



*Sustainable  
Stock Exchanges*



**IFC**

**International  
Finance Corporation**

In strategic  
collaboration with:



COLUMBIA | SIPA  
School of International and Public Affairs

Sustainable Investing Research Initiative



THE GOVERNMENT  
OF THE GRAND-DUCHY OF LUXEMBOURG  
Ministry of Finance

# WELCOME

5 GENDER  
EQUALITY



# GENDER EQUALITY & GLOBAL MARKETS

5 GENDER  
EQUALITY



# GENDER EQUALITY & GLOBAL MARKETS

*Part I: Understanding complexity through preparation and alignment to standards*

# HOUSEKEEPING



2-hour duration



Live Q&A throughout



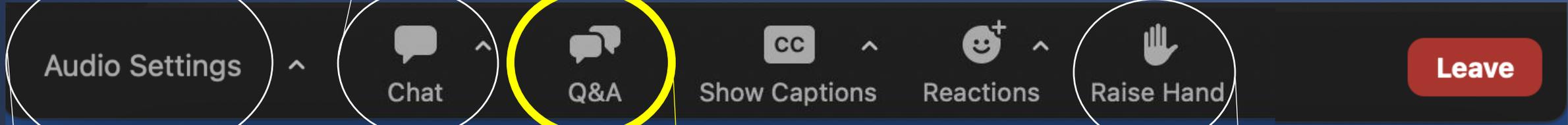
Participation expected



Certificate requires survey

### CHAT FUNCTION:

Use the chat box to introduce yourself and make comments.



### AUDIO SETTINGS:

All participants are currently muted to ensure everyone can hear the presenters. Please use the other functions to interact with us.

### Q&A BOX:

Ask any questions you might have in the Q&A box. We will answer them throughout the session.

### RAISE HAND

At the end, if we have time for a Q&A session, raise your hand if you want to ask a question.

# ADDRESSING COMPLEXITIES



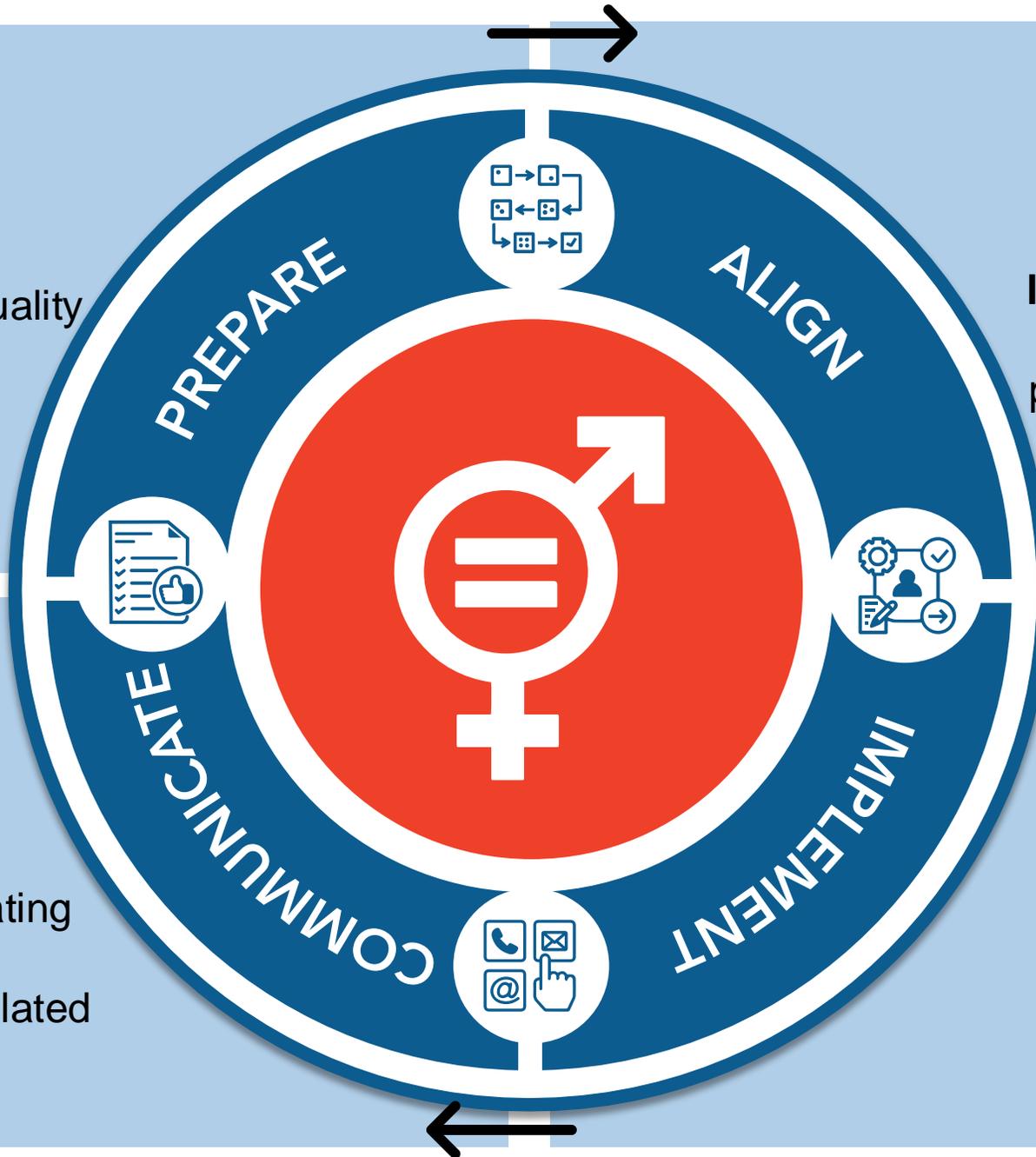
## PREPARE

Building a foundational understanding of gender equality through an overview of the **landscape, language and purpose**



## COMMUNICATE

Disclosing gender-related information and communicating with **internal and external stakeholders** on gender-related topics



## ALIGN

Identifying **global principles, local requirements and peer practices** that can guide participants as they set out on their journey to enhance gender equality



## IMPLEMENT

Capturing value through gender lens market **promotion and products**



# LEARNING OBJECTIVES



Understand **why** action is needed for enhanced gender equality



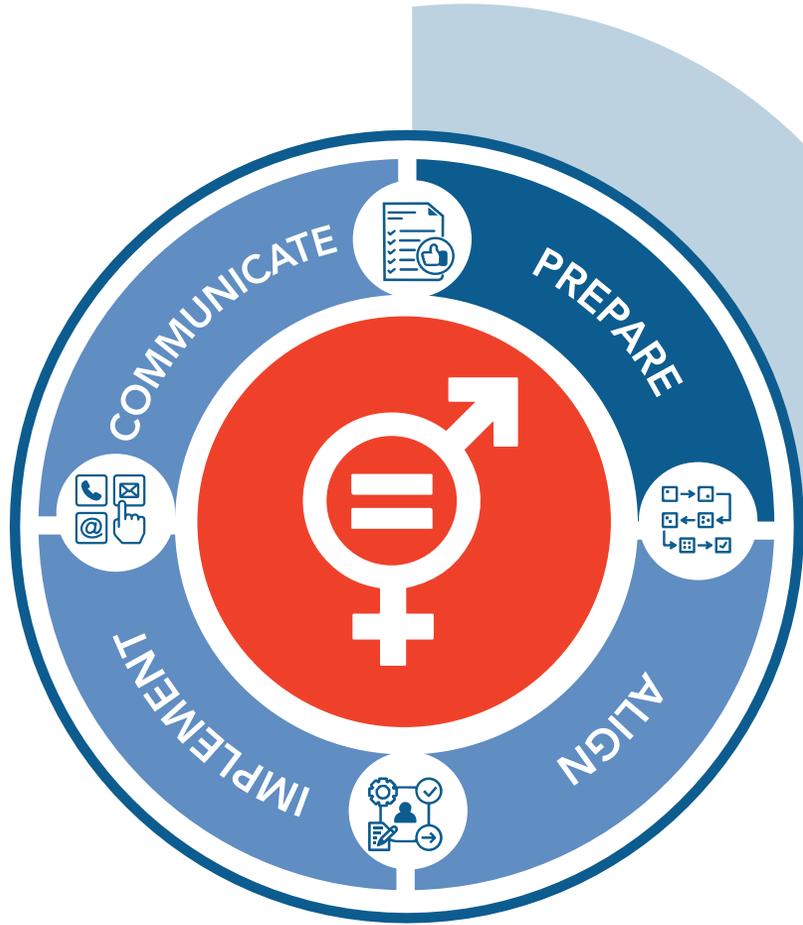
Identify **what** tools can be used to enhance gender equality

# AGENDA

Duration: 2 hours	Topic: Gender equality in global markets <b>Part 1 – Understanding complexities through preparation and alignment</b>
15 mins	Introduction to the course and topic
45 mins	<b>Step 1 - Prepare:</b> The gender-finance connection
5 mins	Break
45 mins	<b>Step 2 - Align:</b> Gender-lens frameworks
10 mins	Wrap up and questions



**How much do you  
already know?**



# UNDERSTANDING THE GENDER -FINANCE CONNECTION

# PREPARE

PURPOSE

LANDSCAPE

LANGUAGE



# PREPARE

PURPOSE

The 'case' for gender – why it matters

LANDSCAPE

LANGUAGE



# BUSINESS & HUMAN RIGHTS GUIDELINES

## GENDER DIMENSIONS of the Guiding Principles on Business and Human Rights



### Principle 14

- **All businesses, including SMEs**, should take appropriate steps to respect human rights.

### Principle 16

- Businesses should embed their commitment to respect women's human rights and contribute to achieving substantive gender equality in a **gender equality policy**

### Principle 20

- Businesses should track the effectiveness of their responses by using **sex-disaggregated data**.

### Principle 21

- Businesses should **communicate** adequate and easily accessible information to the affected stakeholders regularly.

# 2030 Agenda “There Can Be No Sustainable Development Without Gender Equality”

Read more about how gender fits within the UN’s Sustainable Development Goals on the UN Women website [here](#).



**BY INCREASING  
GENDER  
EQUITY...**



**Violence in society decreases**

**Economic productivity increases**

**Resilience against financial and environmental crisis increases**

# BENEFITS OF EQUALITY



Benefit from higher profitability and financial performance



Make better decisions



Are more competitive and innovative



Have better attraction and retention of talent

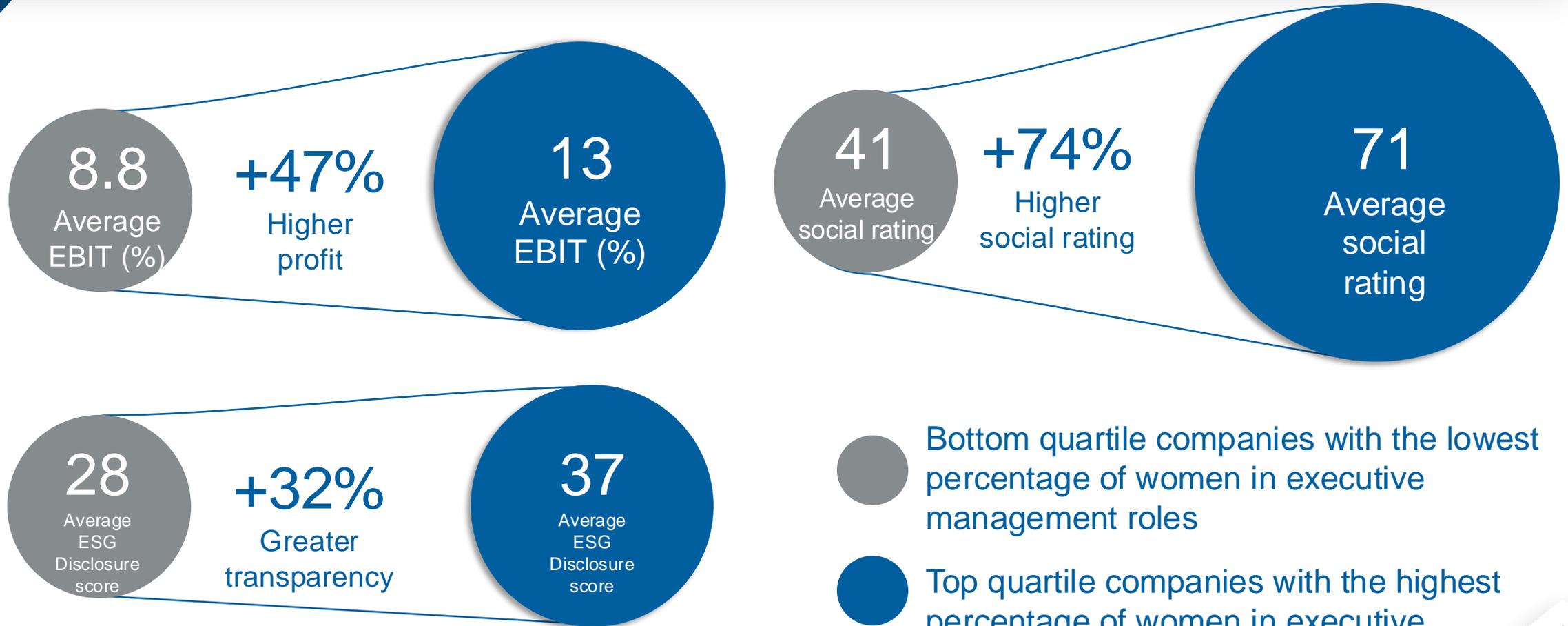


Attract more funding



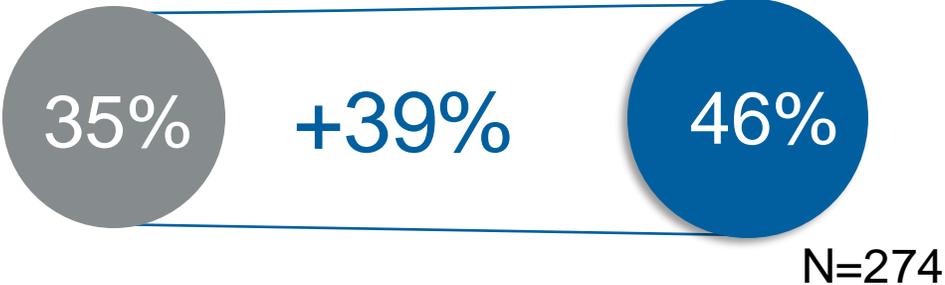
Improve environmental performance

# INTERNAL IMPACTS OF DIVERSE LEADERSHIP

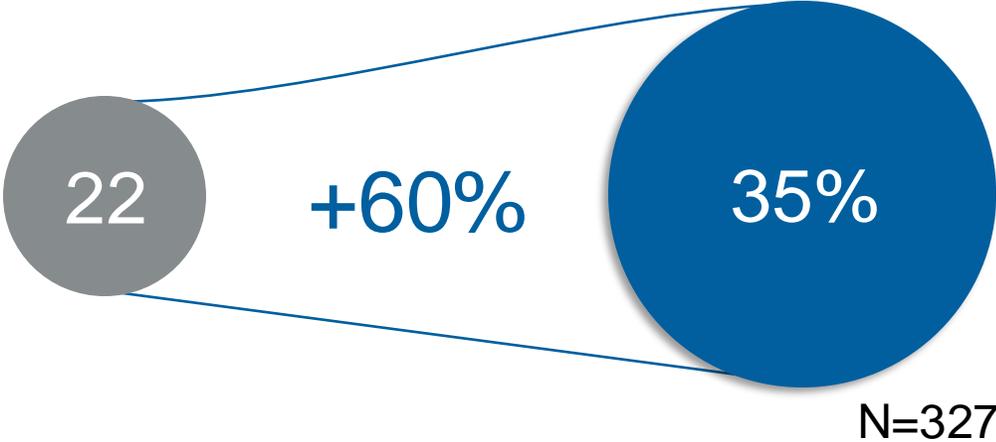


# EXTERNAL IMPACTS OF DIVERSE LEADERSHIP

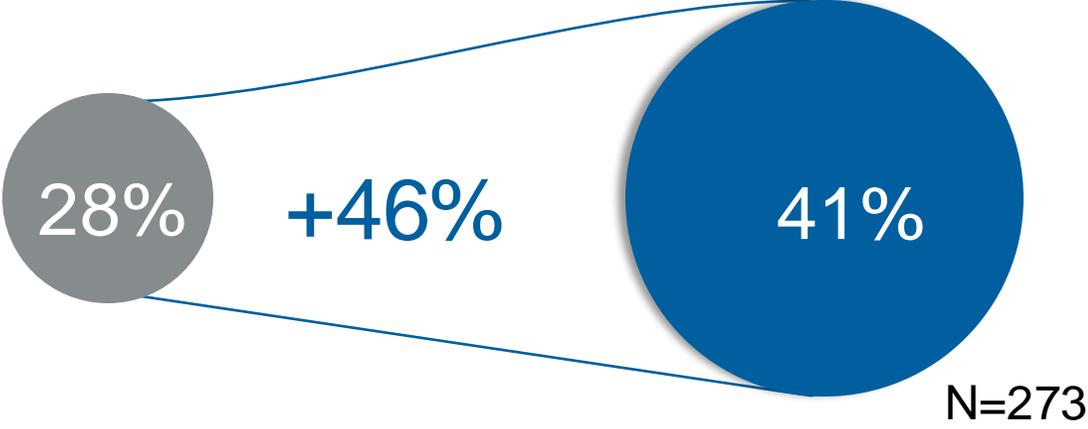
Likelihood of Improving GHG Emission Intensity



Likelihood of Improving Energy Intensity



Likelihood of Improving Water Intensity



- No change / decline in women % on boards
- Increase in women % on boards

# WOMEN



## Are impacted by climate

Women are disproportionately impacted by climate change ([OECD, 2021](#))

## Improve climate governance

Companies with more than 30% of women on boards tend to have better climate governance ([BloombergNEF and the Sasakawa Peace Foundation](#))

## Decrease CO<sub>2</sub> emissions

1% increase in women managers within a firm is associated with a 0.5% decrease in CO<sub>2</sub> emissions in firms. ([Bank for International Settlements](#))

# PREPARE

PURPOSE

LANDSCAPE

State of the market – where we are at now

LANGUAGE





Visit [www.menti.com](https://www.menti.com)  
and type the code that  
we are sharing in the  
chat

# How long will it take for equality?

# Where are we at now?

# STATUS OF GENDER IN BOARDROOMS



To learn more about the SSE's Gender Equality work, visit [sseinitiative.org/gender-equality/](https://sseinitiative.org/gender-equality/)  
For data on gender equality in corporate boardrooms visit <https://sseinitiative.org/gender-equality-database/>

## Introduction

UN member States have agreed through the Sustainable Development Goals (SDGs) that gender equality is an integral element of sustainable development. SDG5 explicitly addresses gender equality and gender equality is further integrated as a cross cutting issue in a total of 10 different SDGs.<sup>1</sup> Stock exchanges, regulators and other capital market participants can play an important role in promoting gender equality through leadership, market education and promoting gender-focused products and applicable reporting.<sup>2</sup> This UN SSE Market Monitor, prepared with IFC and in collaboration with UN Women, is part of an annual series launched in 2021. This annual review of over 5,000 companies grouped by primary listing venue, provides exchanges, regulators and policy makers with the state of gender equality in the leadership positions of companies listed on their markets. The analysis shows how markets have either progressed or declined in gender balance since the previous year's analysis and provides additional data on markets that have rules for the mandatory minimum number of women on corporate boards. The data can serve as a benchmark for exchanges and other relevant institutions in their efforts to promote women's full and effective participation in, and equal opportunities for, corporate leadership positions.

This year's report is organized into two sections: section I analyzes the main markets of the G20 and section II analyzes the top 5 markets by market capitalization in 7 different world regions or country groupings (based on UN taxonomy), covering 35 markets.



<sup>1</sup> See Annex 3 of the SSE-IFC publication [How exchanges can advance gender equality](#) for the full list of indicators.

<sup>2</sup> For an action plan with key activities stock exchanges can do to advance gender equality, see the joint SSE-IFC publication [How exchanges can advance gender equality](#).

## I. G20 Analysis

This section analyzes gender in corporate leadership in over 2,000 listed companies, organized by primary listing venue, listed on the largest stock exchanges in the G20 countries (figure 1).

Figure 1. Ranking of G20 Stock Exchanges Based on the Gender Balance of Issuers' Boards

Stock exchange	Exchange	% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
1 France	Euronext Paris	45	-0.2	40	97	1	6	-2	6	-
2 United Kingdom	London Stock Exchange (LSE)	39	+1.3		87	1	14	+4	7	-2
3 Italy	Borsa Italiana	36	-0.6	40	77	2	15	+8	2	-10
4 Australia	Australian Securities Exchange (ASX)	35	+2.3		72	0	11	+3	10	+2
5 United States	New York Stock Exchange (NYSE)	34	+1.8		68	0	12	-	13	+2
6 Germany	Deutsche Börse	33	-0.6	30	76	6	5	-	3	-4
7 Canada	Toronto Stock Exchange (TSX)	33	-0.7		64	0	11	+2	5	-1
8 South Africa	Johannesburg Stock Exchange (JSE)	32	0.0		57	1	15	+10	8	-7
9 United States	Nasdaq	31	+2.7	*	60	2	3	-13	6	-
<b>G20 AVERAGE</b>		<b>22</b>	<b>+0.5</b>				<b>7</b>	<b>+2</b>	<b>5</b>	
10 India	National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE)	17	+0.8	*	10	1	6	+2	6	+3
11 China	Shenzhen Stock Exchange (SZSE)	17	+1.2		14	22	6	-	6	-
12 Japan	Japan Exchange Group (JPX)	17	+3.0		11	6	3	+3	1	-
13 Türkiye	Borsa Istanbul	16	+0.3		17	25	3	-1	2	+2
14 China	Stock Exchange of Hong Kong (HKEX)	14	+1.8	*	13	28	6	+3	5	-2
15 Brazil	Brazil Exchange (B3)	14	-1.3		7	23	5	+4	3	+2
16 Indonesia	Indonesian Stock Exchange (IDX)	13	-1.8		17	47	13	+9	6	+2
17 Russian Federation	Moscow Exchange (MOEX)	13	+1.7		8	24	4	-1	2	-2
18 China	Shanghai Stock Exchange	12	-0.2		10	33	2	-	1	-2
19 Mexico	Bolsa Mexicana de Valores (BMV)	11	+1.2		5	30	2	+2	0	-2
20 Argentina	Bolsas y Mercados Argentinos (BYMA)	11	-2.0	33	6	48	3	+2	4	+4
21 Korea (ROK)	Korea Exchange (KRX)	10	+0.3	*	3	34	1	-	2	-
22 Saudi Arabia	Saudi Exchange	3	+0.6		1	80	2	+1	1	-

Source: UN SSE, based on data from Bloomberg and companies' latest FY annual reports.

Notes: An analysis of the gender balance of corporate leadership of the top 100 issuers by market capitalization from each of the 22 exchanges in the G20. The analysis covers data on 2,167 firms in total, 100 per market except for Argentina with 67.

\* These exchanges have a mandatory minimum of 1 woman on the board.

# REGIONAL OVERVIEW

Region	Markets	% Board seats held by women	% change (YOY)	All male boards (%)	Female board chair (%)	Female CEOs (%)
1 Europe	France, UK, Sweden, Germany, Switzerland	36	+ 1	3	8	6
2 USCANZ	Australia, USA (2 exchanges), Canada, New Zealand	32	+ 1	2	11	8
3 Africa	South Africa, Kenya, Nigeria, Morocco, Egypt	22	=	16	9	7
4 South-eastern Asia	Malaysia, Thailand, Philippines, Singapore, Indonesia	19	=	18	4	3
5 Eastern Asia	China (3 exchanges), Japan, Korea	14	=	25	4	3
6 Latin America	Chile, Brazil, Peru, Mexico, Argentina	13	=	35	3	3
7 Western Asia	Türkiye, UAE, Kuwait, Saudi Arabia, Qatar	7	+ 1	61	2	2

THE

DATA



# STATUS IN EUROPE

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Europe		36			75	3	8		6	
France	Euronext Paris	45	-0.2	40	97	1	6	-2	6	-
United Kingdom	London Stock Exchange (LSE)	39	+1.3		87	1	14	+4	7	-2
Sweden	Nasdaq-Stockholm	36	+0.5		71	0	12	-	12	+1
Germany	Deutsche Börse	33	-0.6	30	76	6	5	-	3	-4
Switzerland	SIX Swiss Exchange (SIX)	28	+3.1	30	42	6	5	-1	4	+1

# STATUS IN USCANZ

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
<b>USCANZ</b>		<b>32</b>			<b>61</b>	<b>2</b>	<b>11</b>		<b>8</b>	
Australia	Australian Securities Exchange (ASX)	<b>35</b>	+ 2.3		72	0	11	+ 3	10	+ 2
United States	New York Stock Exchange (NYSE)	<b>34</b>	+ 1.8		68	0	12	-	13	+ 2
Canada	Toronto Stock Exchange (TSX)	<b>33</b>	- 0.7		64	0	11	+ 2	5	- 1
United States	Nasdaq	<b>31</b>	+ 2.7	*	60	2	3	- 13	6	-
New Zealand	New Zealand Stock Exchange (NZX)	<b>29</b>	+ 1.9		43	8	18	+ 5	6	+ 3

# STATUS IN AFRICA

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
<b>Africa</b>		<b>22</b>			<b>31</b>	<b>16</b>	<b>9</b>		<b>7</b>	
South Africa	Johannesburg Stock Exchange (JSE)	<b>32</b>	0.0		57	<b>1</b>	15	<b>+10</b>	8	<b>-7</b>
Kenya	Nairobi Securities Exchange (NSE)	<b>24</b>	<b>-1.2</b>		35	<b>15</b>	15	<b>+2</b>	9	<b>-2</b>
Nigeria	Nigerian Exchange Group (NGX)	<b>23</b>	<b>+2.4</b>		33	<b>10</b>	5	<b>-1</b>	10	<b>+4</b>
Morocco	Casablanca Stock Exchange (CSE)	<b>20</b>	<b>+1.3</b>	30	25	<b>22</b>	7	<b>-3</b>	4	<b>-6</b>
Egypt	Egyptian Exchange (EGX)	<b>12</b>	0.0	25	5	<b>31</b>	3	<b>-2</b>	2	-

# STATUS IN AFRICA (deep dive)

Stock exchange		% Board seats held by women	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% CEO position held by women	Number of firms*	
Market	Exchange								
1	South Africa	Johannesburg Stock Exchange (JSE)	32		57	1	15	8	100
2	Rwanda	Rwanda Stock Exchange (RSE)	26		60	10	0	20	10
3	Kenya	Nairobi Securities Exchange (NSE)	24		35	15	15	9	54
4	Nigeria	Nigerian Exchange Group (NGX)	23		33	10	5	10	100
5	Ghana	Ghana Stock Exchange (GSE)	23		32	8	12	12	25
6	Botswana	Botswana Stock Exchange (BSE)	23		29	13	29	17	24
7	Zimbabwe	Zimbabwe Stock Exchange (ZSE)	22		22	10	7	2	41
<b>AVERAGE</b>			<b>21</b>		<b>26</b>	<b>17</b>	<b>8</b>	<b>9</b>	

# STATUS IN AFRICA (deep dive)

Stock exchange		% Board seats held by women	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% CEO position held by women	Number of firms*	
Market	Exchange								
	<b>AVERAGE</b>	<b>21</b>		<b>26</b>	<b>17</b>	<b>8</b>	<b>9</b>		
8	Morocco	Casablanca Stock Exchange (CSE)	20	30	25	22	7	4	73
9	Tanzania	Dar es Salaam Stock Exchange (DSE)	18		16	26	0	11	19
10	WAEMU**	Bourse Régionale des Valeurs Mobilières (BRVM)	16		5	28	5	5	43
11	Mauritius	Stock Exchange of Mauritius (SEM)	15		6	15	6	7	86
12	Tunisia	Bourse des Valeurs Mobilières de Tunis (BVMT)	15		11	34	6	8	79
13	Egypt	Egyptian Exchange (EGX)	12	25	5	31	3	2	100

# STATUS IN SOUTH-EAST ASIA

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
South-eastern Asia		19			24	18	8		7	
Malaysia	Bursa Malaysia	26	+ 2.0	*	44	4	5	+ 1	2	+ 1
Thailand	Stock Exchange of Thailand (SET)	20	+ 0.9		24	9	8	+ 2	9	- 6
Philippines	Philippine Stock Exchange (PSE)	20	+ 0.7		18	13	7	+ 2	8	-
Singapore	Singapore Exchange (SGX)	18	+ 1.2		17	18	9	+ 1	8	- 2
Indonesia	Indonesian Stock Exchange (IDX)	13	- 1.8		17	47	13	+ 9	6	+ 2

# STATUS IN EASTERN ASIA

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Eastern Asia		14			10	25	4		3	
China	Shenzhen Stock Exchange (SZSE)	17	+ 1.2		14	22	6	-	6	-
Japan	Japan Exchange Group (JPX)	17	+ 3.0		11	6	3	+ 3	1	-
China	Stock Exchange of Hong Kong (HKEX)	14	+ 1.8	*	13	28	6	+ 3	5	- 2
China	Shanghai Stock Exchange	12	- 0.2		10	33	2	-	1	- 2
Korea (ROK)	Korea Exchange (KRX)	10	+ 0.3	*	3	34	1	-	2	-

# STATUS IN LATIN AMERICA

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Latin America		13			9	35	3		3	
Chile	Bolsa de Santiago	16	+4.7		16	30	2	+1	3	-2
Brazil	Brazil Exchange (B3)	14	-1.3		7	23	5	+4	3	+2
Peru	Bolsa de Valores de Lima (BVL)	13	+1.1		13	44	5	-0	5	-0
Mexico	Bolsa Mexicana de Valores (BMV)	11	+0.9		5	30	2	+2	0	-2
Argentina	Bolsas y Mercados Argentinos (BYMA)	11	-2.0	33	6	48	3	+2	4	+4

# STATUS IN LATIN AMERICA (deep dive)

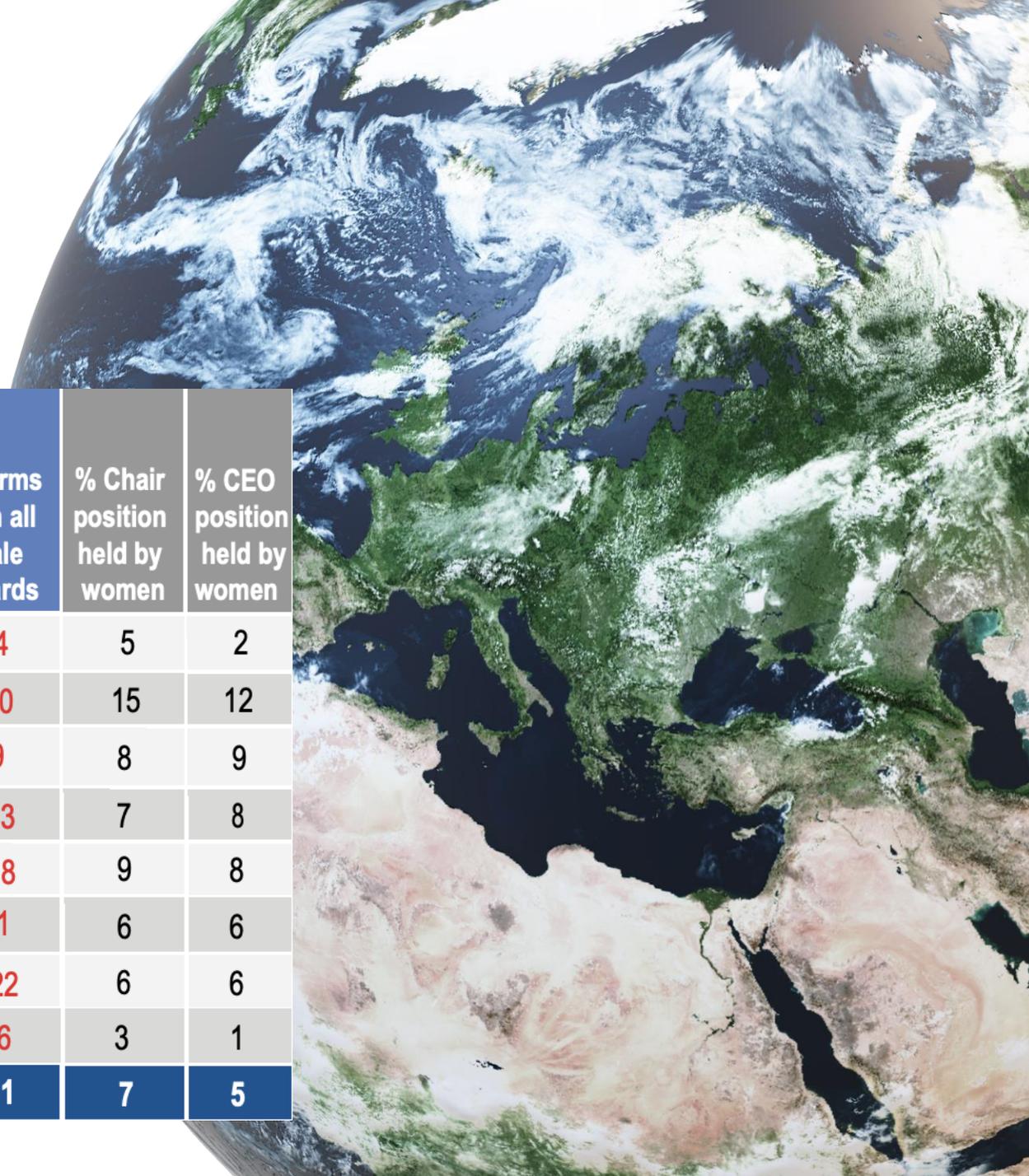
Bolsa de valores		% de puestos ocupados por mujeres en órganos directivos	Tamaño prom. del órgano directivo	Cant. más alta de mujeres en órganos directivos	% de empresas con órganos directivos sin mujeres	% de órganos directivos presididos por mujeres	% de cargos de CEO ocupados por mujeres	Cant. de empresas analizadas*	
Mercado	Bolsa								
1	Panamá	Latinex	20	7	4	33	9	8	100
2	Colombia	Bolsa de Valores de Columbia (BVC)	16	7	5	35	3	3	63
3	El Salvador	Bolsa de Valores de El Salvador (BVES)	16	9	5	29	4	11	45
4	Brasil	B3	15	9	5	23	1	1	100
<b>PROMEDIO</b>			<b>14</b>				<b>3</b>	<b>4</b>	
5	Argentina	Bolsas y Mercados Argentinos (BYMA)	13	4	4	31	1	0	71
6	Perú	Bolsa de Valores de Lima (BVL)	12	7	3	44	5	5	57
7	Bolivia	Bolsa Boliviana de Valores (BBV)	12	6	4	52	7	0	91
8	Chile	Bolsa de Santiago	11	8	3	44	1	5	100
9	México	Bolsa Mexicana de Valores (BMV)	10	11	5	37	0	2	100

# STATUS IN WESTERN ASIA

Stock exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Western Asia		7			4	61	2		2	
Türkiye	Borsa Istanbul	16	+ 0.3		17	25	3	-1	2	+2
United Arab Emirates	Abu Dhabi Securities Exchange (ADX)	8	+ 3.3	*	0	45	0	-	1	-0
Kuwait	Borsa Kuwait	5	+ 1.7		3	71	3	-	4	+4
Saudi Arabia	Saudi Exchange	3	+ 0.6		1	80	2	+1	1	-
Qatar	Qatar Stock Exchange (QSE)	2	- 0.1		0	84	2	-0	2	-1

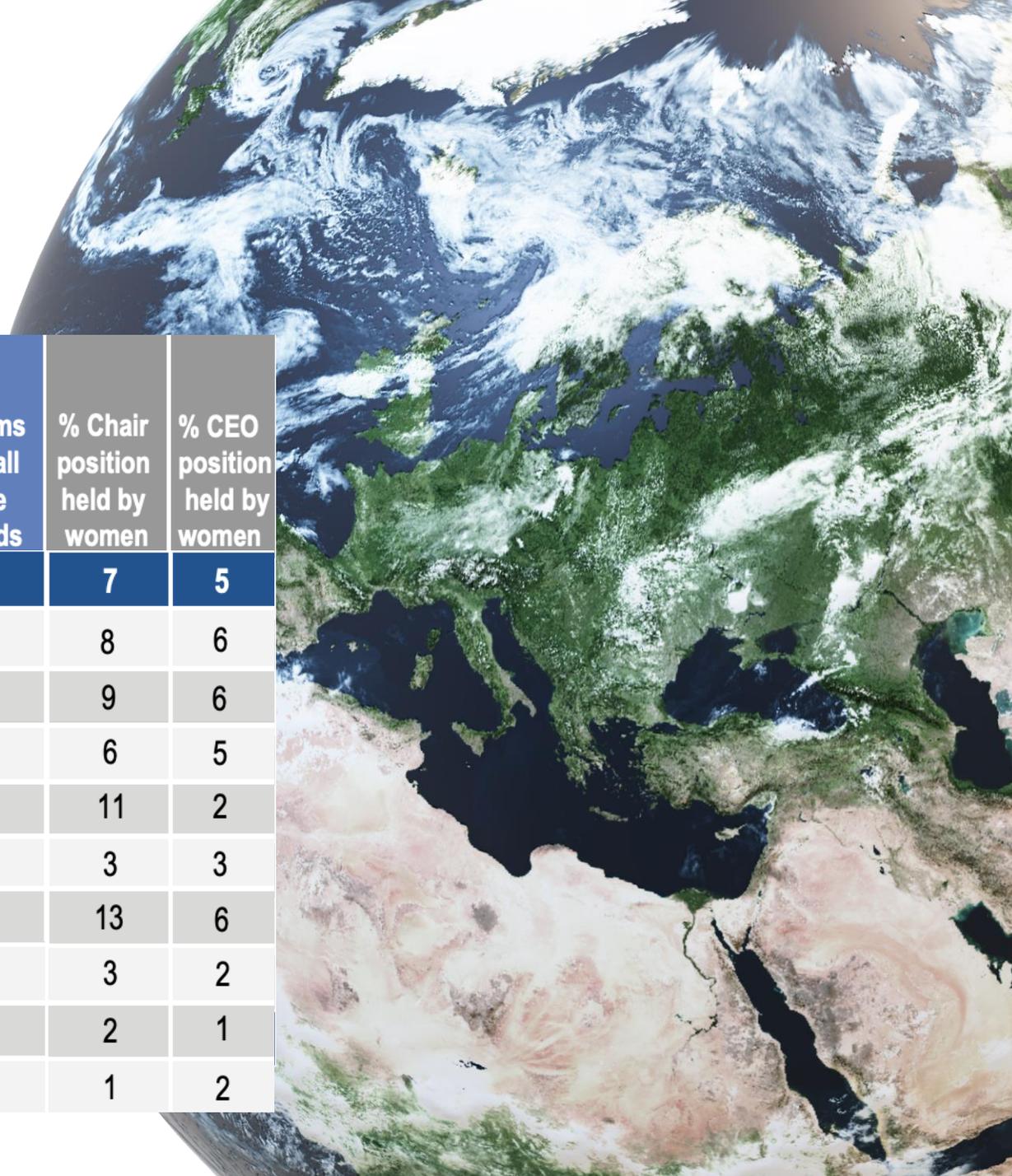
# STATUS IN ASIA (deep dive)

Stock exchange		% Board seats held by women	Mandatory minimum rule for women on boards (Number)	% Firms with at least 30% women on board	% Firms with all male boards	% Chair position held by women	% CEO position held by women	
Market	Exchange							
1	Malaysia	Bursa Malaysia	26	1	44	4	5	2
2	Viet Nam	Vietnam Stock Exchange (VNX)	21		26	30	15	12
3	Thailand	Stock Exchange of Thailand (SET)	20		24	9	8	9
4	Philippines	Philippines Stock Exchange (PSE)	20		18	13	7	8
5	Singapore	Singapore Exchange (SGX)	18		17	18	9	8
6	India	National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE)	17	1	10	1	6	6
7	China	Shenzhen Stock Exchange (SZSE)	17		14	22	6	6
8	Japan	Japan Exchange Group (JPX)	17		11	6	3	1
<b>AVERAGE</b>			<b>16</b>		<b>15</b>	<b>21</b>	<b>7</b>	<b>5</b>



# STATUS IN ASIA (deep dive)

Stock exchange		% Board seats held by women	Mandatory minimum rule for women on boards (Number)	% Firms with at least 30% women on board	% Firms with all male boards	% Chair position held by women	% CEO position held by women
Market	Exchange						
	<b>AVERAGE</b>	<b>16</b>		<b>15</b>	<b>21</b>	<b>7</b>	<b>5</b>
9	Bangladesh Chittagong Stock Exchange (CSE)	<b>15</b>		19	<b>25</b>	8	6
10	Bangladesh Dhaka Stock Exchange (DSE)	<b>15</b>		15	<b>26</b>	9	6
11	China Stock Exchange of Hong Kong (HKEX)	<b>14</b>	1	13	<b>28</b>	6	5
12	Nepal Nepal Stock Exchange (NEPSE)	<b>13</b>	1*	6	<b>26</b>	11	2
13	Sri Lanka Colombo Stock Exchange (CSE)	<b>13</b>		7	<b>33</b>	3	3
14	Indonesia Indonesia Stock Exchange (IDX)	<b>13</b>		17	<b>47</b>	13	6
15	Pakistan Pakistan Stock Exchange (PSX)	<b>13</b>	1	2	<b>6</b>	3	2
16	China Shanghai Stock Exchange	<b>12</b>		10	<b>33</b>	2	1
17	Korea (ROK) Korea Exchange (KRX)	<b>10</b>	1	3	<b>34</b>	1	2



# BARRIERS IN YOUR REGION

TYPE IN THE CHAT:

What are the barriers facing your organization/country to advance gender equality in corporate leadership?



# key Barriers

- Limited availability of **sex-disaggregated data** and inconsistent reporting practices
- Lack of **training** and professional development opportunities
- Lack of gender-sensitive **human capital management**, including in hiring, retention, and promotion processes
- Biases and **stereotypes** suggest women do not have the characteristics needed to lead
- Lack of awareness or **skepticism** about the business case for gender-balanced leadership
- Limited access to **networks** and connections
- Lack of access to role models, **mentors**, coaches, and sponsors
- Unsuitable **work environments** in traditionally male-dominated industries
- **Safety concerns** in operational locations and gender-based violence and harassment§

# Reasons for lack of progress on gender-responsive climate action



**Lack of knowledge or training on the climate-gender intersection** can reduce organizations' ability to engage meaningfully, while raising strategy development costs, since these efforts may require outsourcing.



**Silos between environmental and social development teams** in large companies separate responsibility for interconnected topics.



**Funding and budget constraints** prevent investment in important initiatives such as collecting, analyzing, and reporting on sex-disaggregated data.



**Low levels of climate and gender-lens literacy** can limit leaders' ability to identify and act on gender-responsive climate priorities.



**Low awareness and understanding of the business and impact case for integrated approaches to gender-responsive climate action** prevent the allocation of sufficient support.



**Lack of context-appropriate tools and frameworks** can prevent effective implementation in EMDEs. Most available guidance and tools on climate governance are tailored to advanced economies.



**Complex disclosure and engagement processes** often require gender and climate to be treated separately. Given the high costs of meeting compliance and reporting demands, companies might not want to pursue integrated approaches.

# PREPARE

PURPOSE

LANDSCAPE

LANGUAGE

Key terminology – why language matters



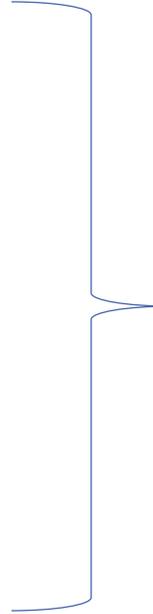


**What does gender mean  
to you?**

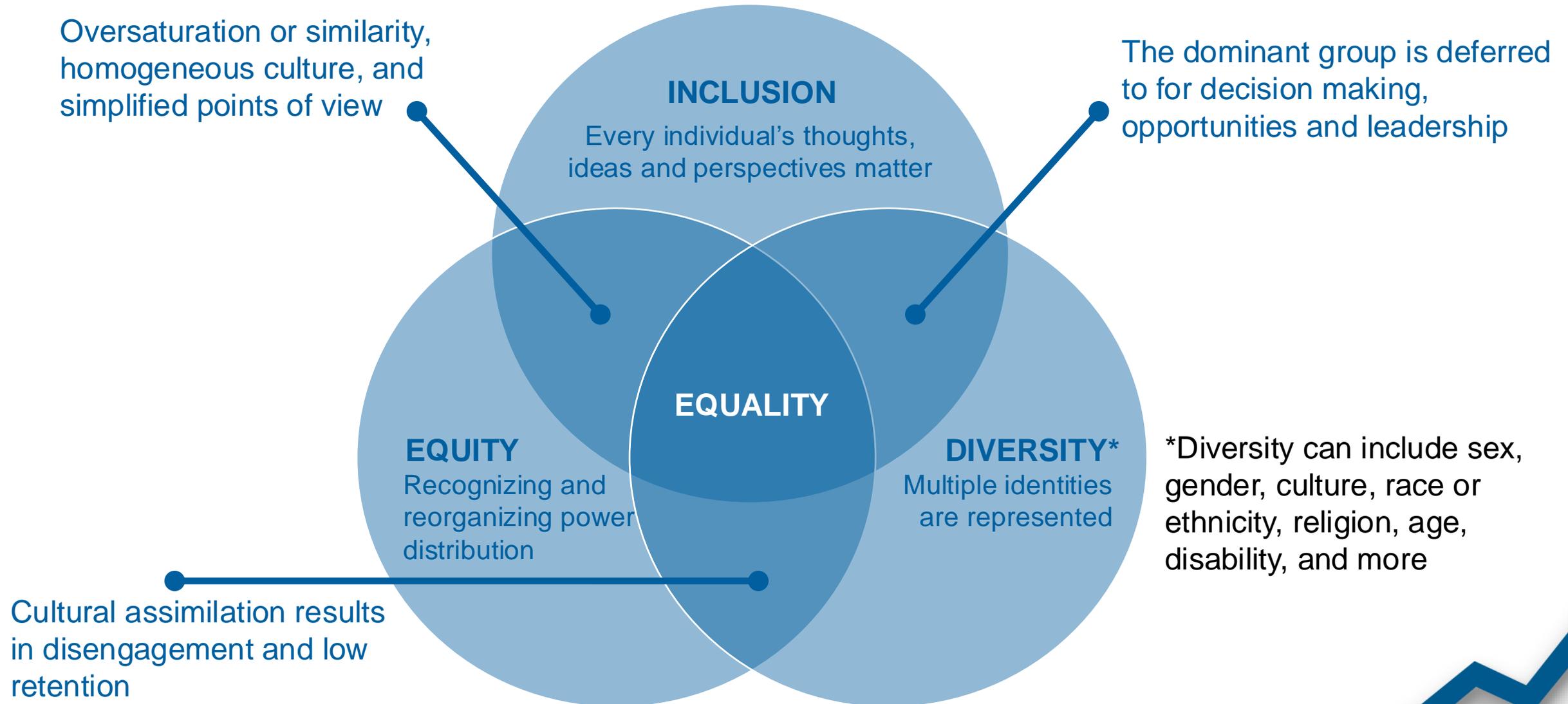
# DEFINING "GENDER"

Explore various gender-related terms in the [UN Women Gender Equality Glossary](#)

- Learned through socialization process
- Hierarchical and relational
- Evolves and/or changes
- Linked to institutions
- Contextual

- 
- Social attributes
  - Opportunities
  - Norms
  - Roles

# Diversity, Equity & Inclusion (DEI)



# REFLECTION BREAK

Take a moment to reflect, relax, brew a coffee or tea, or do a stretch.

We will return when the timer finishes in 5 minutes.





# UNDERSTANDING GLOBAL STANDARDS & BEST PRACTICES

# ALIGN

GLOBAL

LOCAL

PEERS



# ALIGN

GLOBAL

Global baselines – where to start

LOCAL

PEERS



# ZOOM POLL

Select the  
appropriate answer

The zoom poll should appear on your screen momentarily. If it does not appear, feel free to answer in the chat box or message the hosts directly.

**1. Is your organization a signatory of the UN Women's Empowerment Principles?**

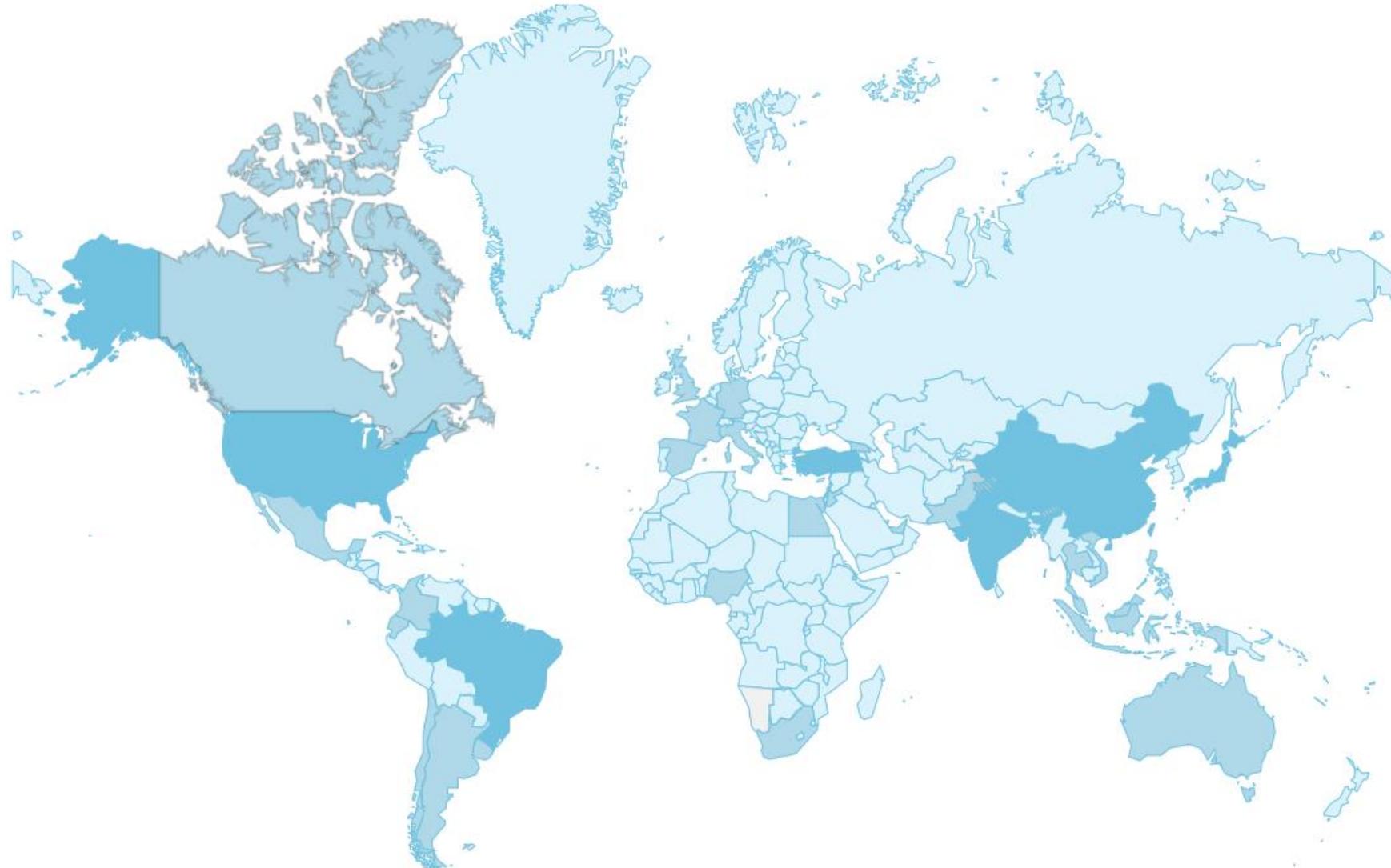
- I. Yes
- II. No
- III. I don't know



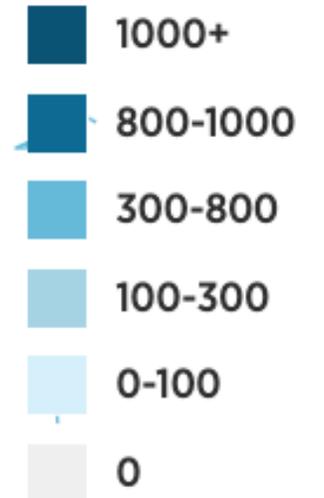
Click [here](#) to watch on YouTube

# GLOBAL FOOTPRINT OF WEPs SIGNATORIES

**Number of signatories:**  
10,000+ from 193  
countries as of Sept 2024



## Signatories



# OVERVIEW of the WEPs



-  1 – High-level corporate leadership
-  2 – Treat all women and men fairly at work without discrimination
-  3 – Employee health, well-being and safety
-  4 - Education and training for career advancement
-  5 - Enterprise development, supply chain and marketing practices
-  6 - Community initiatives and advocacy
-  7 - Measurement and reporting

# EXAMPLE OF IMPLEMENTING THE WEPs – WEPs Journey

## Activate

Activate actions with internal stakeholders to advancing GEWE in the workplace, marketplace and community

## Engage

Share your progress with the WEPs community & engage with external stakeholders



## Report

Report on gender equality on the WEPs Company Profile page

## Sustain

Collect data, monitor progress, results and impact

Have an **Action Plan**, Set achievable **Targets** –  
**WEPs can guide you**

# HOW TO BECOME A WEPs SIGNATORY

## Eligibility Criteria

1

Legally registered company from any sector, size, and ownership  
Chamber of commerce, industry association eligible

## How?

2

Go to [www.weps.org/join](http://www.weps.org/join) to fill out the online form

# THE EDGE STANDARD

- EDGE Certification is a global standard for Diversity, Equity, and Inclusion (DE&I), centred on a workplace gender and intersectional equity approach.
- The Standards – EDGE (gender-binary) and EDGEplus (gender and intersectionality) – offer a holistic framework against which organizations can measure where they stand in terms of gender and intersectional equity.
- The framework consists of requirements and specifications against which conformance is audited by an independent third-party leading to EDGE Certification.



# ALIGN

GLOBAL

LOCAL

PEERS

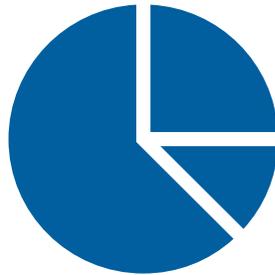
Gender-based regulation – hitting the right target



# REGULATION

Market	Requirement (min.)	Compliance year	Women in board seats (%)	All male boards (%)	Female board chair (%)	Female CEOs (%)
France (Euronext-Paris)	40% women	2017	45	1	6	6
Italy (Borsa Italiana)	40% women	2019	36	2	15	2
Germany (Deutsche Boerse)	30% women	2016	33	6	5	3
USA (Nasdaq)	1 woman	2023	31	2	3	6
Switzerland (SIX)	30% women	2026	28	6	5	4
Malaysia (Bursa Malaysia)	1 woman	2024	26	4	5	2
Morocco (Bourse de Casablanca)	30% women	2024	20	22	7	4
India (NSE and BSE)	1 woman	2019	17	1	6	6
China (HKEX)	1 woman	2024	14	28	6	5
Egypt (EGX)	25% women	2021	12	31	3	2
Argentina (BYMA)	33% women	**	11	48	3	4
Korea (KRX)	1 woman	2022	10	34	1	2
UAE (ADX)	1 woman	2020	8	45	0	1

# UNDERSTANDING REQUIREMENTS



## Quota-based policies

- Required to reach a specified quota
- Easily defined requirement and more easily enforced
- Blanket requirement does not consider root cause

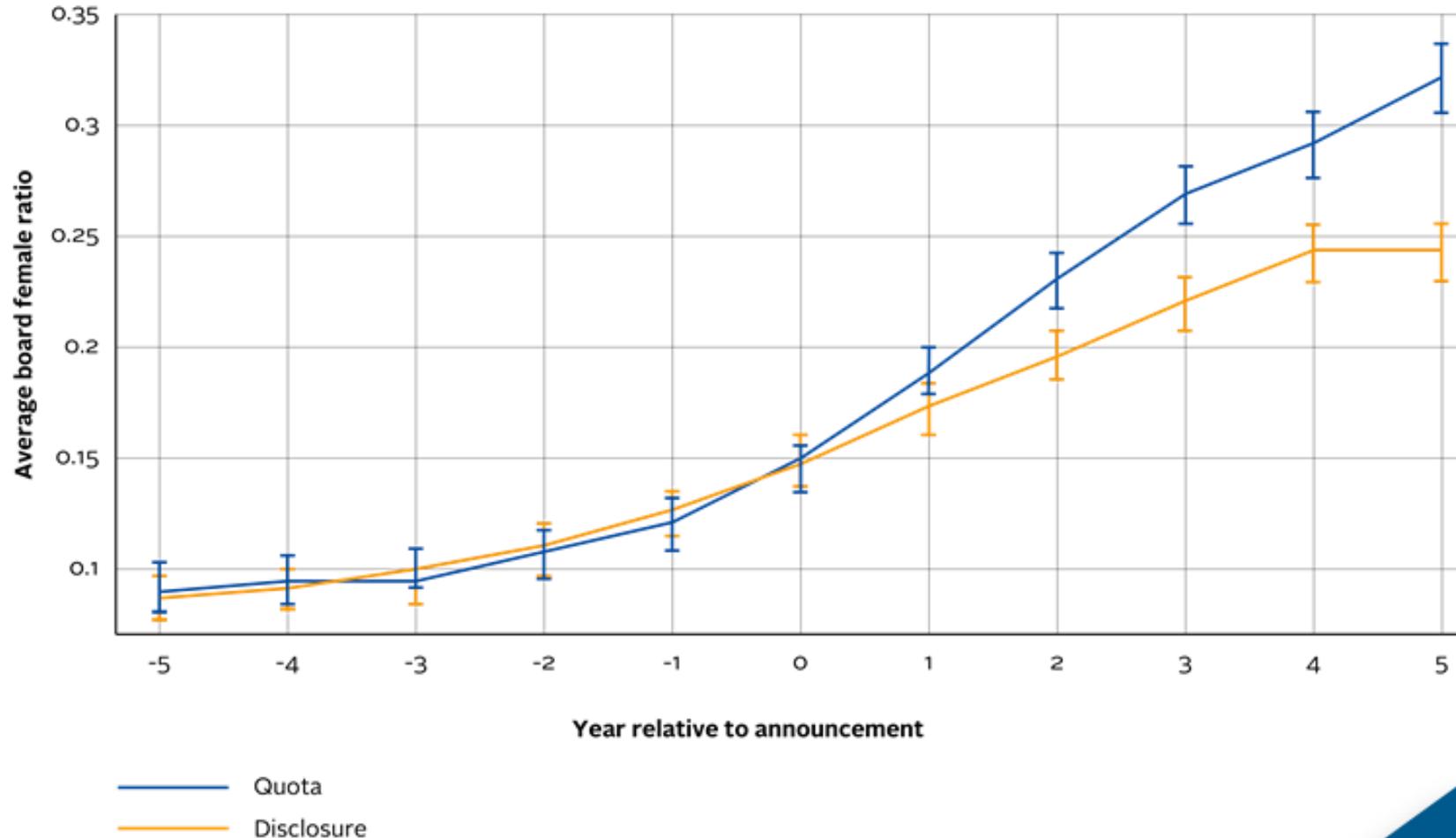


## Disclosure-based policies

- Disclosure of policies; guidelines on targets
- Not easily defined and harder to enforce / measure
- More adaptable to root causes / individual circumstances

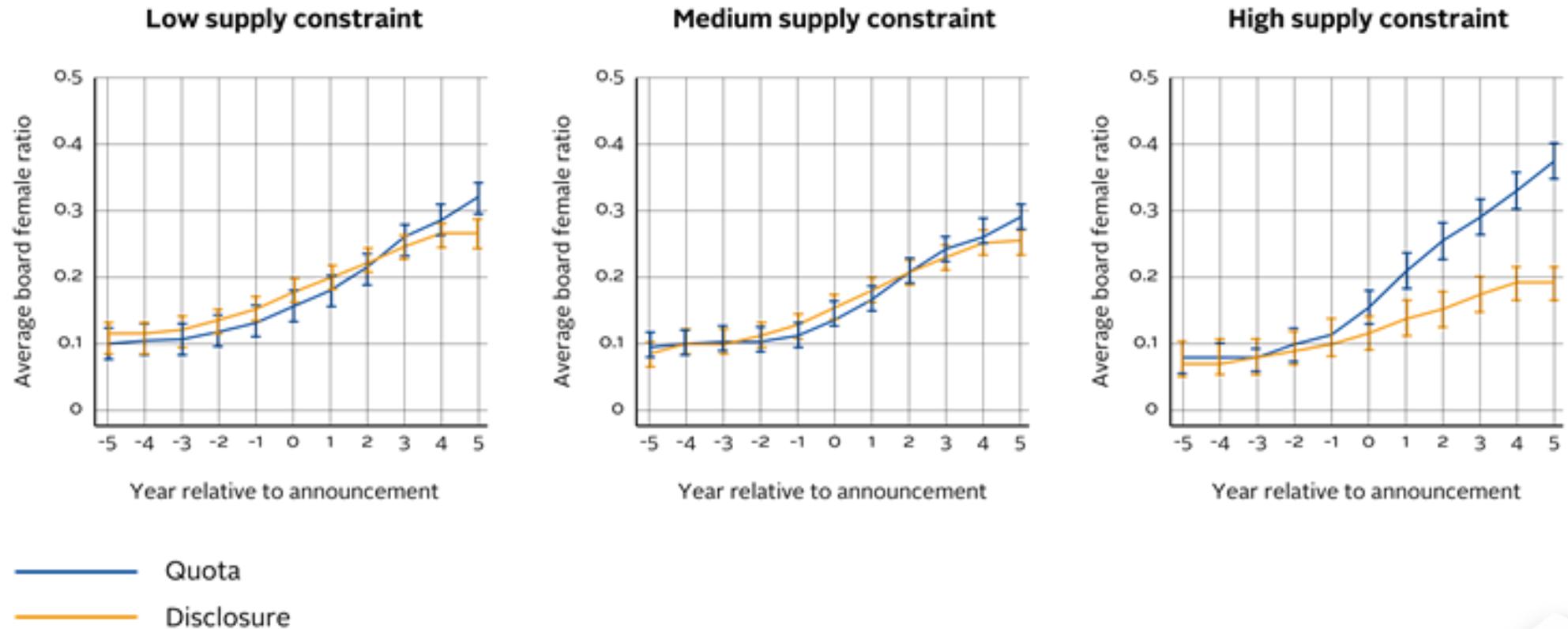
# QUOTA VS. DISCLOSURE POLICIES

## Board gender ratio around policy announcement



# QUOTA VS. DISCLOSURE POLICIES

Board gender ratio around policy announcement split by industries with different supply constraints



# Corporate strategies – a tale of two companies



Both have 10% women in executive leadership



Both have 50% women and men in operational-level positions



Both have a new CEO who makes gender equality a priority



Sets a target of 40% women in leadership



CEO shares personal experience reaching the top



Announces hiring freeze for male candidates until further notice

# PRIORITIZING TARGETS





CEO joins 30% club for public



Creates a task force to identify blocks



Initiates reverse mentorship program

# PRIORITIZING ROOT CAUSES

**Owl Inc.**





**Which strategies do you think will work best?**



Less internal promotions



More external hires



More time needed to recruit new staff



Innovation stagnation

# OUTCOME OF PRIORITIZING TARGETS





More internal promotions



More mothers remaining in the workforce



HR resources re-directed to training support



Increased innovation

**OUTCOME OF  
PRIORITIZING  
ROOT CAUSES**

**Owl Inc.**



# CORPORATE CULTURE



## Recruitment practices

- Black-out identity
- Inclusive job posting
- Gender-sensitivity training

## Policies

- Anti-harassment policies
- Parental leave review
- Work-life balance
- Communicating policies

## Audits and research

- Unconscious bias reviews
- Gender audits
- External gender pay-gap audits

## Tone from the top

- Training and education for board / leaders
- Integrating sound ESG practices
- Sustainability objectives

# ZOOM POLL

## Select the appropriate answer

The zoom poll should appear on your screen momentarily. If it does not appear, feel free to answer in the chat box or message the hosts directly.

### 2. How should your company improve its financial performance?

(more than one answer may be correct)

- I. Implementing policies that promote gender diversity
- II. Creating all-women boards
- III. Collecting gender disaggregated data
- IV. Only promoting women until you reach parity
- V. Setting gender-based targets

# ALIGN

GLOBAL

LOCAL

PEERS

Peer group practices – how to stay ahead

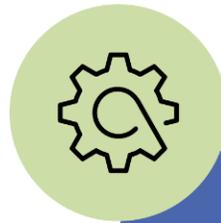


# SECTOR AND INDUSTRY-SPECIFIC PRACTICES



## Workplace

- A Bank in Sweden - Gender Pay Gap
- Bank in Spain – levelling the playing field
- Airline in LATAM – increase women pilots



## Marketplace

- A Financial Platform in US – Solutions for Inclusive Investing
- Bank in LATAM launched a women's financial inclusion programme



## Accelerating Progress

- WEPs Business Accelerator
  - Assess
  - Action
  - Connect
  - Grow
  - Impact

# Resources for you to stay ahead

## Gender Action Plan Module

This module provides steps on how to develop a successful organization-wide gender action plan that advances gender equality and women's empowerment in workplace, marketplace and community

Available to public

## Gender-responsive Recruitment Checklist

This checklist helps you to verify if your company's recruitment process is gender responsive. This can be used for recruiting firms, headhunters and in-house HR department for their day-to-day work.

For signatories only

## Gender-responsive Procurement Assessment Tool

This tool allows companies to assess their progress on their gender-responsive procurement policies and practices. Consisting of 31 questions, the tool identifies gaps and areas for improvement.

For signatories only



**Name 3 activities that you plan to initiate in your organization...**

**Re-rate your knowledge on this topic**



# Certificate of Participation

YOUR NAME HERE

Participated in  
**Gender Equality & Capital Markets**

In strategic collaboration with:



Sustainable Investing Research Initiative

JOIN US ON  
WEDNESDAY TO  
COMPLETE THIS  
COURSE AND RECEIVE  
YOUR CERTIFICATE

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**Please refer to the guest speaker's slides for their contact details**



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