2019

# How Business Can Build a 'Future of Work' That Works for Women

A Framework for Action

# About This Report

This report examines how companies can build future of work strategies that work for women. The analysis highlights several forces that are changing the nature of work, such as the transformation of sectors and roles due to automation and artificial intelligence (AI), the demand for digital skills, and the emergence of new work models. It looks at how these trends may impact working women and intersect with existing systemic barriers to women's economic empowerment. The report is not an exhaustive analysis of potential business outcomes presented by the future of work trends or the ways in which women will be impacted by future of work trends. Rather, it should serve as an inspirational guide to help companies envision the types of actions that are possible to ensure that women can gain quality employment opportunities as a result of these disruptions.

The report builds on the framework for action launched by BSR, Women Deliver, and the Dutch Ministry of Foreign Affairs for the private sector pre-conference at the Women Deliver May 2016 Conference on how companies can invest in gender equality and advance the health, rights, and well-being of women in global value chains. It is the output from a review of the latest literature on the future of work implications, corporate engagement in women's empowerment, and interviews with experts to inform the current and planned strategies and to gather insights on key gaps, opportunities, and solutions. It also incorporates feedback and perspectives from participants at the private sector pre-conference held prior to the global Women Deliver conference in June 2019. For more information, please contact Katie Abbott (kabbott@bsr.org).

## PHOTOS

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Disruptive technologies affect both the quantity and quality of women's jobs while existing systemic constraints impact the ability of women to transition into new sectors and the roles of tomorrow.

### Demand for Digital Skills

The workplaces of the future will require new skills. The lack of women in STEM fields and gaps in technical skills could hold women back from important roles as developers of our future digital systems and tools.

### The Rise of New Work Models

Contingent work and new gig economy opportunities are disrupting traditional work models. While providing some flexibility for women workers, these work models also present new challenges with violence and harassment, unpredictable hours, and unequal wages and benefits.

# What Companies Can Do

## Act
Adjust employment plans, policies, benefits, trainings, and products within a company's operations and supply chain to be inclusive, free of bias, and responsive to the changing nature of work.

## Enable
Partner to address areas critical for women's future economic success including: STEM education, digital access, entrepreneurship support, and online safety.

## Influence
Demonstrate leadership through advocacy and communications efforts to build an environment that promotes gender equality and removes systemic constraints for women to fully participate in the new world of work.

**ACT**

**ENABLE**

**INFLUENCE**
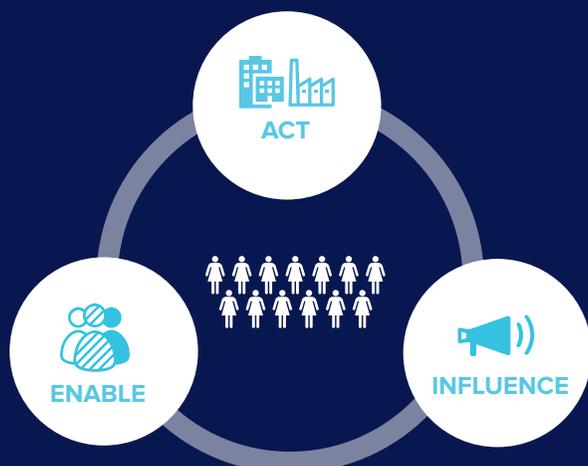
# Call to Action

**Commit** to workplaces that are free from bias and harassment, where women are encouraged to enter technical and high-paying roles essential to future business success.

**Integrate** gender-disaggregated data into decision making, and share evidence on how the future of work trends are impacting women and how companies are taking action.

**Build** AI tools and systems that are free from bias, are developed by diverse teams, and are used in non-discriminatory ways.

**Launch** partnerships that address gender gaps in education and digital access to prepare girls and women for the roles of tomorrow.

**Promote** public policies that provide protections for women workers and a reworking of the social contract to deliver advances in quality employment for women across industries.

# Executive Summary

**200**
**YEARS**

**The World Economic Forum suggests that it will take 200 years to achieve workplace gender equality.**[1]

**160**
**MILLION**

**Up to 160 million women will need to transition across occupations and sectors or fundamentally change how they work.**[2]

**Around the world, the nature of work—where we work, how we work, and what we do—is changing.** Global forces, including a rise in automation and artificial intelligence (AI) technologies, a boom in connectivity, the emergence of new work models such as the gig economy, and profound demographic and social shifts, are bringing about this change. These shifts will alter employee-employer relationships, economic mobility, and wages. They will also demand that businesses seek specialized skills and ward off competitors with new business models that could threaten their own success.

**While the world of work is changing rapidly, advancements in workplace gender equality have progressed at a glacial pace.** Women continue to face biases in hiring and promotion rates; discriminatory laws and a lack of legal protections; a significant and growing unpaid care burden; and a persistent gap in access to financial, digital, and property assets. These barriers have contributed to ongoing gaps in women's leadership and wages globally and in employment in many of tomorrow's high-paying industries.

**These existing systemic constraints to gender equality need to be considered alongside efforts to address expected shifts in employment.** Women will need to make a series of successful transitions not only to maintain the status quo for working women, but also to spur action to achieve greater gender equality. If employers and women are unable to manage these shifts, women are at risk of falling even further behind in workforce participation, leadership roles, and equal pay.

**Beyond a business's responsibility to help workers prepare and transition, creating future of work strategies that work for women also engenders innovation, retention, and risk mitigation benefits.** As companies undertake efforts to build inclusive future of work strategies, they will be rewarded with workforces that are rich in talent and innovation, preparedness for a shifting legal landscape, and an ability to

# Inclusive future of work strategies should be designed to attract and retain the best talent and to build a highly skilled and innovative workforce for the future.

## 21%

**Gender-diverse companies outperform their competitors by 21 percent.**[3]

## $18 BILLION

**If 600 million more women had access to the internet, annual GDP could increase by $18 billion across 144 developing countries.**[4]

respond to increased interest and scrutiny from stakeholders. In addition to business advances, addressing the changing nature of work through a gender lens can also lead to more prosperous societies and wider economic gains. The gains that women make in employment translate to broader societal well-being and are recognized as a prerequisite to achieving our collective sustainable development priorities, the 2030 Sustainable Development Goals.

**This paper calls for business action to ensure that women of all backgrounds are valued and supported to fully participate in and lead the workplaces of the future.** Companies should act, enable, and influence to mitigate risks and implement future of work strategies that create positive change for women as well as economic advances. This means adjusting employment plans and policies to be inclusive, partnering with civil society and other stakeholders to remove crucial gender gaps in technology and education, and engaging in research, advocacy and communication campaigns to influence the surrounding environment. These new strategies need to recognize that the challenges and realities women face in the workplace differ greatly across age, race, ethnicity, sexual orientation, and other factors by taking an intersectional approach.

**Given the urgency and complexity of the challenges ahead, we need collective action that starts today.** While greater evidence will help us to understand the potential effects of these shifts, it is certain the changing world of work will influence employees, employers, markets, local and national economies, and communities. It is also certain that work-related disruptions will have unique implications for women. With business, government, and civil society intentionally building gender-aware strategies, there is an opportunity to overcome existing systemic constraints to women's economic empowerment. By starting today and working together, we can shape a future of work that works for women.

Up to 160 million women will need to transition across occupations and sectors, or fundamentally change how they work.

160 MILLION

# 1

# The Changing Nature of Work

Global forces are changing the nature of work worldwide: Technological advances, the rise in connectivity, social and demographic shifts, and resource constraints are affecting the availability and quality of jobs, demanding new worker skills, and reshaping work models.

These global forces will create a variety of job opportunities between now and 2030. At the same time, the rise in automation and artificial intelligence will replace existing positions, and require other jobs to take on different tasks. It is not clear exactly how these changes will unfold, but it is certain that many workers will face displacement since as new jobs will not substitute old jobs one-to-one.

To better understand how women are positioned in relation to job displacement and new job opportunities, McKinsey Global Institute (MGI) developed scenarios of how jobs lost, jobs gained, and jobs changed for could play out by 2030.[1] The researchers analyzed six mature economies (Canada, France, Germany, Japan, the United Kingdom, and the United States) and four emerging economies (China, India, Mexico, and South Africa) that account for about 60 percent of global GDP. MGI's research suggests that globally, 40 million to 160 million women will need to make significant transitions to capture opportunities in the new world of work. Moreover, women face structural barriers that could impact their ability to successfully make these transitions.

Reviewing where women in the workplace are today: Given the current pace of change, the World Economic Forum suggests that it will take 200 years to achieve workplace gender equality.[2] This timeline could be altered significantly by the changes to workplaces and business models already underway. If companies and other stakeholders fail to address the impacts of these shifts on women, it will be even more difficult to achieve gender

**FUTURE OF WORK**
How employment systems—including who is in the workforce, what people do for work, and where the work takes place—are evolving between now and 2030 due to technology, demographic shifts, consumer expectations, and social and political factors. These changes in the world of work will affect employees, employers, markets, local and national economies, and communities.

If companies and other stakeholders fail to address the impacts of these shifts on women, it will be even more difficult to achieve gender equality in workforce participation rates, leadership roles, and equal pay prospects.

equality in workforce participation rates, leadership roles, and equal pay prospects. It is therefore essential to understand the range of potential impacts and manage workplace shifts with a gender lens to achieve more gender-equal businesses and societies, and in turn, more prosperous economies.

The following sections consider the potential implications of three key future of work trends for women: the transformation of sectors and roles, demand for digital skills, and the rise of new work models.

## The Transformation of Sectors and Roles

Over the next few decades, disruptive technologies will affect both the quantity and quality of jobs. Automation of routine tasks—cognitive as well as manual— will replace entire roles and portions of other jobs, particularly routine work such as data processing and clerical support occupations.[3] Multiple industries are also harnessing AI to complete a variety of tasks previously completed by employees, including reviewing medical imaging, managing warehouses, and taking orders at fast food restaurants.[4]

To understand the potential risks and opportunities of these technologies and corresponding job transitions on women, it is important to understand the stark gender differences that already exist in patterns

of employment today.[5] Globally, women's labor force participation rate is 53 percent,[6] compared to 80 percent for men.[7] Informal work is a greater source of employment for men (63 percent) than for women (58 percent), but women are more often in more vulnerable categories of work, including domestic work or self-employed home-based work.[8]  In short, women's current employment status is already concerning and the situation could worsen as the world of work undergoes a transformation.

**INFORMAL WORK:** Economic activities that are not regulated or protected by the state. According to the International Labour Organization (ILO), the informal economy comprises more than half of the global labor force and more than 90 percent of Micro and Small Enterprises (MSEs) worldwide.[9]

**AUTOMATION:** The substitution of technology for human labor, especially for routine tasks, both cognitive and manual.

**ARTIFICIAL INTELLIGENCE (AI):** intelligence exhibited by machines. It includes both "machine learning," which uses algorithms to parse data, learn from it, and then make a determination or prediction, and "deep learning," which is inspired by understanding the biology of our brains.

FIGURE 1

# Global Share of Employment by Sex, Sector and Sector's Ability to Automate
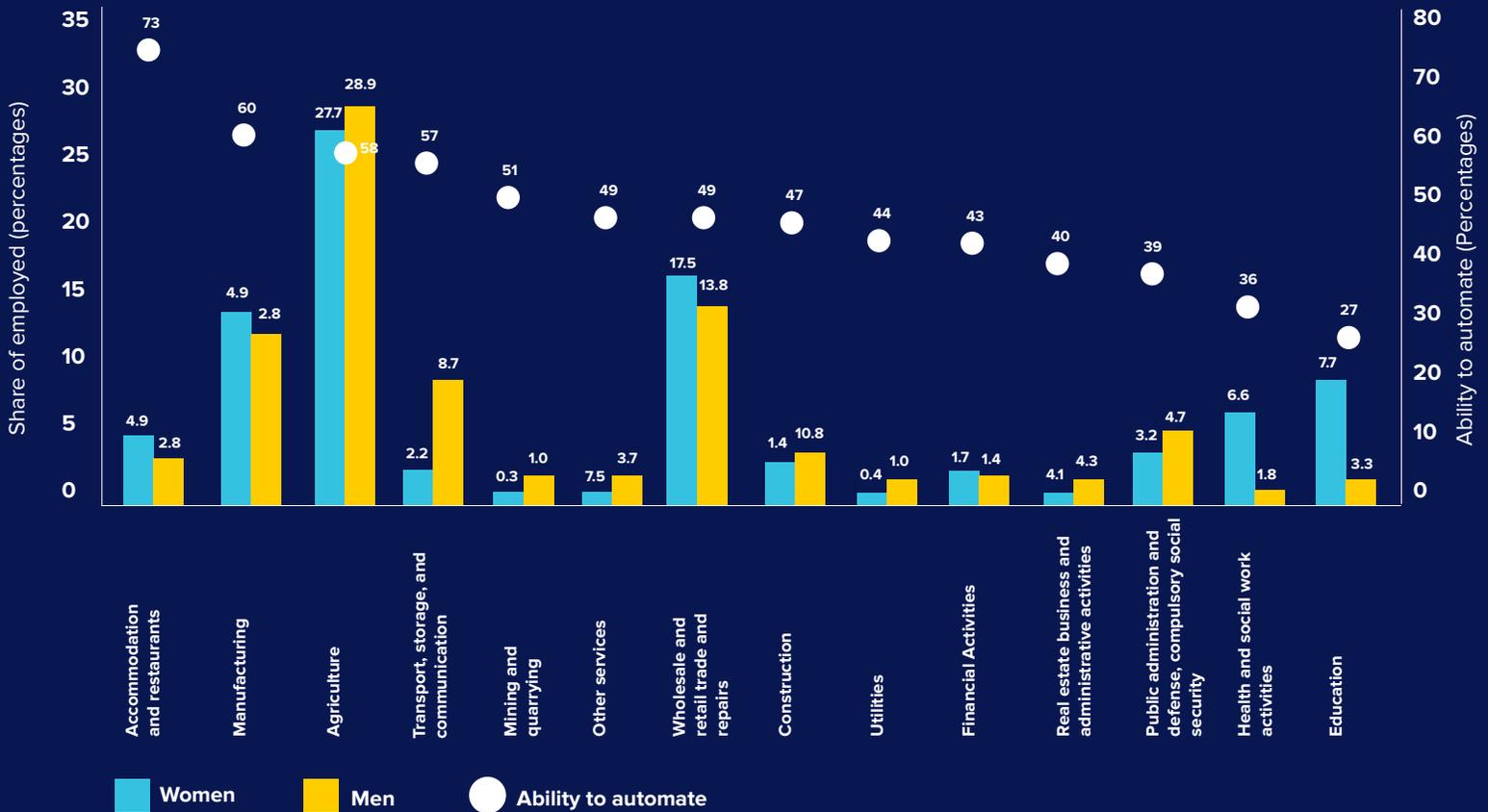


Recreated from source: ILO
https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_674831.pdf

Whether the expected shifts in employment will impact men or women more is up for debate. There are unique opportunities for women to benefit from these transitions due to their representation in sectors that are predicted to grow, as well as some specific skills that women are more likely to demonstrate and are less likely to be automated. However, there are also many risks due to job losses and changes; and in some sectors, women could disproportionately lose out.

When reviewing opportunities for women, MGI's analysis finds that women are relatively well represented today in certain sectors that are poised to grow including healthcare, which could account for 25 percent of jobs gained for women over the next decade.[10] Additionally, in some contexts, women may be less vulnerable to automation, as they are well represented in sectors needing workers with strong empathic and social skills. Sectors that require these soft skills include child and elder care, healthcare, teaching, and social work, due to the personal interaction inherent to these fields.[11]

In analyzing the risks women face as roles and sectors shift, women currently hold a significant portion of jobs with a high ability to automate.[12] Low-income and low-skilled workers are at the highest risk of displacement due to automation, and women are often concentrated in these lower-skilled and lower-paid jobs.[13] Figure 1 shows the level at which women are represented across sectors and the sector's ability to automate. For example, women are highly represented in the labor-intensive sectors of manufacturing and agriculture. If automation eliminates many of those roles, the resulting job losses and job shifts could significantly impact women and their families while also affecting the economy on a macrolevel. Sectors with a high concentration of women and a high ability to automate should be reviewed closely, and new strategies will be critical to ensure these women are able to gain additional skills or transfer into new roles.

In 2030, brand-new occupations will exist, but not all opportunities will be available to women: Evidence from the United States shows 60 percent of recently created professions were in male-dominated occupations.[14] These new jobs have been largely in engineering, computer science, environmental science, and construction. Developing targeted strategies that are designed to increase the proportion of women working in these growth industries is imperative. Otherwise, the large proportion of men in newly created occupations could continue to increase.

Across all scenarios, the predictions of job losses and gains fail to measure changes in job quality. This includes unpredictable scheduling practices and wages, gaps in benefits, and new challenges for workplace safety, which are disproportionately relevant for women and other vulnerable groups.

## Demand for Digital Skills

Rapidly evolving digital technologies and increasing global connectivity are shifting both where and how we work. Computers and new software are reducing the need for repetitive tasks and increasing efficiency; virtual meeting platforms are establishing new forms of collaboration and allowing meetings to take place remotely; and robots are eliminating physical tasks and manual labor. As the nature of how we get work done changes, the education and skills we need for work will also change. According to the World Economic Forum's 2018 Future of Jobs report, employers expect that by 2022, the skills required to perform most jobs will have shifted significantly: Required workforce skills will shift about 42 percent over the next several years.[15] The workplaces of the future will require both a new set of technical skills and soft skills as well as employees who are eager to continuously learn.

Higher education dramatically reduces workers' vulnerability to automation.[16] According to Michael Osborne and Carl Benedikt Frey, experts on technological change and work, "the extent to which an individual gains or loses from automation will depend on their level of skill as well as the degree of 'skill bias' embedded in new technology."[17] By 2030, only jobs requiring a college or advanced degree are expected to have net-positive job growth within mature economies.[18] This trend could be a positive one for women as the number of female college graduates is growing in many countries, and women currently represent 53 percent of bachelor's and master's graduates

> **SOFT SKILLS:** personality traits and behavior, including interpersonal / people skills, social skills, communication skills, listening skills, empathy, etc. that enable someone to interact effectively with others and build relationships. These differ from 'hard skills' which are usually gained through education and training and are more easily defined and evaluated.

worldwide.[19] However, significant gender gaps remain in education, particularly in science, technology, engineering, and math (STEM) fields in both mature and developing markets.[20] There are some exceptions to this: One study in Malaysia found that women constitute half of all computer science students in higher education in the country. In contrast to other parts of the world, computer science is seen among Malaysian students as a suitable career path for women because it involves office work, which keeps them in an environment perceived as safer than factories and construction sites.[21]

New technical roles will require knowledge across AI and machine learning, big data, process automation, information security, user experience and human-machine interaction, robotics, and blockchain.[22] This increased need for technical skills is concerning for women's employment prospects. There is a large gap in women's technical skills, and women represent a minority of workers in all technical fields. Even where they are represented in digital roles, women's skills differ from men's. Analysis from LinkedIn found that only 22 percent of AI professionals globally are female.[23] Meanwhile, the profession on the whole, among the highest paid in tech, has experienced a huge boom: The report found that the number of workers with AI skills grew 190 percent between 2015 and 2017. Figure 2 shows more women demonstrate skills for

FIGURE 2

# Gender Gaps and AI Skills

### SKILLS WHERE WOMEN OUTNUMBER MEN

Text Analytics

Speech Recognition

Text Mining

National Language Processing

### SKILLS WHERE MEN OUTNUMBER WOMEN

Deep Learning

66%

Apache Spark

74%

Artificial Neural Networks

66%

Machine Learning

85%

Computer Vision

67%

Pattern Recognition

98%

Neural Networks

70%

## Although gig economy and contingent jobs are soaring, they are not necessarily quality opportunities.

technology use and application roles, including speech recognition, text analytics and text mining. Men are more involved in developing the technology itself using skills such as machine learning and pattern recognition.[24] Demand for workers with an interest in continual or lifelong learning will also increase. As technology, roles and work models continue to evolve, companies will need employees who can quickly gain the skills and expertise required to develop and operate new technology, and to succeed across new roles and work models.[25] To address this, companies are investing in reskilling programs often in partnership with local community colleges and universities. Companies can design these programs to be inclusive in their content and flexible in their availability to ensure they work well for women.

As the demand for educated workers with technical skills rises, employers will not only seek employees who can design and create emerging technologies but also those who are able to complement these technologies with uniquely human skills sets.[26] MGI found that women's jobs are slightly more prone than men's jobs to partial automation or working alongside automated systems in existing roles. As a result of this, women will likely need the hard skills to interact with automated systems even in situations when the job role remains the same.[27] However, this also means automated systems could reduce certain routine, physical or manual tasks, and increase the need for soft skills.  In healthcare, for example, partial automation could allow for less paperwork and more time engaging with patients. In manufacturing, demand for workers with the hard skills to work alongside robots

while managing and maintaining a team could grow. In 2016, the Hay Group division of Korn Ferry collected data from 55,000 professionals across 90 countries and found that "women more effectively employ the emotional and social competencies correlated with effective leadership and management than men."[28] This suggests that women may be at an advantage to compete for roles with a higher demand for soft skills.

## The Rise of New Work Models

New work models that shift away from permanent employment opportunities towards nontraditional forms and part-time arrangements are dramatically changing the employment landscape. Most notable of these

**GIG ECONOMY:** a labor market consisting primarily of contingent, short-term, part-time, temporary, independent, freelance, or other outsourced work as opposed to permanent roles. Workers are usually hired on a task, project or sales basis.

**CONTINGENT WORKERS:** those who work in temporary, contract, or other forms of nonstandard employment arrangements in which they may not receive employer-provided retirement and health benefits or have safeguards such as job-protected leave.

is the rise of gig economy roles. Broadly, the gig economy is a labor market consisting primarily of contingent, short-term, part-time, temporary, independent, freelance, or other outsourced work, and workers are usually hired on a task, project, or sales basis. Today, the gig economy is most known for companies that connect workers to consumers through app-based technology platforms. Another increasingly common work model is the hiring of long-term contingent workers inside companies in place of full-time positions. Both of these approaches are more frequently being deployed by companies to augment a company's own workforce, expand current skillsets, fill under-staffing challenges, and reduce overhead expenses.

In the new technology-enabled gig economy, on-demand ride-hailing platforms, task-oriented service platforms, and platforms for selling products and renting homes all provide workers with opportunities to work gigs, meaning individual and temporary tasks, assignments, or jobs. While the figures are widely debated, one estimate of worker involvement in the gig economy is 1.5 percent of the global workforce, based on estimates of workers registered for major global on-demand and crowd work platforms between 2014 and 2016.[29] The percentage of gig economy workers in the U.S. and the U.K. is higher than that in developing countries.[30]

Analysts see job growth coming in the form of contingent work arrangements. Approximately 150 million workers in North America and Western Europe have left relatively stable traditional full-time jobs to work as independent contractors.[31] This trend is likely to grow: A Deloitte study reported that more than half of executives plan to increase their use of contingent workers within the next five years.[32]  Although gig economy and contingent jobs are soaring, they are not necessarily quality opportunities. Many of these jobs do not provide equal footing for men and women: The nature of the work itself and workers' experience on the jobs can differ dramatically. Scheduling practices present numerous challenges for contingent workers and businesses alike. At least 10 percent of the U.S. workforce has variable work schedules, and the lowest paid workers often have the most irregular schedules.[33] About one in four part-time workers in the U.S. haven't chosen part-time employment; they would prefer full-time positions but are unable to secure them. Many hourly workers experience uncertainty and variability in the number of hours they are scheduled to work. The use of sophisticated software to do just-in-time scheduling of employee hours based on fluctuating customer demand contributes to unpredictable schedules and last-minute changes in the retail and service industries. These constant unpredictable scheduling changes can pose significant challenges for workers in managing their personal finances and time, in addition to creating additional stress around arranging transportation to work, childcare, and managing other work/family conflicts. This is particularly significant for women, who carry a greater burden of unpaid care work, including cooking, cleaning, taking care of elders or children, and more. Responsibilities in the home also keep women from working the highest-rate hours in gig rates, causing them to lose out on that work.

Women's safety and security is a concern across new work models, especially gig economy roles. For example in the ridesharing sector, which tends to be male dominated, the work environment can be hostile for women with an increased likelihood of sexual harassment from clients.[34] Safety concerns also lead to pay disparities as drivers who can work late-night or early-morning hours sometimes earn more, yet women may not feel comfortable driving then. The industry has addressed female passenger safety and

## Encouraging women to join the gig economy in some countries can actually reverse advances in women's rights where legislation does not count them as workers.

harassment; however, women drivers have yet to receive that same attention.[35] In the most mature ride-hailing markets, Canada and the United States, 20 percent of drivers who use the Uber app are women, while Mexico is approximately 5 percent, Indonesia is 1.5 percent, and the U.K. is only 1 percent, suggesting challenges that will take time to change.[36] After discovering that 74 percent of Saudi female drivers did not want to pick up male passengers, Uber recently launched a Saudi Arabia-only feature that lets female drivers avoid taking male passengers.[37]

Ride-sharing is not the only segment of the gig economy that could do more to protect women workers. Women frequently hold positions in domestic and care work, and these segments are also rife with challenges.[38] Women in the care segment often put themselves in vulnerable positions—migrating to another country, entering homes or other private spaces, or engaging online with customers with limited protections or grievance procedures in place. Across gig economy roles, gender-sensitive safety provisions are critical to ensure the safety and security of gig women workers.

An increase in temporary or contingent workers requires a review of the social safety net supporting them. Through these new work models, companies pay less in traditional employee benefits, compensation, and insurance, which lowers their costs.[39] In

the U.S., this model denies these contingent workers a safety net as benefits are primarily limited to conventional full-time employees. Benefits and protections unavailable to contingent workers include minimum wage laws, employer social security contributions, health insurance, anti-discrimination regulation, sick pay and holiday entitlements, and the ability to associate freely and bargain collectively. As an example, gig economy workers are more than three times as likely as full-time employees to be uninsured.[40] Uncertainties related to employee classification has led to caution among online platform creators in providing benefits to those who use their platforms. Moving from gig to gig or working multiple part-time jobs at once also creates challenges since there is no option to apply benefits across multiple platforms or part-time work opportunities. Although the gig economy may provide a reliable income to workers who enjoy flexibility

**SOCIAL CONTRACT:** the socially accepted conditions, rules of behavior, roles, and responsibilities that allow for a healthy and flourishing society. An effective social contract enables businesses, workers, and society to thrive together.

and autonomy, many can't count on a steady income. The low and insecure incomes prevalent in many gig sectors, compounded by a lack of employment rights, benefits and social security—such as paid parental leave— puts many women and their families into highly precarious economic situations.[41] For example, in South Africa, legal measures to improve paid domestic work, including sick leave and social security contributions, are undermined by gig businesses that don't classify workers as employees.[42] Governments, companies, and civil society have noticed many of these challenges. Some are starting to respond with legislation and actions to provide protections and clarity for workers. When reviewing how the gig economy affects workers, it is important to put the analysis of different countries' policies and protections in the context of existing and emerging legislation.

The challenges related to less predictable employment, reduced benefit coverage, lower wages, and security concerns, mean many women risk their well-being, prosperity, and upward mobility as a result of these new work models. These challenges and others call attention to the need to modernize the social contract for the work models of the 21st century and enable all people to navigate the profound changes that are remaking the nature of work. This, in turn, should allow businesses to develop the talent needed to innovate and compete and build social consensus about the relative roles and responsibilities of government, business, and society. In redefining the 21st-century social contract, allowing women to benefit from this new world of work will be essential to create an environment in which all employees, businesses, and societies can thrive.

# How Does the Gig Economy Affect Women?

## Scheduling Practices

- **Practice:** employers implement variable work schedules and unpredictable scheduling changes

- **Worker Challenges**: managing personal finances and time, creating higher levels of stress around arranging transportation to work, childcare, and other work-family conflicts

- **Implications for Women:** challenging because women carry a greater burden of unpaid care work, are often unable to be as flexible, and lose out on opportunities

## Wages and Benefits

- **Practice:** employers limit benefits to conventional full-time employees

- **Worker Challenges:** not receiving minimum wage, parental leave, employer social security contributions, and sick pay and holiday entitlements

- **Implications for Women**: low and insecure incomes, compounded by a lack of employment rights, benefits, or social security, mean many women are forced into precarious economic situations

## Safety

- **Practice:** employers focus on harassment and safety of customers, not of workers

- **Worker Challenges:** entering homes or other private spaces and having to engage online with customers with limited protections or grievance procedures in place puts women in vulnerable positions

- **Implications for Women:** women experience hostile work environments with increased likelihood of sexual harassment from clients

# Industry-Specific Considerations

Reviewing the impacts of the future of work trends by industry presents a picture of the varied challenges and opportunities women face today in particular sectors and how those may evolve in the future:

## CONSTRUCTION + TRANSFORMATION OF ROLES

The construction industry is predicted to grow as infrastructure ages and the population increases: The World Economic Forum projects the industry will see 50 percent growth in total revenue by 2025.[1] Automation is now a staple of every step in the construction process, from designing projects to building structures.[2] Gender stereotypes related to physical capabilities have limited women to their current roles in construction—as have the perceptions that women can't do the work associated with traditional construction roles, namely heavy lifting as well as manual and technical labor. More widespread use of automation and smart construction equipment in the coming years could shift the nature and skills required for key construction roles, creating more opportunities for women. To prepare for the future, construction companies can actively combat pervasive stereotypes, improve recruitment and retention of women in the building trades, and prepare women for long-term employment in the industry with apprenticeship training, on-the-job learning, post-secondary education, and mentorship programs.[3] Industry organizations are also working to challenge persistent gender norms and to support the advancement of women in construction through networking, skills development, and advocacy, including the Canadian Association of Women in Construction, the National Association of Women in Construction in the U.S. and Australia, and South African Women in Construction.

## DOMESTIC WORKERS + NEW WORK MODELS

According to the International Labour Organization (ILO), 67 million people around the world are domestic workers, and 80 percent of them are women.[4] These domestic workers, who include housecleaners, domestic childcare providers, gardeners, and personal drivers, normally operate in the informal economy where they face unique risks. For example, only 10 percent of domestic workers enjoy the same legal protections as other wage workers[5] and the rise of gig platforms is now putting pricing pressure on the domestic work sector.[6] Private or informal domestic workers now compete with formalized gig platforms and company-subsidized care centers, presenting challenges for female domestic workers. A study by Data and Society Research Institute (DSRI) of about 100 domestic workers across major U.S. cities using on-demand platforms showed that "platform policies and practices that create conveniences for consumers may end up amplifying worker vulnerabilities."[7] The report found that platforms could disadvantage workers without digital literacy or access to high-speed internet since as they require more workers to be online and often rank workers based on responsiveness metrics. The use of online platforms therefore creates a concern for women who experience barriers to digital access and digital literacy.[8] As gig platforms continue to formalize domestic work, it is critical for these businesses to recognize the impact on domestic workers—who are already among the least protected laborers—by supporting digital access and digital literacy and increasing legal protections and portable benefits.

## HEALTHCARE + DIGITAL SKILLS

The healthcare sector is growing rapidly as people live longer, the population grows, and more people can afford quality healthcare.[9] Worldwide over the next five years, healthcare spending is projected to rise 5.4 percent annually.[10] Women currently play a critical role in the industry, as they make up the majority of nurses, administrators, and home health aide workers.[11] Looking to the future, many of these roles are at a low risk of full automation because they require interpersonal skills and emotional intelligence.[12] At the same time, new technology and partial automation are likely to enhance these roles, potentially allowing healthcare workers to spend less time on clerical tasks and physical work and more time interacting with patients.[13] This adoption of partial automation and the integration of AI in tomorrow's healthcare facilities will require workers to have new technical skills.[14] To fully benefit from the implementation of new technologies and to ensure that workers can successfully interact with AI, healthcare companies will need to prioritize training and upskilling for women who are already in many key roles across the industry. This could include investing in internal on-the-job trainings and digital skills-building efforts, as well as partnering with educational institutions, workforce development agencies, and industry groups to co-create upskilling programs.

## LIGHT MANUFACTURING + TRANSFORMATION OF THE SECTOR

Light manufacturing and the production of consumer goods is an industry that currently provides millions of jobs in many emerging markets, especially for women. Workers in this industry face the likelihood that automation will make their jobs unnecessary. As automation replaces these low-wage workers, several developing countries' economic gains will be affected. For example, in Bangladesh the textile and ready-made garment industry is the country's largest collective employer.[15] Women make up 80 percent of the Bangladeshi garment manufacturing workforce.[16]  If these jobs are automated, it will have a significant impact on women's economic gains, resulting in a ripple effect on their families and the broader economy. Women workers may face disproportionate challenges and will need support to navigate workforce transitions. Light manufacturing companies, together with governments and other stakeholders, should rethink their approach to social safety nets, benefits related to skills development, and other protections to provide some stability for workers, families, and these communities today and into the future.

## RETAIL +
## NEW WORK MODELS

A number of trends are shifting retail employment practices. Among these trends are new technologies to increase workplace efficiency and new work models that shift policies for hourly workers. Traditionally, the retail industry is known for roles that allow varying degrees of flexibility, unpredictable scheduling, low wages, few benefits, and limited career advancement. Women, who often carry a greater burden of unpaid care work, are generally unable to be as flexible as men and can lose out on advancement opportunities. New software to schedule employees based on fluctuating customer demand can enhance business efficiency, but it also can create unpredictable schedules for workers and add stress to managing personal finances, time, and family responsibilities. With shifting work models, countries and cities have begun legislating the status of part-time retail workers.[17] For example, as of 2014, San Francisco requires large employers to provide retail employees with their work schedules at least two weeks in advance and limits the circumstances under which these schedules can change.[18] These new requirements for retail companies to provide predictable scheduling and other benefits could improve the quality of retail jobs and enhance women's ability to advance in the industry.[19] By supporting worker-friendly public policies and improving internal scheduling practices, companies can provide stability, predictability, and consistency to all of their employees.

## TECHNOLOGY +
## DIGITAL SKILLS

The technology industry lacks gender diversity. Women represent only 25 percent of the technology workforce[20], and it is rare to find women in technology leadership roles.[21] Women have been excluded due to structural biases in hiring and promotions, unfair compensation and harassment, and a lack of technical skills. The gender gap in technical roles is especially troubling, as technology solutions created by these companies—including those using AI—are hugely influential across a range of industries, including integrations into human resources, criminal justice, public service delivery, and financial systems. A recent report from the AI Now Institute at New York University finds a diversity crisis in AI and that AI systems' biases are directly attributable to the lack of diversity in AI roles.[22] The implications of the lack of diversity in technical roles therefore extends far beyond technology companies themselves. There is an urgent need for technology companies to create workplaces and work structures that attract and empower women of all backgrounds, and to close the gender gap in STEM education for girls and women, allowing them to learn the skills needed for the technology jobs of tomorrow.

The World Economic Forum
suggests that it will take 200
years to achieve workplace
gender equality.

**200**
YEARS

# 2 The Systemic Constraints to Women's Economic Empowerment

If we want to build solutions to address how the changing nature of work is affecting women, we must also understand the factors that have led to ongoing gaps in women's global employment and economic opportunities. Combining both analyses—future of work trends and existing systemic barriers to women's economic empowerment—allows employers and stakeholders to design more effective strategies that prepare female workers and businesses for the future of work.

According to the UN High-Level Panel on Women's Economic Empowerment, overarching systemic constraints contribute to persistent gaps in women's economic opportunities: adverse social norms; discriminatory laws and gaps in legal protection; the failure to recognize, reduce, and redistribute unpaid household work and care; and gender gaps in access to digital, financial, and property assets (shown in Figure 3).[1]

FIGURE 3

## Major Systemic Constraints Contribute to Persistent Gaps in Women's Economic Opportunities

**SYSTEMIC CONSTRAINTS**

- Adverse social norms
- Discriminatory laws and gaps in legal protection
- Failure to recognize, reduce, and redistribute unpaid household work and care
- Gender gaps in access to digital, financial, and property assets

**PERSISTENT GAPS IN WOMEN'S ECONOMIC OPPORTUNITIES**

- Labor force participation
- Unpaid work
- Types of paid work
- Informal work
- Pay and prospects
- Formal enterprise ownership
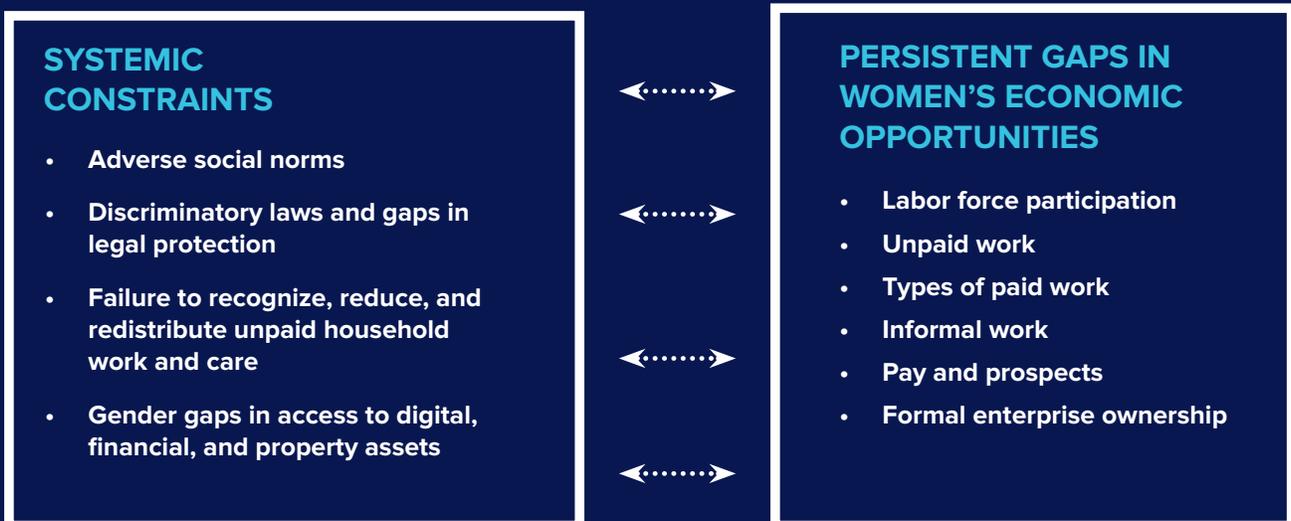
Recreated from source: UN High-Level Panel on Women's Economic Empowerment
http://hlp-wee.unwomen.org/-/media/hlppercent20wee/attachments/reports-toolkits/hlp-wee-report-2016-09-call-to-action-en.pdf?la=en

When women are excluded from managerial roles within the workplace, they are not making decisions about the future of a business or the future of work.

These four constraints undermine women's empowerment in all aspects of work. To accelerate progress toward gender equality in the future of work, we need to break through all four constraints. Strategies that thoughtfully address the constraints alongside newer trends introduced by future of work scenarios can ensure women's access to, and support for, a diverse range of roles and functions, as well as quality jobs.

CONSTRAINT 1

## Adverse Social Norms

Social norms—also called gender norms, as most of them stem from gender disparities and embedded biases—are informal rules of behavior or understandings of what is acceptable in a society. They include cultural norms and stereotypes that are often pervasive, have existed for centuries, and can contribute to societal gender inequalities persisting from one generation to the next. Although these norms are slowly shifting, they are a widely recognized barrier to women's economic empowerment. These norms lead to women's segmentation in particular sectors and to persistent gaps in educational achievement, both of which limit future economic opportunities as identified in the previous section.

Gender bias in the workplace can result in different treatment for women and can be seen in hiring and promotion decisions, gender pay gaps, and a lack of women in leadership. Women's skills in the workplace and female-dominated sectors are often undervalued and rife with stereotypes. Across sectors, only 27 percent of managers and leaders globally are women, a figure that has changed very little over the past few decades and may remain the same in the future.[2]

Recent employee walkouts and high-profile executive departures from major global companies have revealed the extent to which harassment and other inappropriate behavior still exists within workplaces today. The norms regarding women's roles and men's rights can contribute to these situations in all types of workplaces.[3] A baseline HERproject study reviewing the attitudes and perceptions of 11,500 factory workers and managers in India found that 34 percent of them agreed with the statement, "There are times when a woman deserves to be beaten."[4] Harassment ultimately can lead to women dropping out of the workforce, shifting career paths, or preventing them from joining specific industries altogether.[5]

# Predictive Technologies and Human Resources Applications

**Some gender biases persist as they become ingrained in digital human resources tools using AI.**

Employers have long used digital tools to help with human resources decisions. Now, an increasing number are using predictive hiring tools that rely on machine learning techniques, in which computers detect patterns in data to build models that project future employment outcomes in the form of scores and rankings.[6] These tools can increase efficiency and, in turn, minimize time and cost. They are used throughout the employee lifecycle to forecast flight risk, identify high-potential employees, and estimate engagement levels.

These technologies play a role throughout the hiring process, from who sees job advertisements to forecasting salary requirements. They can also reflect biases, as they are built on past hiring decisions and evaluations that can perpetuate inequity throughout the hiring process.[7] Even before prospective employees apply for a job, these tools play a powerful role in determining who sees open positions. Given that the hiring process is a critical entry point for people to reach economic empowerment, flaws in these systems needs to be understood and mitigated.

For example, Totaljobs analyzed more than 75,000 job listings across the U.K. for gender bias and found that listings for industries such as science and marketing were biased toward men, while those for industries including education and customer service were biased toward women.[8]  In another instance, in 2018, Reuters reported that Amazon had decided to pull plans on a new recruiting tool aimed at automating search for top talent. The experimental tool used AI to give job candidates a score from one to five stars. The system was found to have taught itself to mark male candidates as preferable by penalizing words such as "women's" on resumes and graduates of all-women colleges.[9]

These tools and digital job advertisements can also promote equity as they can proactively target women and other underrepresented groups for jobs. Some recruitment tools help to predict if someone is a "diversity" candidate based on the candidate's public affiliations.[10]

## How Do We Address This Constraint?

- Close the gender gap in STEM education for girls and women, in particular to develop tech skills

- Create diverse employment opportunities for women and new partnerships to encourage women to embrace non-traditional roles in male-dominated industries and to encourage men to enter female-dominated industries

- Remove bias from hiring and promotion systems, including those being supported by AI

- Adopt legal reforms and public policies that stimulate new norms or practices or validate norm shifts that are already taking place

- Combat harassment and associated acceptance of violence

- Launch diversity efforts across all sectors to increase the representation of women and women of diverse backgrounds in technical roles

- Challenge discriminatory stereotypes and engage leaders and men to champion gender equality

# Discriminatory Laws and Legal Protection

Women not only face cultural barriers, including biases and gendered stereotypes, but also structural and legal barriers. Gender-discriminatory laws are those that discriminate against women and girls and further entrench inequalities. Deeply ingrained social norms are often formalized in discriminatory laws.[11] Equal provisions for men and women in laws and policies are critical to ensuring an inclusive world of work, today and in the future.

Laws that establish equal rights among men and women are foundational for building gender equality, but many countries have discriminatory laws limiting female workforce participation, and only 67 countries have laws barring gender discrimination in hiring.[12] A World Bank report found that 104 economies have at least one law impeding women's economic opportunities; for example, women are not allowed to work in certain factory jobs or get a job without their husband's permission.[13]

To allow women to reach their full potential in the future workplace, countries need to repeal laws preventing them from participating in economic advancement, including those limiting women's roles, compensation, and promotion abilities. In addition, new laws and policies that provide a legal framework for gender equality in the workplace, for example related to equal pay, could help accelerate gender equality in the workplace.

As mentioned earlier, the emerging models of work, contingent work and the gig economy, are surrounded by debates regarding a series of regulations that could help or hinder worker rights. In some regions, protections for workers are moving forward; however, they do not include gender-sensitive considerations. In the European Union, for example, new rules that will address some of the challenges facing gig economy workers are advancing: Workers will receive more predictable work hours, transparency in working conditions, and the ability to work for more than one employer, among other protections.[14] However, these laws do not address other impacts on women in gig work, such as wages, safety and benefits.

Beyond these efforts, there is a need and opportunity to rethink the approach of new laws and protections for workers, regardless of gender. Policies related to job transitions, reskilling, parental leave, and family and childcare should be reviewed and reshaped to ensure they are still relevant in light of the changes to workplace models and employer relationships. This is particularly important for women who may, at times, be more dependent on such safeguards and protections to be able to participate and transition to new work opportunities. These new and forward-looking approaches to create a safety net and social policies could strengthen economic security and mobility for the many who will face profound change over the coming years, especially women.

FIGURE 4

# Women Carry Out at Least Two and a Half Times More Unpaid Household and Care Work than Men

**PAID WORK**  **UNPAID WORK**

HOURS PER DAY

10
8
6
4
2
0

**DEVELOPING COUNTRIES**

5:09
4:11

6:36
1:31

**DEVELOPED COUNTRIES**

4:39
3:30

5:42
1:54
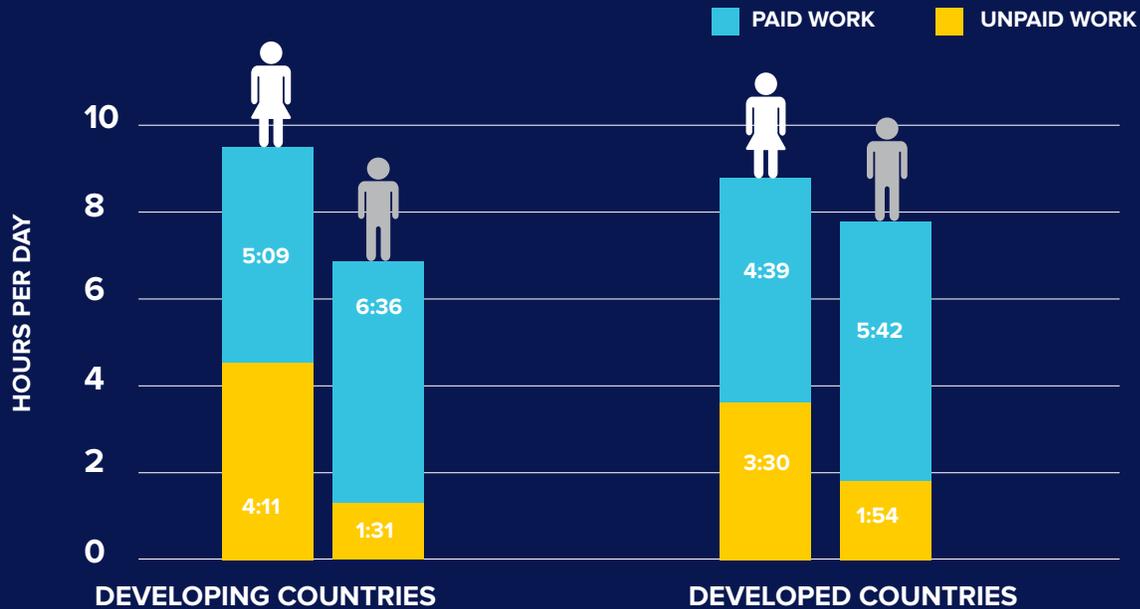
Time spent on paid and unpaid work for employed persons by sex,
for 23 developing and 23 developed economies.

Recreated from source: UN WOMEN
https://interactive.unwomen.org/multimedia/infographic/changingworldofwork/en/index.html

## How Do We Address This Constraint?

- Repeal discriminatory laws that hinder women's economic opportunities, particularly in areas such as discrimination in hiring, ability to obtain jobs, working hours, and opportunities to enter sectors, among others

- Launch new efforts to redesign a 21st-century social contract updated to reflect new work models and employer relationships with safety net and social mobility policies to support women in new work arrangements

- Institute laws and legal frameworks that create equal footing for all workers, including workplace harassment protections, paid leave opportunities, wage equality, and social benefits

- Increase gender-sensitive protections for gig economy workers in scheduling, worker classification, social benefits, worker safety, and other areas

# The failure to recognize, reduce, and redistribute unpaid household work and care

Unpaid household work and care includes time spent cooking; cleaning; fetching water and firewood; and caring for the young, sick, or elderly. The lack of recognition and mitigation of women's care burden is one of the many factors constraining and shaping women's decisions to participate in the labor force and a key reason why so many women remain outside the formal labor force.

Globally, 606 million working-age women (or 22 percent) perform unpaid care work on a full-time basis, compared to 41 million men (or 1.5 percent).[15]  Figure 4 shows the difference in hours per day of paid and unpaid work for women and men.[16] Nowhere in the world do men and women provide an equal share of unpaid care work.[17]  At the current pace, it is estimated that the gender gap in time spent on unpaid care work will not close until 2228; 209 years from now.[18]

The responsibilities often associated with unpaid care (child care and elder care, generally) have limited flexibility around when and where they can be done. However, the gig economy has offered some parents the opportunity to fit work into a life filled with care responsibilities. According to a poll from Harris, approximately 16 percent of gig economy workers in the U.S. are parents.[19] Because many gig jobs compensate based upon productivity, this can lead to additional stress for workers trying to fit in both job and caregiving responsibilities. Consequently, women can find themselves in low-paid or low-quality gig jobs in order to also fulfill their unpaid care responsibilities.

In addition, highly technical and digitized future workplaces create the need to reskill workers and to demand more continuous learning cycles, presenting additional challenges for women with caregiving responsibilities. Their lack of time and sometimes-long work absences may affect their access to skill development opportunities, to successfully re-enter the workforce, or both.

As the population ages, the need for care is likely to increase sharply in the years ahead. This need will lead to both an increase in paid care roles and a greater burden on women as the main unpaid caregivers.[20] The paid opportunities are projected to mostly be of

**CARE POLICIES**
Childcare and long-term care policies and services are essential to offset the unequal care burden women face at home and can be addressed by both governments and corporations. More than one-third of countries do not have any legal leave entitlements for fathers.[21]  In contrast, 41 percent of companies surveyed by Mercer in Asia Pacific, Europe, the Middle East, and Africa provide above the statutory minimum in paid paternity leave.[22]

Paternity leave has been shown to encourage a more equal sharing of unpaid care tasks between women and men in the household. It may also combat discrimination against women in the workplace: If men were equally likely to take leave for care responsibilities, employers would be less likely to discriminate against women. Paternity leave policies also increase the likelihood of mothers returning to work.[23]

Strategies that do not incorporate gender data and research fail to highlight women's realities and present effective solutions.

limited quality, often part-time and with few benefits. At the same time, there are regions where investments in the care sector and family-friendly care policies have created high-quality jobs and promoted economic growth. In the Nordic countries, investments in gender equality through longer parental and paternity leaves, subsidized childcare, and care for the elderly have increased female labor force participation and boosted GDP per capita by between 10 and 20 percent.[24]

### How Do We Address This Constraint?

- **Create and provide quality paid-care opportunities defined by living wages, worker protections, and social benefits for women and men**
- **Launch reskilling and workforce training programs that accommodate the flexibility needs of those with unpaid care burdens**
- **Increase equitable paid leave policies— maternity, paternity, family, and parental— offered by governments and companies**
- **Amplify men's roles as caregivers and rebalance the care burden**

## A lack of access to financial, digital and property assets

Gender disparities in key assets, such as property, bank accounts or credit, and the internet, limit women's knowledge, control, and opportunities. The disparity also affects women's inheritance and their ability to rise out of poverty. That means women face barriers as they try to grow their businesses, to access the skills and tools necessary to become higher-wage workers, and to gain property ownership and independence.

Understanding the effects of access disparities requires basic gender-disaggregated data for women's access and use across all three types of assets: financial, digital, and property. Strategies that do not incorporate gender data and research fail to highlight women's realities and present effective solutions. Where we do have data on mobile phone use, internet access, access to financing, and other assets, the evidence paints a troubling picture.

- In low- and middle-income countries, women are 10 percent less likely than men to own a phone[25]

- Twelve percent fewer women than men use the internet; this gender gap widens to 33 percent in the least developed countries [26]

- Globally, 65 percent of women have a bank account, compared to 72 percent of men, a gap that has barely changed since 2011 [27]

- Women are more than twice as likely as men to experience online sexual harassment [28]

According to Global System for Mobile Communications Association's Connected Women report, "affordability, literacy, digital skills, perceived lack of relevance, and safety and security" are the barriers to mobile ownership and internet use.[29] Even when women do own a phone, the report found, they use a smaller range of services than men. Given that mobile internet is the primary means of internet access in low- and middle-income countries, particularly for women, this gap is even more troubling.

The gap in digital access puts women at even greater risk of falling behind. In regions with limited digital access rates, women may need targeted digital inclusion and upskilling efforts. Securing gender-disaggregated data to gain deeper insights on digital use and online experiences, among other areas, is critical to designing effective solutions.

Beyond digital assets, gaps in financial and property assets also limit women's opportunities in future workplaces and work structures. Globally, 1 billion women remain outside of the formal financial system,[30]

and 57 percent of women have a financial account, compared to 64 percent of men.[31] These gaps can present challenges for women as work structures shift—entrepreneurship opportunities and many gig economy roles require access to financial resources and systems.

## How Do We Address This Constraint?

- **Accelerate women's access to digital systems and tools globally, including mobile connectivity**

- **Enhance women's safety online and while accessing the internet**

- **Incorporate women's voices in the development of financial and digital products and services, so they meet women's unique needs**

- **Capture gender-disaggregated data on digital, property, and financial access rates to inform solutions**

Much research has led to a better understanding of the systemic barriers facing women as they strive for economic empowerment. These barriers need to be considered in all future of work strategies—without doing so, solutions meant for women and girls may be less effective and could inadvertently drive greater gender disparities. Making sure workplaces benefit women will require companies to remain intentionally gender aware when planning for their respective futures.

# Future of Work Trends and the Systemic Constraints for Women's Economic Empowerment

An Illustrative List of the Implications for Women: This table is not an exhaustive set of issues, but instead presents a selection of topics BSR and Women Deliver believe deserve greater attention.

| | ADVERSE SOCIAL NORMS | DISCRIMINATORY LAWS AND GAPS IN LEGAL PROTECTION | FAILURE TO RECOGNIZE, REDUCE, AND REDISTRIBUTE UNPAID CARE | GENDER GAPS IN ACCESS TO DIGITAL, FINANCIAL AND PROPERTY ASSETS |
|---|---|---|---|---|
| **TRANSFORMATION OF SECTORS AND ROLES** | Limited employment opportunities due to gender bias across hiring, promotion and pay, which could be magnified due to increased competition from automation and from the use of potentially biased AI tools in the employment lifecycle<br><br>Exclusion of women from high-wage sectors and managerial roles<br><br>Limited representation of women in trade unions and employers' organizations<br><br>Traditional gendered divisions of labor and cycle of "women's work" persisting<br><br>Limited mobility due to toxic workplace cultures – hostile environments toward women and rampant harassment | Discrimination in hiring and layoffs due to lack of legal protection against discrimination<br><br>Limited benefits, wages, safety and job security due to lack of legal protection for informal and domestic work<br><br>Continued workplace harassment due to lack of legal protection and workplace harassment policies<br><br>Disparities in wages due to lack of equal pay laws | Challenges with job mobility due to lack of quality care benefits and limited flexibility as need for care rises, such as elder care<br><br>Lack of decent paid care jobs, predominance of low-quality and low-paying roles | Less ability to manage economic shocks and job loss due to gaps in financial assets |
| **DEMAND FOR DIGITAL SKILLS** | Limited education due to societal expectations for women and girls<br><br>Women excluded from high-tech roles due to stereotype of women as less capable than men in STEM fields<br><br>Women fall further behind in employment and are not afforded equal opportunities due to biases built into AI-powered tools used across employee lifecycle | Inability to pursue entrepreneurial opportunities in technology due to legal restrictions | Inability to participate in upskilling necessary for emerging digitized roles due to time dedicated to unpaid care<br><br>Challenges returning to a digital workplace after many years of unpaid care work | Women may not be able to participate in upskilling opportunities due to cost or need for digital devices and internet access<br><br>Inability to pursue entrepreneurial opportunities due to gaps in digital, financial, and property assets |
| **THE RISE OF NEW WORK MODELS** | Increased risk of harassment and violence in gig jobs in homes, private spaces, and online, due to social acceptance of gender-based violence<br><br>Gaps in rates/pay for gig roles persisting due to gender bias<br><br>Women in less well-paid gigs due to increased risk of harassment. | Limited benefits, wages, safety, and job security due to lack of legal protection for gig economy workers<br><br>Increased risk of harassment and violence in gig jobs due to a lack of legal protections for employees | Challenges with securing gig opportunities due to lack of care support<br><br>Women forced to leave gig economy due to nontransferable maternity and paternity leave benefits and job protection<br><br>Women in less demanding and less well-paid gigs in order to combine gig economy work with unpaid care burden | Inability to participate in gig economy opportunities due to gaps in digital, financial, and property assets<br><br>Continued gender gaps in savings and financial assets due to lack of benefits in the gig economy |

**Gender-diverse companies outperform their competitors by 21 percent.**

$ ▮▮▮▮ 21%

# 3

# Business Case for Action

We envision a future where companies build and deploy the strategies necessary to ensure that the world of work works for women. Taking action helps to shape a society in which women thrive, and these efforts can create business benefits as well. Companies stand to gain with increased innovation, enhanced business performance, and improved talent attraction and retention. Furthermore, advancements in gender equality benefit societies and economies overall. Given the urgency and complexity of the challenges ahead, companies must prepare now.

This section provides four mandates explaining why business needs to respond to future of work trends in a way that builds a more inclusive workplace for women: the innovation mandate, the talent mandate, the stakeholder mandate, and the societal mandate.

MANDATE 1

## Innovation

Future of work trends and disruptions, along with major demographic shifts, will create an entirely new operating environment for companies. Employers that successfully navigate these changes and build gender-inclusive future of work strategies will gain by harnessing a diverse range of skills and talent, which has proven to drive business results. Companies that create quality jobs with an inclusive work environment can attract diverse talent and secure the range of skills that will be necessary for tomorrow.

### Diversity in the workplace drives innovation

- Diverse leadership is associated with better financial performance and greater innovation.[1] According to a survey of employees at more than 1,700 companies in eight countries, companies that reported above-average diversity on their management teams also reported innovation revenue that was 19 percent higher than that of companies with below-average leadership diversity—45 percent of total revenue versus just 26 percent.[2]

- Companies with greater diversity in management earned 38 percent more of their revenues, on average, from innovative products and services for the previous three years than companies with less diversity.[3]

- Innovation and agility are essential for companies to shape and navigate a fast-changing environment, and firms in the top tier for diversity and inclusion are also 1.8 times more likely to be change-ready and 1.7 times more likely to be innovation leaders in their market.[4]

- Diverse teams make better decisions: Such groups are more likely to constantly reexamine facts and to remain objective.

Numerous studies have shown that diverse teams work against groupthink and result in better decision-making, which is linked to improved company performance.[5]

## Increased workplace diversity can lead to higher business returns

- According to McKinsey, gender-diverse companies outperform their competitors by 21 percent.[6]

- Companies whose senior management teams are more than 15 percent female had a 5 percent higher return on equity.[7]

- A Credit Suisse study found companies experienced a 19 percent premium on ROE when they had a woman CEO and an 18 percent premium on ROE when women represented more than 15 percent of senior management roles.[8]

MANDATE 2

# Attracting Top Talent

Employers that invest in creating equal, inclusive workplaces can be rewarded by retaining and motivating the best talent and being viewed as an employer of choice by prospective hires. Employees who are offered social protections like equal parental leave, childcare incentives, retirement, and health coverage are more likely to feel more satisfied at work and are less likely to leave.

## Viewed as an employer of choice and enhanced opportunity to attract top talent

- The job matching site CareerLabs found that job seekers increasingly value diversity and inclusion, especially at the C-suite level. Employers who embrace diversity at all levels are more appealing to about 60 to 70 percent of job seekers.[9]

- Employees report experiencing trust and increased engagement at work when they feel included and perceive that their employer supports practices such as recruiting diverse job candidates.[10]

- A recent Cone Communications Millennial Employee Engagement study found that 64 percent of millennials consider a company's social and environmental commitments when deciding where to work, and 64 percent won't take a job if a company doesn't have strong corporate social responsibility values.[11]

## Increased ability to retain and minimize turnover

- Organizations with higher levels of gender diversity and with gender-focused policies are linked to lower levels of employee turnover.[12]

- High employee turnover imposes costs for hiring, onboarding, development, and culture on a company.[13] Gallup estimates that the cost of replacing an employee can be as high as 150 percent of their annual salary.[14]

MANDATE 3

# Building and Preserving Trust

The question of how to build and retain trust—among investors, regulators, customers, suppliers, civil society organizations, and the general public—is one of the most pressing challenges facing business. The uncertainty of future workplace trends and their impacts on workers combined with a worldwide leadership crisis and a polarizing political environment means that businesses will likely face even greater scrutiny as they navigate this transition.

Contingent work also poses some additional challenges. Businesses must prepare for the various types of employees they hire, so they do not face costly lawsuits and regulatory challenges for worker misclassification. Gig economy businesses can also experience high turnover, and they must safeguard against the risk of intellectual property and knowledge transfer leaks to competitors.

**Respond to increasing stakeholder and reputational interests**

- A survey of 2,000 U.S. consumers found that 62 percent want companies to take a stand on current and broadly relevant issues such as sustainability, transparency, and fair employment practices.[15]

- More than 120 investors with combined assets in excess of $13 trillion are signatories to the workforce disclosure initiative asking companies to measure and publicly disclose workforce data.[16]

**Prepare for a shifting legal landscape**

- The average harassment claim in the United States will cost an organization anywhere from $75,000 to $125,000 in legal fees alone when the claim is settled out of court. If a claim goes to court, these legal fees can double.[17]

- As a result of new legislation, in the U.K., companies with over 250 employees are required to issue an annual public report highlighting pay differences between men and women.[18]

- In March 2019, Uber settled a legal battle with drivers in California and Massachusetts who wanted the company to recognize them as employees. Uber agreed to pay the drivers $20 million but did not change their status as independent contractors. The company revealed that it expects settlements this year to fall between $146 million to $170 million.[19]

# Social License to Operate

Providing good jobs and a sound livelihood for women benefits the economy. The future of work trends signal the possibility of greater income inequality and unemployment in some industries, which would further damage social cohesion and have significant macrolevel, long-term effects on the economy, business, and overall societal stability.[20]

**Women's economic inclusion leads to broader economic gains**

- If women's paid participation in the formal economy became identical to men's, we would add $28 trillion, or 26 percent, to the global GDP.[21]

- According to the World Bank, countries lose $160 trillion in wealth due to the earnings gap between women and men.[22]

- If another 600 million women had access to the internet, annual GDP could increase by as much as $18 billion across 144 developing countries.[23]

Businesses need resilient strategies to respond to this rapidly shifting world of work, and they need to take advantage of the productivity and innovation opportunities presented by new technologies while also preserving good jobs and livelihoods to ensure a thriving economy that works for all. Leading a gender-sensitive transition to the future of work will require companies take an intentional approach—one that considers both positive and negative implications for women—and put a plan into place to engage governments, business partners, and civil society for this transition. The following section presents a variety of ways that companies can act, enable, and influence to intentionally build a future of work that works for women—and thereby for all.

Companies can "act, enable, and influence" to prepare for the changing nature of work while advancing their commitment to gender equality.

# 4

# A Framework for Action: Act, Enable, Influence

Looking at future of work trends through a gender lens can inspire and inform businesses to shape a future in which women can fully participate in, contribute to, and benefit from workplaces, and in which workplaces gain insights and skills brought by a diverse group of employees.

There are many ways companies can address the implications of new workplaces and the systemic barriers to employment already facing women to increase the likelihood of a transition to something more inclusive. The opportunities range from accelerating known workplace equality programs, to integrating gender into more long-term talent planning processes, to broader efforts where partnerships with educational institutions and civil society organizations can provide companies with training programs to help employers and employees manage a successful transition.

The following framework for action presents three levels at which companies can prepare their businesses and employees for the changing nature of work while advancing their commitment to gender equality. Put simply, companies can act, enable, and influence as represented in Figure 5. Every company can take action in areas under its direct control to create equal workplaces where women employees, including those working in supply chains, feel valued, and safe. They can also enable and influence other companies,

partners, individuals, and policymakers to shape an ecosystem that is free from bias and encourages women's participation in the creation of new technologies.

This framework recognizes that companies have different levers for change and that a successful approach depends upon partnerships with a wide range of actors both inside and outside of the company. Many of the opportunities listed in this section will require engaging colleagues across different departments to ensure gender and inclusion are integrated into new workplace and employment strategies and emerging products. Every company should systematically review the options to identify what is most relevant for their operations. To translate the framework of opportunities into an actionable agenda, Chapter 5 includes business guidance to help companies get started and take action.

FIGURE 5

# Framework for Action
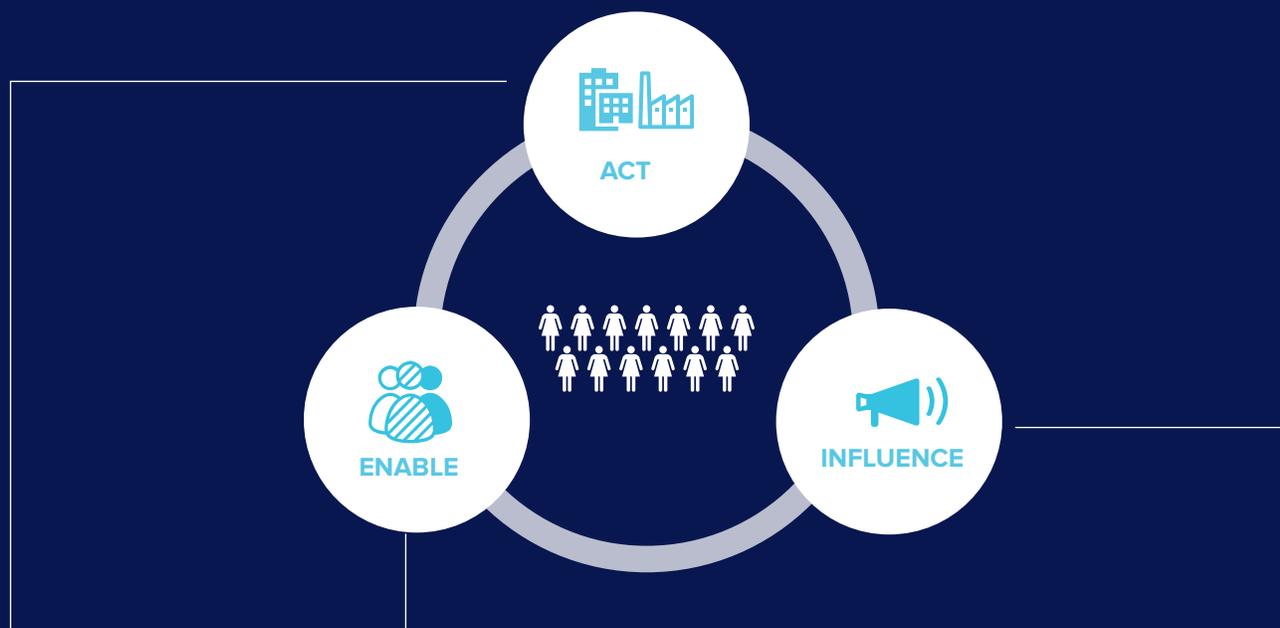


**ACT** within a company's direct control by adjusting policies and practices within a company's operations and supply chain to be inclusive, free of bias, and responsive to changes presented by the future of work. This can include: investing in skills development, planning displacement support for job losses, tackling hiring and promotion biases, committing to equal pay, enforcing a zero-tolerance approach to discrimination and harassment, assessing how automated human resources tools impact equity, and integrating gender-specific impact assessments into product development.

**ENABLE** civil society organizations, community organizations, and business partners to catalyze progress for women by partnering to address areas critical for women's future economic success including: closing the gap in girls' and women's digital skills through STEM education, digital access and skills-building programs, and financial inclusion efforts; capturing and reporting on gender disaggregated data to inform new future of work programs and strategies; calling for transparency in algorithms and their applications across systems; supporting women entrepreneurs, collaborating with industry peers to enhance online safety for women, and ensuring that the voice of women and a gender lens are integrated into future of work strategies.

**INFLUENCE** to build an environment that promotes gender equality and removes systemic constraints for women to fully participate in the new world of work by advocating for legal protections for women in the workplace; supporting public policies and other initiatives to provide social protections for workers; challenging gender stereotypes through marketing and advertising; and shaping a new social contract between government, business, and citizens that enables women to navigate the profound changes that are remaking the nature of work.

# Act

## ACTION 1
**Tackle hiring biases** to increase representation of women in technical, non-traditional, and leadership roles

**DEPARTMENT LEADS**
• C-Suite
• Human Resources

**CONTEXT**
Hiring biases and gender segregation in employment are often the result of long-held social norms that dictate "women's work" and "women's capabilities." Increasing the representation of women in technical, non-traditional, and leadership roles is important to ensuring that women are included in industries with expected job growth, are afforded higher-paying technical and leadership roles, and are at the table creating technologies and shaping the future of work.

**OPPORTUNITIES**

☐ Address gendered language in hiring ads, job descriptions, and qualifications

☐ Set and track key performance indicators (KPIs) for departments where women and women of diverse backgrounds are underrepresented

☐ Encourage role modeling and mentoring of women in nontraditional roles to mitigate gender stereotypes

☐ Implement unconscious bias training for those involved in hiring decisions

☐ Form diverse hiring teams and insist on diverse slates of candidates for open positions

☐ Review the input into and the outcomes from AI tools that assist with hiring and resume screening for potential gender and other bias

☐ Link performance assessments and bonuses to gender-related KPIs, in particular for technology and related roles

## ACTION 2
**Prepare for job losses** due to automation and AI

**DEPARTMENT LEADS**
• C-Suite
• Human Resources
• Supply Chain

**CONTEXT**
Research on layoffs conducted in advanced economies has shown that a well-planned transition process can help workers avoid unemployment and can prevent negative social and health outcomes.[1] It will be important for companies to review role changes through a gender lens and with gender-disaggregated data to monitor disparate impacts and to develop reskilling and transition plans accordingly.

**OPPORTUNITIES**

☐ Assess current roles with dominant female workforces; identify where women and people of diverse backgrounds may be at higher risk of losing their jobs and develop mitigation strategies

☐ Deploy technologies that work alongside people, rather than in their place

☐ Plan support for displaced workers, including possible alternative scenarios such as work sharing

☐ Extend this analysis to the supply chain

## ACTION 3
**Address workplace harassment** and implement worker safety practices

**DEPARTMENT LEADS**
• C-Suite
• Human Resources
• Supply Chain

**CONTEXT**
Recently, global movements have brought new attention to workplace harassment which affects all jobs, sectors, and occupations.[2] Beyond legal fees, instances of harassment cost employers in reduced productivity, absenteeism and brand reputation.[3] The future of work has added a new set of complexities with the gig economy and online platforms presenting additional harassment challenges.

**OPPORTUNITIES**

☐ Develop clear policies on what constitutes harassment and unacceptable behavior at work, including for full-time and temporary clients, vendors, and contractors (across online and physical environments)

☐ Educate all relevant parties on these policies

☐ Provide access to clear, uniform, global grievance mechanisms (hotlines, online tools) with established and transparent escalation procedures

☐ Remove barriers to grievances and transparency such as forced arbitration agreements

☐ Integrate additional safety provisions for women workers in gig economy roles

**Improve scheduling practices** to provide predictability and consistency

**Commit to equal pay globally** for all workers regardless of gender or background

**Increase investments in worker benefits** including paid and equal parental leave, family leave, and child and elder care benefits

## ACTION 4

**DEPARTMENT LEADS**
• Human Resources

**CONTEXT**
Part-time hourly work, helps businesses meet flexible labor demands and lower costs, but it can present many challenges for workers and for businesses. Many hourly workers experience uncertainty and variability in the number of hours they are scheduled to work. Increasing the stability of hourly worker schedules has been found not only to be possible but also to increase sales and labor productivity and offer a higher return on investment.[4]

**OPPORTUNITIES**

☐ Commit to predictable scheduling for part-time workers

☐ Provide opportunities for increased hours for part-time employees rather than hiring contingent workers

☐ Provide sufficient notice to employees of schedules and allow workers more flexibility and control over their schedules

## ACTION 5

**DEPARTMENT LEADS**
• C-Suite
• Human Resources
• Supply Chain

**CONTEXT**
Women are still paid significantly less than men both at entry points and as they progress over their careers. This wage gap repeats in new emerging industries such as the gig economy, where women may be challenged to take on higher-paying or more frequent gigs due to safety and/or unpaid care concerns. At the same time, there is growing stakeholder scrutiny on wage equality with the U.K. now requiring companies to publicly report their wage gaps and many other countries considering similar legislation.

**OPPORTUNITIES**

☐ Conduct annual equal pay assessments across diverse employee demographics

☐ Ban asking employees for their previous salary history

☐ Be transparent with prospective and current employees on compensation bands for roles

☐ Invest in living wage programs, particularly for supply chain workers

☐ Publicly report progress towards pay equity

☐ Gig economy companies should review their pay and rate methodologies and incentives to ensure that they are not inadvertently leading to lower earning potential for women and unstable earnings in general

☐ Develop remediation plans to address pay gaps

## ACTION 6

**DEPARTMENT LEADS**
• Human Resources

**CONTEXT**
As nearly every country in the world experiences growth in the number and proportion of older persons and persons with disabilities in their population, the care burden is rising globally.[5] With an already high unpaid care load, women bear a disproportionate burden from care responsibilities. Employer policies and benefits that can ease this burden increase women's ability and flexibility to access employment opportunities and to transition into new roles and sectors as necessary. In addition, increasing leave policies for all genders challenges associated caregiving norms and can support economic growth.[6] As companies compete for talent, many have said offering more generous leave and benefits can help attract top talent.[7]

**OPPORTUNITIES**

☐ Support equitable and expanded paid maternity, paternity, and parental leave

☐ Provide accessible childcare benefits, including onsite care facilities and/or referrals

☐ Provide family leave to support care of aging population

☐ Offer flexible working arrangements, including telecommuting

☐ Support the return and onboarding of workers returning from family or parental family leave

☐ Extend these benefits to part-time, contingent, and temporary workers

☐ Ensure effectiveness of the benefits by reviewing gender-disaggregated and intersectional data on utilization rates

## ACTION 7
**Engage men** in gender equality initiatives

**DEPARTMENT LEADS**
• C-Suite
• Human Resources

**CONTEXT**
Men are crucial allies in improving the future of work for women, as men who understand the challenges facing women are more likely to support gender equality and to realize that bias exists. Allies can also be found by engaging through a more intersectional approach in which people of different backgrounds may have similar workplace experiences.

**OPPORTUNITIES**

☐ Intentionally invite all employees to events and programs that support gender equality and diversity efforts

☐ Engage leadership in mentorship programs that provide mentees with coaching and access to networks

☐ Consider engaging males as spouses of working women to support their careers

## ACTION 8
**Invest in employee skills development,** particularly digital skills development

**DEPARTMENT LEADS**
• Human Resources
• Supply Chain

**CONTEXT**
Digital skills will be important for nearly all future workplaces, both in and out of the technology sector. To make these transitions successfully, workers will need support and enhanced development opportunities. Given the poor representation of women in technical roles and the overall gap in women's access to digital technologies globally, employers should prioritize digital skills training. However for many women, a lack of time and increased care burden can hinder their ability to access such development opportunities.

**OPPORTUNITIES**

☐ Review current on-the-job training for both usage and topics covered; integrate technical skills, AI, and machine learning content

☐ Analyze gender-disaggregated and intersectional data to review whether women and women of diverse backgrounds are accessing opportunities at desirable rates and if fixes to availability or content are necessary to make programs more inclusive

☐ Introduce new trainings to upskill workers and allow them to transition into new roles as current ones become more automated, and pay particular attention to women re-entering the workforce

☐ Ensure that reskilling and workforce training programs accommodate and subsidize childcare and other flexibility needs

☐ Extend digital skills and upskilling programs to supply chain workers

## ACTION 9
**Increase representation** of women in leadership, including middle management

**DEPARTMENT LEADS**
• C-Suite
• Human Resources

**CONTEXT**
Women held just under a quarter (24 percent) of senior roles across the world in 2018, a drop from 25 percent in 2017.[8] When women are not represented in leadership positions, they are not making decisions about the future of their business or workforce. Increasing the representation of women in both middle management and senior roles can drive business benefits.

**OPPORTUNITIES**

☐ Develop leadership programs to bring more diverse candidates, including women and women of diverse backgrounds, to leadership roles, paying special attention to where women have previously had limited representation

☐ Set targets and goals for greater diversity, including more women and women of diverse backgrounds, in middle management and senior leadership

☐ Institute mentorship and sponsorship programs to support the advancement of future leaders

## ACTION 10
**Invest in product development** efforts with gender equality as an explicit goal

**DEPARTMENT LEADS**
- Product
- Engineering
- CSR/Sustainability
- Foundation

**CONTEXT**

Companies can invest in efforts to launch products that address major barriers to gender equality and specifically those raised by the future of work trends, including online sexual harassment, equity in the employee lifecycle, health research and diagnosis, and/or scheduling predictability, among others. Partnering with NGOs and other businesses can both inform the areas to focus on and provide opportunities to deploy and scale solutions.

**OPPORTUNITIES**

☐ Provide employees time and resources to explore and develop products and tools to address gender inequalities

☐ Create partnerships to test tools designed to address gender inequalities

## ACTION 11
**Assess AI products and solutions** for gender bias

**DEPARTMENT LEADS**
- Product
- Engineering

**CONTEXT**

Given the rise in AI solutions and the proliferation of its applications in industries from credit to healthcare to the provision of public services, it will be vital to keep the design of these systems bias-free across a range of factors including gender. Furthermore, potential negative impacts are likely during the use phase of products, so it is important to understand how they could be used in discriminatory ways. Given a proliferation in assessments of products (privacy, data security, human rights, among others) companies should make efforts to deliberately include gender as part of other human rights and ethics due diligence processes. Technology companies and service industries should consider where their products can be used to alleviate challenges referenced in this report, including wage transparency, online and offline sexual harassment, scheduling predictability, and digital literacy, among others.

**OPPORTUNITIES**

☐ Consider the gender impacts and risks of AI tools as part of product development, launch, and use—in particular for sensitive applications, such as hiring, healthcare, credit, criminal justice, public service delivery, and others

☐ Commit to increasing transparency of AI systems

☐ Provide time and resources to employees to work on building products that foster inclusion

### Flex Invests in Suppliers' Skills Development

Flex, a U.S.-headquartered manufacturing company, developed and implemented the Flex Worker Empowerment Training Program which was designed to improve the technical, vocational, management, and interpersonal skills of manufacturing employees at 20 supplier sites. The program is based on global research on the drivers and trends related to factory worker skills and upskilling. It aims to enhance the capacity of key supervisors and future production leaders at Flex's supplier partners. As Flex continues to develop the curriculum over the coming years, the program will utilize a variety of training models, including an offline train-the-trainer approach, online trainings, and internal trainings inside the factories, to offer basic learning opportunities to all workers and to provide additional opportunities for self-motivated high-performers.[9]

### Gap Inc. Tries Out Stable Scheduling Practices

In 2015, Gap Inc. conducted a study with the University of California, Hastings to test the commonly held belief that it is impossible to shift retail schedules toward greater stability. At the time, three-quarters of Gap's associates were female. As part of the study, the company instituted changes nationwide. They implemented two-week advance notice of schedules while eliminating the practice of scheduling tentative shifts that could be cancelled only a few hours before their start. Gap also tested an intervention in San Francisco and Chicago with additional practices such as tech-enabled shift swapping, a stable shift structure, and improved consistency of weekly schedules. During the experiment, Gap's sales at stores with stable schedules increased by 7 percent, an additional $2.9 million over 35 weeks; increased worker sleep quality by 6 to 8 percent; and increased workers' quality of life. This shows that giving employees more schedule stability is good for both employees and businesses.[10]

### IKEA Commits to Equal Pay

In 2018, IKEA implemented a corporate framework and approach to achieve gender pay parity for all 30 countries of operation.[11] The framework involves clear actions to achieve pay equality, including annual assessment of and reporting on the jobs held by men and women and their base pay.[12] They have made this commitment as part of their participation in the Equal Pay International Coalition alongside governments, civil society, and other companies, including Nestlé, Novartis, PepsiCo, Starbucks, and VMware.

### McDonald's Pilots Women in Tech Initiative

As part of their new gender balance and diversity strategy known as Better Together, McDonald's announced a pilot program in partnership with Microsoft and Colorado Technical University to support broader representation of women in the technology field and to support their employees in development opportunities. The pilot is part of their signature education and tuition assistance program, Archways to Opportunity, which works with female employees from company-owned restaurants and franchisees to learn skills in areas such as data science, cyber security, AI, and more. The pilot will start in the U.S. with the goal of expanding to more countries. In addition, participants will receive college credits as part of the course completion.[13]

### P&G's Gender Balance Strategy

"Achieving 50/50 representation in all parts of our company is a top priority," P&G states. The company developed a comprehensive strategy that involved creating gender balance goals and targets, a corporate team dedicated to inclusive culture, enhanced parental benefits, engaging male leaders, an internal women's leadership skills training program for employees across the organization, and a leadership training program to overcome workplace bias. The company has set goals for 2020 to accelerate progress at all levels. As a result, employees rated the company's gender equality at 89 percent on the employee survey.[14]

### Rockwell Automation Engages Men in Their Diversity and Inclusion Program

Rockwell Automation noticed that although the company had tried to recruit and hire women and people of color, they had not successfully retained a diverse workforce. Senior leaders created a new culture of inclusion that included a pillar on strategically helping white men to gain awareness of their privilege through experiential learning labs, partnering to form Inclusion Change Teams to address barriers to inclusion, and forming ally groups, summits and partnering with underrepresented groups in meaningful ways. Their revived Culture of Inclusion approach resulted in an increase of approximately 10 percent in advancement for women in executive and director roles and a 6 percent increase in advancement of people of color over an 8-year period.[15]

### Salesforce Aims to Recognize Bias

To drive inclusivity and address unconscious bias, Salesforce developed online modules through its Trailhead platform. This public learning tool allows users to better understand mindsets and biases that can affect decision-making and how to alter those behaviors. The online courses review how unconscious bias shows up in the workplace, including in hiring, coaching and development, talent review, and day-to-day interactions. It also provides users with exercises for self-reflection and explains the dangers of not properly addressing bias. Since the modules' 2016 launch, Salesforce has rolled out the free program to nine countries and more than 45,000 people have used the tool.[16]

### SAP Developed HR Software to Eliminate Gender Bias

SAP, a multinational software corporation, recently added a new feature to prevent gender bias to its SuccessFactors HR management system, which includes applications for recruiting, performance reviews, and career development. The feature uses machine learning algorithms to predict and flag biased language in job descriptions—language that could unintentionally limit a pool of candidates—and suggests alternate terms.[17] The product, and others like it, supports corporate talent objectives by eliminating biases, expanding the talent pool, and helping companies target the best candidates for every role.[18]

### SheWorks! and ForceFemmes Support Women Returning to Work

A variety of organizations have developed innovative solutions to enable women to reskill and attain high-quality positions after leaving the workforce. SheWorks! is a cloud-based technology platform that provides women access to remote and flexible job opportunities around the world. SheWorks! and EY are partnering to enable women who have left the workforce to re-enter with flexible jobs through EY's gig platform.[19]  ForceFemmes is an association that helps women re-enter the workforce after age 45. Through their private-sector partnerships, ForceFemmes places women in jobs with career advancement opportunities at companies like BNP Paribas, Google, The Coca-Cola Company, and the Chanel Foundation.[20]

### Thumbtack Pilots Portable Benefits Platform

Thumbtack, an app and website that helps customers find local, skilled professionals for virtually any project nationwide, including house cleaners,[21] is piloting a portable benefits platform[22] launched by the National Domestic Workers Alliance (NDWA). The online platform, Alia, helps house cleaners to get benefits. It is the first and only portable benefits platform, meaning the benefits platform follows workers and is not attached to one employer. Over time, NDWA plans to expand Alia to cover nannies and other caregivers.

# Enable

## ACTION 1
**Invest in STEM education programs** aimed at girls and women

**DEPARTMENT LEADS**
• CSR/Sustainability
• Foundation
• Human Resources

**CONTEXT**
Closing the gender gap in educational achievement and digital literacy will be crucial to challenge false narratives about women's capabilities, especially in the STEM fields, and to ensure that women and girls are well positioned in the future workforce. For business, supporting women and girls in STEM education can secure a talent pipeline of qualified and diverse workers.

**OPPORTUNITIES**

☐ Invest in tech education for girls and women, particularly in regions with limited digital access rates and for women of diverse backgrounds

☐ Partner with civic and public sector organizations to co-create content that responds to expected skills needs and to provide funding for such initiatives

☐ Provide opportunities for employees to partner with relevant organizations through skills-based volunteering and mentoring programs

☐ Create internship programs with universities to provide experience for girls in STEM roles

☐ Commit to sourcing talent from these programs

## ACTION 2
**Fill data and knowledge gaps** on the future of work and women

**DEPARTMENT LEADS**
• HR
• Communications
• Public Policy
• Research

**CONTEXT**
Addressing gaps in data can foster a societal understanding of a variety of gender disparities in the new world of work, including those in access to digital and financial resources and the related impacts. In addition, programs and efforts that incorporate gender data and research can more effectively address women's needs and present effective solutions.

**OPPORTUNITIES**

☐ Include women and women of diverse backgrounds in research and program design

☐ Capture gender-disaggregated data on internet and digital access rates and on women's experiences online

☐ Share data, evidence, and insights on skills needs and on what works to advocate for all stakeholders to capture public gender-disaggregated data to inform decision making

## ACTION 3
**Contribute to industry workforce development programs**

**DEPARTMENT LEADS**
• CSR/Sustainability
• Foundation
• Human Resources

**CONTEXT**
Due to job loss across sectors and digital workplaces requiring new skills, workforce upskilling, reskilling, and continuous learning programs will allow women to transfer and maintain jobs. These programs can be designed with women across the industry and in partnership with local educational institutions.

**OPPORTUNITIES**

☐ Partner with educational institutions and workforce development agencies to co-create upskilling and reskilling trainings and fund such programs and to incorporate the voice of women in the design of these programs

☐ Commit to sourcing talent from these programs

## ACTION 4
**Support women as tech and digital entrepreneurs** and as creators of future digital workplaces

**DEPARTMENT LEADS**
• Supply Chain
• CSR/Sustainability
• Foundation

**CONTEXT**
Digital and tech entrepreneurs use technology to create and lead the development of new products, services and markets. Increasing the representation of women will help build new markets that are more inclusive and ensure that women are at the table as developers of future dominant technologies.

**OPPORTUNITIES**

☐ Provide knowledge and employee time to support entrepreneurship skills through skills-based volunteering and mentoring

☐ Facilitate access to financing for women entrepreneurs through financial literacy, financing instruments, and philanthropic support

☐ Implement inclusive sourcing and procurement practices to support women-owned businesses, especially in technology fields

## ACTION 5
**Accelerate women's access to digital tools and mobile connectivity** to close the digital gender gap

**DEPARTMENT LEADS**
• Product
• CSR/Sustainability
• Foundation

**CONTEXT**
Internet access is especially important to start and secure funding for businesses by providing access to information, communication, and social connections. The digital divide is skewed by gender, education, age, and income: Poor urban women in the developing world are 50 percent less likely than men in the same communities to access the internet.[23] The gap in digital access can put women at even further risk of falling behind.

**OPPORTUNITIES**

☐ Provide tools, products, resources, and infrastructure to accelerate internet and mobile access for women and girls

☐ Financially support programs to teach women and women of diverse backgrounds digital literacy skills

☐ Use networks to connect women entrepreneurs with social and economic opportunities

☐ Provide access to finance for women entrepreneurs to overcome barriers

## ACTION 6
**Enhance women's online safety** through partnerships

**DEPARTMENT LEADS**
• CSR/Sustainability
• Foundation
• Product

**CONTEXT**
Women are more than twice as likely as men to experience online sexual harassment.[24] In addition to devastating emotional impacts, harassment can lead to women dropping out of the workforce and shifting career paths. Addressing women's online safety can combat harassment and the acceptance of violence online.

**OPPORTUNITIES**

☐ Partner with civil society to provide tools and resources that enhance women's safety online and while accessing the internet

☐ Conduct research to collect data relevant to online safety for women and women of diverse backgrounds, consider safety within own products and specific populations at high risk, such as domestic violence survivors

☐ Consider adding gender-disaggregated data on online safety to public reporting, as feasible

☐ Partner with factories to provide safety information to women in supply chains

## ACTION 7
**Call for transparency and monitoring** of algorithms and their applications across AI systems

## ACTION 8
**Address future of work challenges** by working with industry peers, government leaders, and women's organizations

**DEPARTMENT LEADS**
- C-Suite
- Public Policy
- Product

**DEPARTMENT LEADS**
- C-Suite
- CSR/Sustainability
- Public Policy

**CONTEXT**

Gender biases persist as AI and digital systems use flawed algorithms that can reflect the biases of their designers. These can impact women as employees when human resource teams use predictive technologies through the employee lifecycle process in hiring, promotion, and talent identification. In addition, these biases can show up in advertisements, credit scores, insurance, and other applications.

**CONTEXT**

Much of what is at stake in the future of work is unknown. Collaboration with a wide range of stakeholders will be important to understand challenges, inform solutions, and address systemic barriers to increase the likelihood of success. For women to be well represented in the future of work, they need to be well represented as decision makers and shapers of the future of work conversation.

**OPPORTUNITIES**

- ☐ Increase transparency and explainability of AI systems to help users and other stakeholders understand decisions, judgments, actions, and applications of AI systems

- ☐ Ensure that women and women of diverse backgrounds are included in research, monitoring, and reporting of AI systems

- ☐ Support monitoring efforts to test for bias and discrimination

- ☐ Engage with companies using AI products and solutions to ensure that they do not deploy AI solutions in discriminatory ways—for example, through the provision of training, guidance, and advice

**OPPORTUNITIES**

- ☐ Ensure that women and women of diverse backgrounds are included and leading future of work research, speaking at conferences, and leading discussions

### Amnesty International and Element Analyze Abusive Online Content

The Troll Patrol project used Element AI's software to analyze millions of tweets received by 778 journalists and politicians from the U.K. and U.S. throughout 2017. Social media users helped to tag content as abusive and to categorize the types of abuse. Their results showed seven percent of tweets sent to the women in the study were "problematic" or "abusive." This amounts to 1.1 million tweets mentioning 778 women in one year, or one every 30 seconds. Abusive content affected a variety of women, but black women were 84 percent more likely to be mentioned in abusive social media content. As a result, Amnesty International developed recommendations for moderating abusive online content.[25]

### Goldman Sachs Provides Training and Capital to Women Entrepreneurs

Since 2008, the Goldman Sachs 10,000 Women Initiative has provided over 10,000 women entrepreneurs from 56 countries with business education, mentoring, and networking. Having achieved its initial goal of providing 10,000 women entrepreneurs with business education, the program expanded its efforts to address access to capital. Together with the International Finance Corporation (IFC), Goldman Sachs created the first global finance facility dedicated to women to enable up to 100,000 women entrepreneurs to access capital. Thus far, $550 million in 16 countries has helped 25,000 women.[26]

### Intel's She Will Connect Program Aims to Close the Internet Gender Gap

The She Will Connect program launched in 2013 to respond to the internet gender gap in the developing world. The program creates awareness about the value of technology and the internet, teaches women digital literacy skills, and connects them to social and economic opportunities. The program's goal is to connect 5 million women in sub-Saharan Africa to new opportunities through technology by the end of 2020.[27] As of 2017, the program reached over 1.3 million women and provided face-to-face training to 200,000 women in Kenya, Nigeria, and South Africa. The program content is now available in 14 African countries in English, French, and Swahili.[28]

### LinkedIn Open Sourced Women In Tech (WIT) Program and Recruiter Tools

The WIT High School Trainee Program helps students see a future for themselves in the technology industry. Students join a software engineering team at LinkedIn for seven to eight weeks. They learn technical skills, but the program also allows students to connect with mentors and to imagine themselves as software engineers. After three years of the program, LinkedIn open sourced the program materials and curriculum to help other companies implement similar initiatives.[29]  LinkedIn also updated candidate search tools to balance the gender distribution of the results, and it is working to offer reports that track and analyze the gender breakdown of candidate pools across different stages of the recruitment processes.[30]

### Partnership on AI Brings Stakeholders Together to Harness AI's Benefits

In 2017, AI companies, including Google, Microsoft, Facebook, and Amazon, started the Partnership on AI to shape best practices, research, and public dialogue about AI's benefits for people and society. The group intends to conduct research, organize discussions, share insights, provide thought leadership, consult with third parties, respond to questions from the public and media, and create educational material that advances the understanding of AI technologies. The Partnership has grown to 80 members from 13 countries that include for-profit technology companies, representatives of civil society, and academic and research institutions.[31]

### Workday Employees Serve as Instructors at Black Girls Code

Addressing the lack of diversity in tech and programming roles, Workday employees volunteer and provide coding instruction for the nonprofit organization Black Girls Code, which aims to equip 1 million girls with the skills to flourish in the tech sector by 2040.[32]

# Influence

## ACTION 1
**Use marketing and advertising to challenge gender norms** related to women and work

## ACTION 2
**Work to repeal discriminatory laws** that hold women back and prevent them from working

## ACTION 3
**Close the gap in legal protections** for women in the workplace

**DEPARTMENT LEADS**
• Marketing
• Communications

**CONTEXT**
Gender biases in the workplace play out in hiring decisions, pay gaps and a lack of women in leadership. Through advertising, companies can challenge traditional norms or stereotypes of what constitutes women's work, women's roles in society, or being a man. Advertising can also influence norms around violence.

**OPPORTUNITIES**

☐ Portray women and women of diverse backgrounds in nontraditional workplace roles through marketing and advertising campaigns

☐ Use advertising to engage men as champions of gender equality

☐ Join related industry efforts such as the Unstereotype Alliance

**DEPARTMENT LEADS**
• Public Policy
• CSR/Sustainability

**CONTEXT**
Many countries have laws that directly hinder women's economic opportunities and ability to obtain roles by allowing discrimination in hiring, dictating working hours, and limiting opportunities to enter specific sectors. In addition, the ability of women to enter and stay in the workforce is a result of their ability to effectively plan for their healthcare, families, and education access, among other areas and laws that limit their abilities in these areas should also be repealed. All of these gender-discriminatory and restrictive laws further entrench inequalities.

**OPPORTUNITIES**

☐ Support efforts to repeal local and national laws limiting women's economic opportunities

☐ Support organizations that provide legal guidance and education for women and women of diverse backgrounds about their right to work and education to capture public gender-disaggregated data to inform decision making

**DEPARTMENT LEADS**
• Public Policy
• CSR/Sustainability

**CONTEXT**
Laws that establish equal rights among men and women are foundational to building gender equality. In too many countries, there is no legal recourse for women if they experience workplace harassment or discrimination. Strong laws are an important foundational element to define unacceptable workplace behaviors and establish structures to report incidents when they do occur.

**OPPORTUNITIES**

☐ Support legislation to eliminate all forms of discrimination and harassment in the workplace:

- equal pay for equal work
- workplace harassment protections
- social benefits

## ACTION 4
**Support legislation that equalizes care burdens** and encourages men to step into caregiver roles

**DEPARTMENT LEADS**
• Public Policy
• CSR/Sustainability

**CONTEXT**
Women's care burden is one of the factors constraining and shaping women's decisions about participating in the labor force and is a key reason why women remain outside the formal labor force. Legislation and workplace policies that equalize care burdens help to shift those burdens and, in turn, stereotypes or norms of women's roles in society.

**OPPORTUNITIES**
☐ Support laws for equal provisions for all employees in the workplace, regardless of gender or other background, such as equal paid family leave for childcare and long-term care

## ACTION 5
**Support social protections and benefits for contingent workers** to help accelerate gender equality in the workplace

**DEPARTMENT LEADS**
• Public Policy
• CSR/Sustainability

**CONTEXT**
Women in the gig economy face particular challenges related to worker classification, worker protections, scheduling practices, social benefits, safety, and more. It is important for companies to recognize the coverage of policies and protections already provided by different countries through existing and emerging legislation.

**OPPORTUNITIES**
☐ Follow local and national regulations protecting workers in the gig economy
☐ Extend benefits to workers in the informal and gig economies
☐ Support regulation addressing challenges facing gig economy workers: portable benefits, predictable work hours, transparency in working conditions, ability to work for more than one employer, etc.

## ACTION 6
**Call for a new social contract** to provide all workers with the support and protections they need to thrive in the new world of work

**DEPARTMENT LEADS**
• Public Policy
• CSR/Sustainability
• HR

**CONTEXT**
The new world of work presents many changes to traditional work models and employer-employee relationships such as social benefits, reskilling and upskilling needs, support for job transitions, scheduling and flexibility implications, among others. Women in particular may face challenges in navigating these transitions without adequate support. Governments and companies together with societies will need to rethink their approach to social safety nets, benefits, and other protections.

**OPPORTUNITIES**
☐ Work with governments to outline a new social contract fit for the 21st century, emerging business models, and new employer-employee relationships
☐ Ensure a gender lens is placed on these efforts and that constraints facing women are incorporated into solutions

## Influence
**CORPORATE EXAMPLES**

**Coalition of Stakeholders** Urges U.S. Lawmakers to Support Portable Benefits

CEOs and founders of companies like Lyft, Handy, Etsy, and Instacart, along with venture capitalists, union leaders, academics, and policy experts, signed a letter in support of portable benefits. The coalition's letter said workers need a new, portable way to receive benefits that would cover them no matter where and how they work. The letter was sent to U.S. national and local government officials as part of the Good Work Code initiative that guides ethical contract employment.[33]

**Etsy** Proposes Policy Reforms to Protect Gig Economy Workers

Etsy, the online marketplace, serves approximately 2 million sellers, 86 percent of whom are women and over 50 percent of whom are independent workers. In 2016, Etsy released a white paper, "Economic Security for the Gig Economy: A Social Safety Net that Works for Everyone Who Works," which outlines a series of policy proposals, from automatic tax withholding for 1099s to streamlined savings tools, which would provide a social safety net for everyone who works, regardless of how they work.[34]

**GSK** Campaign Seeks to Change the Stereotypical Image of Indian Women in Advertising

Traditionally in Indian media, Indian women are represented as dutiful daughters, wives and mothers. GSK's Women's Horlicks, a nutrition brand, challenged this perception in a recent advertising campaign by featuring real stories of strong role models who pursued their passions by using their intellectual and physical strength.[35]

**Tech Companies** Improve Legal Policies to Protect Women

The tech sector is notorious for creating work environments that are hostile to women. After women became more vocal about discrimination and harassment in the workplace with the rise of the #MeToo movement, they outlined specific policies that could help protect women and foster a more inclusive culture. One key demand was for companies to end forced arbitration clauses in relation to sexual harassment and assault claims that shield wrongdoings from public view without a right to appeal. As a result, Google, Microsoft, Facebook, Airbnb, eBay, and others ended their forced arbitration clauses.[36]  As a result of the widespread attention and advocacy on this issue, a Senate bill, the Arbitration Fairness Act, was introduced.[37]

**UnStereotype Alliance** Promotes Unbiased Branded Content

The UnStereotype Alliance, initiated by UNILEVER and UN Women, embraces public-private partnerships to use advertising to combat the biased portrayals of women in order to help further realistic non-biased portrayals of both genders. The Alliance developed a code of principles for branded content and for fostering an inclusive culture which includes achieving gender balance in leadership and addressing unconscious bias.[38] Its members include Google, AT&T, HP, Johnson & Johnson, P&G, and others.[39]

Given the urgency and complexity of the challenges ahead, we need collective action that starts today.
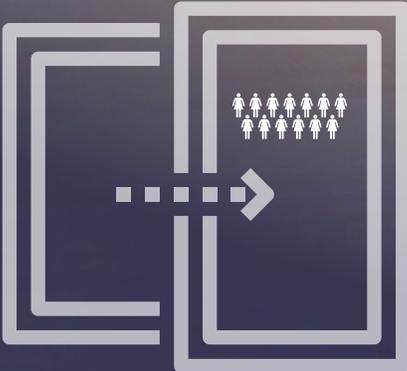
# 5 The Way Forward

The framework for action presents a robust set of potential actions and opportunities for a range of businesses to ensure a future in which women can fully participate in, contribute to, and benefit from future workplaces, but determining how to get started at a company is not always straightforward. Companies need a systematic approach to prioritization and implementation.

## Getting Started: Guidance for Business

The following four steps translate this inspirational set of opportunities into an actionable agenda and identify how companies can prepare for the changing nature of work and advance gender equality simultaneously.

### STEP 1: Establish the Business Case

Why is it important for our company, our supply chain, our business partners, and our stakeholders to deploy the strategies necessary to ensure that future workplaces work for women?

By responding to the changing nature of work in a way that builds a more inclusive workplace for women, companies not only stand to gain with increased innovation, enhanced business performance, and improved talent attraction and retention, but advancements in gender equality benefit societies and economies overall. Individually, each company will have a different reason for prioritizing gender equality in their future of work strategies. Understanding "why" is important to make a compelling case for investment and to ensure that the approach creates value for all stakeholders. When developing the business case, companies are encouraged to engage partners and experts to understand the variety of business benefits by asking questions such as:

- How might our business model change over the next decade as a result of the emerging workplace trends such as automation, artificial intelligence, and a digitized workplace? How might these trends impact women across our operations and value chain?

- How will adding more diverse perspectives allow us to generate new product ideas and allow our business to access new markets?

- How are the expectations related to gender equality changing from our employees, prospective employees and customers? How will our talent and skills needs and hiring shift over the next decade?
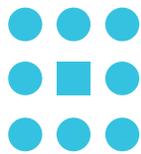
## STEP 2: Set Priorities

What are the key challenges and opportunities for women presented by new work models? Which of the forces that are changing the nature of work and which of the existing systemic barriers to women's economic empowerment are most relevant to our business? Where are women across our value chain at the highest risk of losing work due to automation or other factors?

Once companies have identified why a gender-inclusive future of work strategy is important, they should assess their current state, set their ambition, and prioritize potential actions. While the future of work trends and major systemic barriers presented in this report are important, not all approaches will be a priority because they may not be relevant for your company's workforce or value chain, and they may already be addressed by or better served by others. To set priorities, companies should start by reviewing their own future of work strategies with a gender lens. Review the "Illustrative List of the Implications for Women" on page 31 and consider which of the systemic barriers and trends are most relevant to your company and how can you start now to close gaps and create quality and safe opportunities for women.
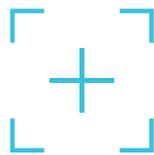
## STEP 3: Identify Opportunities for Action

Which of the actions under the Act, Enable, and Influence Framework would have the greatest impact given our business case, sector, geographies, and operations? What levers do we have, what opportunities should we pursue, and which tactics can we employ?

After companies have set priorities, they can develop a strategic plan for action. This means identifying areas where the company can act, enable, and/or influence. As part of this exercise, companies should do a gap and opportunity assessment to determine how well the company is addressing the priorities identified in Step 2 and where gaps and opportunities remain for action. Identifying opportunities for action should consider several factors, including the key assets the company has at its disposal. It should also consider feasibility as well as the likely financial and social costs and benefits for all parties: the company, employees, women, partners, and communities.
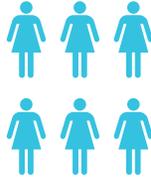
# STEP 4: Integrate and Implement

How do we build the right company structures, culture, incentives, and partnerships to make implementation happen? Which departments do we need to engage, and who are our existing internal champions? How will existing company systems, including key performance indicators, employee engagement, and incentives, make it easier or harder to promote these opportunities?

Implementing the opportunities for action requires a supportive governance structure, culture, and measurement system within the company. A successful approach depends upon partnerships with a wide range of actors both inside and outside the company. Many of the opportunities will require engaging colleagues across different departments to ensure gender and inclusion are being integrated into new workplace and employment strategies, emerging products, public policy engagement, and other decisions. These opportunities ask industries and sectors to work together to overcome common barriers and launch joint efforts. Finally, change will require companies to work with external partners—civil society and governments— to develop and scale multi-stakeholder solutions. Together these groups should launch pilots, share findings, and iterate on new solutions; the work requires a lens towards continuous improvement and an evolution of approaches. The goal of these efforts should be to guarantee that women of all backgrounds are encouraged and supported to fully participate in and lead the workplaces of the future.

Preparing for the future of works will require comfort with adapting through various stages of trial and error, an intention to design empowering and transformative solutions for women, and an urgency to start now.

## Conclusion

The uncertainty inherent in predicting the future equates to many unknowns in how the future of work will impact women. However, change is certain, and the changes at stake are significant: Up to 160 million women will need to transition into new occupations or higher-skilled roles by 2030.[1] Depending on how businesses and societies respond, the shifts could present additional challenges and prevent women from reaching their economic potential—or we can seize this opportunity to rethink the world of work and build future workplaces where women can thrive.

Businesses cannot wait for the future to arrive; rather, companies need to begin their efforts today. The changes to the nature of work highlighted in this report are already afoot, and the constraints to women's economic empowerment have been persistent. The burden of unpaid care work for women poses the biggest obstacle to their employment today. That burden could present even bigger challenges ahead, when women's professional success will hinge, in part, on access to reskilling opportunities, or new gig economy work, for which the timing of higher-paying gigs may conflict with care responsibilities. Gaps in legal protections currently prevent women from owning businesses in many countries. Looking forward, the growth in new business models may lead to limited worker protections for wages, safety, job transitions, reskilling, childcare, and other benefits.

Gender or social norms show up across today's workplaces as hiring and promotion biases and are being codified into AI systems and tools due to a lack of diversity in current technical roles. Gaps that women face in digital, property, and financial assets today mean that they lack access to the platforms and tools needed for many of the skills and jobs currently being created. To accelerate progress toward gender equality, we need to break through all four constraints while also overcoming new challenges presented by changing work models.

Decisions made today about the world of work will trigger significant consequences for women's advancement that will persist long into the future. Without action, companies risk prolonging gender disparities in the workplace, but with intention and focus, companies stand to shape a radically different future for working women. In this future, women will finally have equal opportunities to gain quality employment opportunities, advance into senior-level roles, build technical solutions, and shape workplace policies and structures. As a result, businesses will also win due to their abilities to recruit the best talent, to build diverse and innovative teams, to respond to increased stakeholder demands, and to build more inclusive societies.

Thanks to its inherent innovation, scale, and reach, the private sector stands poised to significantly shape this new world of work. To get this right, companies need

to establish a leadership commitment that prioritizes advancing women across the value chain today and into the future, a culture that reinforces those messages, and initiates efforts to proactively integrate gender across workplace systems and consider women of all backgrounds. In addition, companies will need to build connections internally and externally to drive women's progress. Internal efforts will need to bring together a variety of different departments and teams to create solutions together. Externally, companies need to rethink their role in providing social safety nets, protections, and benefits for all workers and emphasize systems-based solutions, rather than addressing issues in isolation. All of this will require comfort with adapting through various stages of trial and error, an intention to design empowering and transformative solutions for women, and an urgency to start now.

# Glossary

There are several uses and definitions for the following terms. The definitions below reflect how BSR and Women Deliver approach these key terms throughout the paper.

**Automation:** the substitution of technology for human labor, especially for routine tasks, both cognitive and manual. Automation is changing how, when, and where goods are produced, reshaping labor markets and displacing workers in the process.

**Artificial Intelligence (AI):** intelligence exhibited by machines. It includes both "machine learning" (an approach to achieve AI), which uses algorithms to parse data, learn from it, and then make a determination or prediction, and "deep learning" (a technique for implementing machine learning), which is inspired by understanding the biology of our brains.

**Contingent Workers:** those who work in temporary, contract, or other forms of nonstandard employment arrangements in which they may not receive employer-provided retirement and health benefits or have safeguards such as job-protected leave. This includes agency temps, on-call workers, contract company workers, independent contractors who provide a product or service and find their own customers, self-employed workers such as shop and restaurant owners, and standard part-time workers.

**Digital Platform Workers:** workers who use digital technology infrastructure or matchmaking software to connect with clients, exchange work, and collect compensation. The digital platform provides structure and governance conditions for work. These digital platforms can create new markets and opportunities, increase efficiency, and provide flexibility.

**Digital Workspaces:** all technologies, including any device, software, or platform that employees now use for work. These range from HR applications and core business applications to e-mail, instant messaging, company social media tools, and virtual meeting programs.

**Future of Work:** how employment systems—including who is in the workforce, what people do for work, and where the work takes place—are evolving between now and 2030 due to technology, demographic shifts, consumer expectations, and social and political factors. These changes in the world of work will affect employees, employers, markets, local and national economies, and communities.

**The Gig Economy:** a labor market consisting primarily of contingent, short-term, part-time, temporary, independent, freelance, or other outsourced work as opposed to permanent roles. Workers are usually hired on a task, project, or sales basis. Examples:

- **Task:** Uber, Lyft, Handy, TaskRabbit
- **Project:** Fiverr, Upwork, Amazon Mechanical Turk, Lionbridge
- **Sales/Rentals:** Etsy, eBay, Airbnb, Turo

**Informal Economy or Informal Sector:** economic activities that are not regulated or protected by the state. According to the ILO, the informal economy comprises more than half of the global labor force and more than 90% of Micro and Small Enterprises worldwide.

**Sharing Economy:** a system of peer-to-peer sharing of commodities, services, and resources, usually through an online platform. People can rent, borrow, or share commodities owned by other individuals, which reduces cost and waste. Examples of the sharing economy include Uber, Lyft, Airbnb, and Turo.

**Social Contracts**: the socially accepted conditions, rules of behavior, roles, and responsibilities that allow for a healthy and flourishing society. Effective social contracts enable businesses, workers, and society thrive together.

**Soft Skills:** personality traits and behavior, including interpersonal/people skills, social skills, communication skills, listening skills, empathy, etc. that enable someone to interact effectively with others and build relationships. These differ from "hard skills", which are usually gained through education and training and are more easily defined and evaluated.

# Interview List

**Miren Bengoa**, Executive Director, Chanel Foundation

**Payal Dalal**, Vice President of Global Programs, Mastercard Center for Inclusive Growth

**Sarita Gupta**, Co-Executive Director, Jobs With Justice

**Linda Ingolfsdottir**, Strategy Lead - Fair Jobs, H&M Group

**Margaret Johnston-Clarke**, Global Head of Diversity & Inclusion, L'Oréal Group

**Sarah Kallach**, Executive Director, Good Jobs Institute

**Sofie Nystrom**, Strategy Lead - Inclusion & Diversity, H&M group

**Angie Rozas**, Senior Director of Social Impact, The Coca-Cola Company

**Marissa Wesely**, Chair, Global Advisory Council, Women Win and Co-Founder, Win-Win Strategies

**Mary Wright**, Director of Employer Alliances, Jobs for the Future

# Endnotes

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## ABOUT BSR

BSR™ is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR™ develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. Visit www.bsr.org for more information about BSR's 25 years of leadership in sustainability.

## ABOUT WOMEN DELIVER

Women Deliver is a leading global advocate that champions gender equality and the health and rights of girls and women. Our advocacy drives investment — political and financial — in the lives of girls and women worldwide. We harness evidence and unite diverse voices to spark commitment to gender equality. And we get results. Anchored in sexual and reproductive health, we advocate for the rights of girls and women across every aspect of their lives. We know that investing in girls and women will deliver progress for all.