterns across all processes and stakeholders of value chain as well as in the design and delivery of company policy and governance.

These audits not only help organisations assess the scale of gender parity but also the positive and negative impact it has

on organisation's performance and its stakeholders. A gender D&I audit establishes a baseline against which progress can be measured over time. This helps in identifying critical gender gaps across the value chain and address them through recommended strategies.

Benefits of gender equality go beyond just organisation learnings to - reducing future risks, building brand value, attracting wide talent pool, promoting positive work culture, higher sustainability ratings and building investor trust.



Gender lens impact investing

The ambitious UN SDGs have become an universal agent to solve the biggest social and environmental issues. The United Nations estimates a need for USD 3.9 trillion a year between now and 2030 to meet the SDGs and the growing financial gap requires the infusion of private capital such as Impact Investments to bridge this. Impact investments are investments made with the intention to generate positive, measurable social and environmental impact alongside a financial return. They can be made across a wide range of thematic area and in both emerging and developed markets.

With the growing significance of having a gender-equal value chain, investments are now seen as a tool to reach gender equity and use gender-lens in investment decisions. The Global Impact Investing Network (GIIN) defines the term 'gender lens investing' as: "Investment strategies applied to an allocation or to the entirety of an investment portfolio, which seek to examine gender dynamics to better inform investment decisions and/or intentionally and measurably address gender disparities."

As per GIIN, gender lens investing comprises two broad categories:

1. Investing with a specific focus on women with the intent to address gender issues or promote gender equity;

This leads to investments in:

- women-owned or women-led enterprises;

- enterprises that promote workplace equity,
- enterprises that offer products or services that substantially improve women's lives

Examples include - capital funds like First Round Capital, which invests in women-led companies. They have shown that women-led companies outperform their male counterparts by 63%. Or angel networks, like Golden Seeds, which have invested over USD 100 million in start-up businesses led by women.

2. Mainstreaming gender in investment decisions

This refers to the process that focuses on gender from pre-investment activities (i.e. sourcing and due diligence) to post-investment monitoring and evaluation. A gender perspective can highlight financial risks, financial opportunities and financial levers for the company as a whole. It requires examining the following in an enterprise:

- Their vision or mission to address gender issues;
- Their organisational structure, culture, internal policies, and workplace environment;
- Their use of data and metrics for the gender-equitable management of performance and to incentivise behavioural change and accountability; and,
- How their financial and human resources signify overall commitment to gender equality.

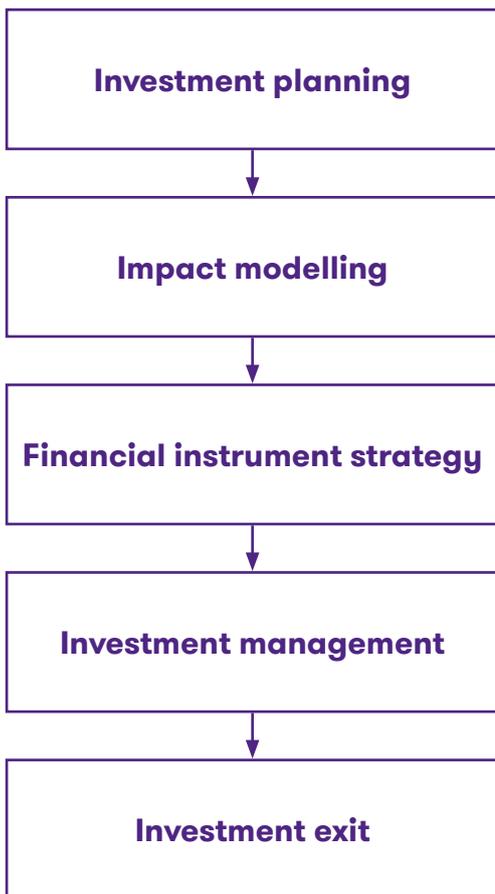
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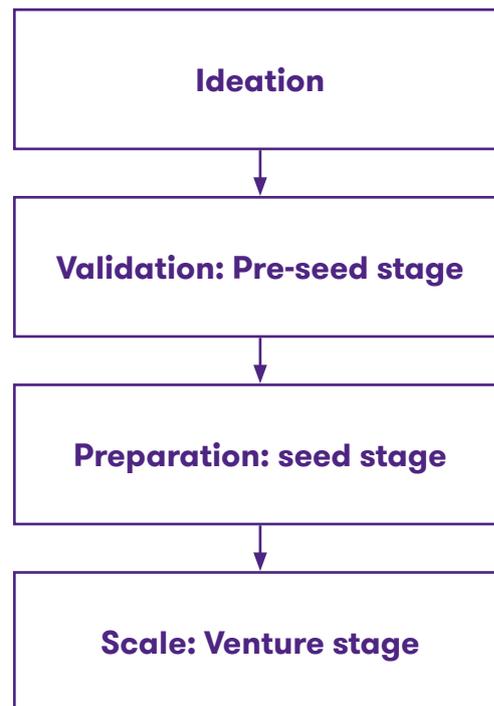
Though nascent, gender lens investing is gaining wide popularity. From microfinance for financial inclusion, it has expanded to include venture capital, private equity, bonds and other forms of investments. The value of private funds with a gender focus reached USD 2.2 billion in the year to July 2018, 73% higher than the same period in 2016/17, according to a report by Wharton Business School and consultancy Catalyst at Large. Thus, for companies or social enterprises looking for investments, this serves as

an opportunity to raise capital by accounting for gender-associated data and promoting diversity and inclusion across their value chains. For investors, looking through the gender lens while making investments provides them an opportunity to diversify their portfolio and boost women entrepreneurship ecosystem in India through effective business strategies, capacity building support and diverse financing instruments to provide the capital they need.

Investor investment cycle



Investee investment cycle



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Global Compact Network India (GCNI), the Indian Local Network of the United Nations Global Compact (UNGC), New York is the first Local Network globally to be established with full legal recognition.

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For further information, contact:

Ankita Kumari

E: ankita.kumari@globalcompact.in

P: +91 1126111071

Global Compact Network India,
1st Floor, UNESCO New Delhi Cluster Office for Bangladesh,
Bhutan, India, Nepal, Maldives, and Sri Lanka
1, San Martin Marg, Chanakypuri
New Delhi - 110021, India

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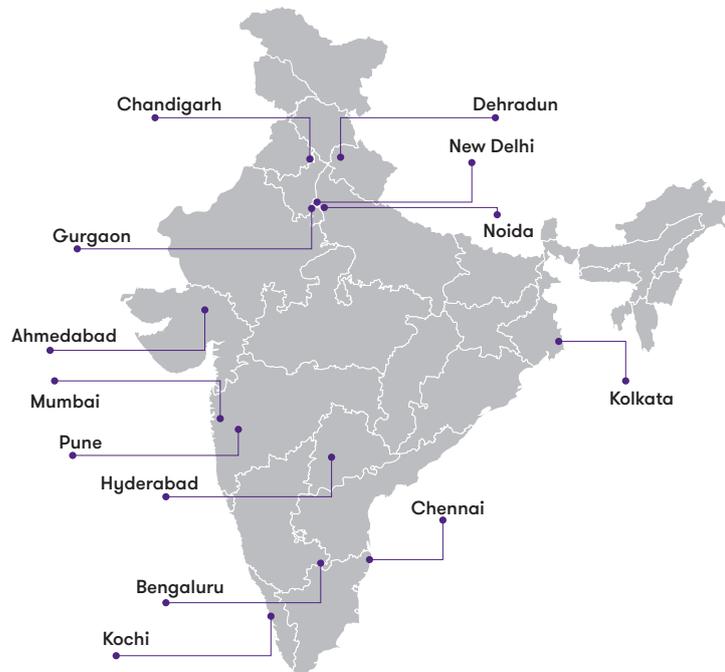
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Acknowledgements

Authors

Utkarsh Singh
Nityasarayu Ongole

Contributors: Grant Thornton

Vikesh Mehta
Meena Sachdeva

Contributors: Global Compact Network India (GCNI)

Kamal Singh
Deep Chandra Papnoi
Ankita Kumari
Tamanna Girdhar
Bhumika Panwar

For queries, please contact:

Vikesh Mehta
E: vikesh.mehta@in.gt.com
Kamal Singh
E: kamal.singh@globalcompact.in

For media queries, please contact:

Rohit Nautiyal
E: rohit.nautiyal@in.gt.com
M: +91 9654417708

Editorial review

Sneha Bhattacharjee

Design

Swati Rawat



Contact us

To know more, please visit www.grantthornton.in or contact any of our offices as mentioned below:

NEW DELHI

National Office
Outer Circle
L-41 Connaught Circus
New Delhi 110001
T +91 11 4278 7070

NEW DELHI

6th floor
Worldmark 2
Aerocity
New Delhi 110037
T +91 11 4952 7400

AHMEDABAD

7th Floor,
Heritage Chambers,
Nr. Azad Society,
Nehru Nagar,
Ahmedabad - 380015

BENGALURU

5th Floor, 65/2, Block A,
Bagmane Tridib, Bagmane
Tech Park, C V Raman Nagar,
Bengaluru - 560093
T +91 80 4243 0700

CHANDIGARH

B-406A, 4th Floor
L&T Elante Office Building
Industrial Area Phase I
Chandigarh 160002
T +91 172 4338 000

CHENNAI

7th Floor,
Prestige Polygon
471, Anna Salai, Teynampet
Chennai - 600 018
T +91 44 4294 0000

DEHRADUN

Suite no. 2211, 2nd floor Building
2000, Michigan Avenue,
Doon Express Business Park
Subhash Nagar, Dehradun - 248002
T +91 135 2646 500

GURGAON

21st Floor, DLF Square
Jacaranda Marg
DLF Phase II
Gurgaon 122002
T +91 124 462 8000

HYDERABAD

7th Floor, Block III
White House
Kundan Bagh, Begumpet
Hyderabad 500016
T +91 40 6630 8200

KOCHI

6th Floor, Modayil Centre point
Warriam road junction
M. G. Road
Kochi 682016
T +91 484 406 4541

KOLKATA

10C Hungerford Street
5th Floor
Kolkata 700017
T +91 33 4050 8000

MUMBAI

16th Floor, Tower II
Indiabulls Finance Centre
SB Marg, Prabhadevi (W)
Mumbai 400013
T +91 22 6626 2600

MUMBAI

Kaledonia, 1st Floor,
C Wing (Opposite J&J office)
Sahar Road, Andheri East,
Mumbai - 400 069

NOIDA

Plot No. 19A,
7th Floor
Sector - 16A
Noida 201301
T +91 120 485 5900

PUNE

3rd Floor, Unit No 309 to 312
West Wing, Nyati Unitree
Nagar Road, Yerwada
Pune- 411006
T +91 20 6744 8800

For more information or for any queries, write to us at contact@in.gt.com



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