Women in the workplace: how better data can lead to systemic change

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Gender and Work in Global Value Chains: Capturing the Gains?

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BEAM Webinar – January 2020
About Work and Opportunities for Women (WOW)

What is WOW?
• DFID’s flagship programme on women’s economic empowerment
• Five-year programme that aims to enhance the economic empowerment of 300,000 women working in global value chains and work with 35 DFID economic development programmes to increase the numbers of women beneficiaries

How will WOW achieve its goal?
1. Supporting businesses, organisations and programmes that are ready and willing to act on women’s economic empowerment (WEE);
2. Enabling players across the supply chain ecosystem to drive change; and
3. Influencing the UK and global agenda on women’s economic empowerment.
How does WOW work?

WOW is being delivered by a consortium of global experts, across four key outputs:

- **Business Partnerships**: Partnerships with business to improve women’s participation in supply chains
- **Research**: Partnerships with business to improve data and transparency on women’s work in supply chains
- **Helpdesk**: Increased knowledge and support for delivering women's economic empowerment through economic development programmes
- **WOW Fund**: Support to multiple partnerships and initiatives that respond to the recommendations of the UN HLP report on Women’s Economic Empowerment report
Global Value Chain & Market Systems Approaches

**Global Value Chain (GVC):**
- Consumer focused
- Buyer driven and coordinated
- Governance:
  - Quality Standards
  - Cost (price points)
  - Consistency – JIT

**Market Systems Development (MSD):**
- Pro-poor focused
- Producer market access driven
- Business enabling environment (BEE):
  - Local actors/governments
  - Market support services
  - Crowding in – scaling up
Global Value Chains (GVC) and Workers

(In)visibility of women workers:

- In 40 OECD and middle-income economies est. 453 million jobs in GVCs
- 42% female (ILO 2015)
- But excludes:
  - Lower income countries
  - Lower GVC tiers
  - Casual, seasonal, informal workers
  - Smallholder contributing family labour

Gender Analysis of GVCs

World Development Report 2020 – GVC firms vs. non-GVC firms:
- Deliver better jobs, but employment complex
- Employ more women
- Contribute to poverty reduction by raising incomes

But
- GVC gains distributed unequally within and between countries
- Gender glass ceiling predominant

*LLM = Locally Embedded Labour Markets

Unpaid Reproductive/Care Work

Compliance

GVC Governance

Standards
Commercialisation of Household Work

Lower GVC tiers

Higher GVC tiers
## Illustrative Gender Mapping of Agri-food Value Chain

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>Agriculture</th>
<th>Processing/manufacture</th>
<th>Intermediary/agents</th>
<th>Logistics</th>
<th>Retailer</th>
<th>Customer</th>
<th>Consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M/F</td>
</tr>
<tr>
<td>Senior management</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>Supervisors/permanent</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M/F</td>
<td>M/F</td>
</tr>
<tr>
<td>Temporary/part-time</td>
<td>M/F</td>
<td>M/F</td>
<td>M/F</td>
<td>M</td>
<td>F</td>
<td>M/F</td>
<td>M/F</td>
</tr>
<tr>
<td>Smallholders/homeworkers</td>
<td>M/F</td>
<td>F</td>
<td></td>
<td>M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labour contractor</td>
<td>M</td>
<td>M/F</td>
<td></td>
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### Gender Distribution

- **Men (>55%)**
- **Women (>55%)**
- **Men/women (45–55%)**

WOW // Work and Opportunities for Women
Data Gaps: (In)Visibility of Women workers in GVCs

**Data Sources:**
- Supplier HR
- Buyer sourcing
- Social Compliance
- Gender Initiatives/M&E
- ILO/OECD TiVA

**Recording:**
- Supplier data confidential
- Sourcing team gaps
- Audit data hidden & overwritten
- Data discrepancies

**Supplement confidentiality**
- Buyer reporting aggregated
- Social compliance confidential
- Initiatives/ M&E variable or gender data not requested

**Reporting:**
- Poor

**Collection Gaps**
Social compliance:
• Failed on gender discrimination/harassment
• BUT potential source of aggregate gender data

Company Data Access
• Data systems/availability varies by company
• Gender mappings informative + gaps, discrepancies identified

Garment GGVC Mapping
• Innovation, shifting gender ratios
• Leadership ‘pipeline’ blockages

Agrifood GGVC Mapping
• Gender (in)visibility at smallholder level
• Leverage potential to enhance visibility (beans/tea)
Enhancing Gender Visibility in GVCs Critical

- Gender (in)visibility and data gaps – critical problem
  - Systemic gender glass ceiling across GVCs invisible
  - Companies beginning to recognize and tackle issue
  - Some companies committed to promoting women in GVCs
- Scaling Up – Cohesion and Collaboration
  - Common indicators e.g. Gender Data and Impact Framework (BSR, ISEAL etc.)
  - Collaboration building across companies and wider stakeholders
- Good for Business, Women and Sustainable Development
  - Risk, Resilience, Reporting of companies
  - Enhances women’s well-being and economic empowerment
  - Promotes and informs wider policy strategies e.g. UNGP and SDGs
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## About the Arab Women’s Enterprise Fund (AWEF)

### Where?
- Middle East and North Africa (MENA) is a region with lowest economic participation of women in the world.

### Why?
- Increase economic opportunities for 150,000 poor women in Jordan and Egypt by 2020.

### How?
- Use a market systems approach to address barriers women face in target markets.
- Measure impact through increased access and agency.
### How AWEF uses data

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<th>Analyze</th>
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SECTOR OVERVIEW

- Ready Made Garments (RMG) is a strategic sector for the national economy contributing **2.25% of GDP**.
- **Women’s workforce participation** in the sector stands only at 45% as compared to the global benchmark of 80%.

KEY CONSTRAINTS

- **Low productivity** (assessed at average 52% of potential) is a leading constraint and barrier to Egyptian RMG sector expanding its global share.
- The under-representation of women in the Egyptian RMG workforce is one of the leading causes of this low productivity.
- **Poor treatment at work** is the number one reason women leave RMG jobs.
AWEF RMG Interventions

**Gender-Sensitive Recruitment**

Creation of new formal gender-sensitive recruitment channels for blue collar women workers.

**Supervisory Skills Training**

Access to supervisory skills training (SST) by RMG sector firms to improve supervisor treatment of workers.

**Choosing the right partner:**

- Arafa Holdings is one of the largest RMG exporters and employers in the country.
- Approximately 3,000 women are employed in both factories, and Arafa is viewed as the market standard within the industry.
- CEO of Arafa is female and management showed strong interest in addressing low recruitment & retention of women.
RMG – Documenting the Business Case

- Improved levels of workers satisfaction & motivation
- Improved turnover & absenteeism
- Improved productivity & quality of work
- Reduced time spent in conflict resolution
- Arafed more likely to retain contracts and increase sales
- Improved performance in audits

1720 workers recruited through referrals

Product quality improvement for 42% of trained supervisors

- Less Turnover saved: 1,388,487 LE
- Less Absenteeism saved: 521,515 LE

Total savings: 1,922,057 LE
• Brief builds on AWEF experience and 17 case studies from wider practitioner community

• Download at: https://beamexchange.org/resources/1240/
### How AWEF uses data – Jordan

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Jordan – using data to identify constraints and opportunities

18% female labour force participation

40% of population works informally

2,029t per annum
80-90% produced informally at home

33.6% of women own bank accounts
Jordan – using data to learn and pivot strategies for greater impact

AWEF facilitates introduction of new licensing process for home-based businesses

Low licensing uptake

WHY?

- Low awareness of potential of licensing process
- Fear of formalisation and taxation
- Fear of losing social security benefits

Intervention 1: Role models intervention

Intervention 2: Partnership with tax authority

Intervention 3: Partnership with Ministry of Social Development
Jordan – Using data to drive systemic change

- Market actor change/Scale
- Informal rules/expectations
- Impact for women
AWEF Lessons Learnt

Importance of a flexible MRM system

Being comfortable with monitoring can take time

Don’t rush to define the informal rules