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Knowledge Report

Working Group on Corporate Women Empowerment

Table of Contents



Objective	2
Introduction.....	3
Themes.....	4
THEME 1: Building a steady pipeline of women entering the workforce.....	4
THEME 2: Fostering an equitable and inclusive workplace.....	5
THEME 3: Ensuring advancement of women into leadership positions.....	7
THEME 4: Creating opportunities to share leading practices and programs across G20 countries.....	8
THEME 5: Supporting women led enterprises including at the grassroots.....	9
Looking Forward - Key Policy Recommendations	11

Objective

The G20 Alliance for the Empowerment and Progression of Women's Economic Representation (G20 EMPOWER) was launched in 2019 under the Japanese Presidency and brings together private sector leaders and government counterparts to jointly advocate for and catalyze the advancement of women empowerment effort. The alliance has emerged as a critical enabler in driving the UN's 2030 Agenda for Sustainable Development and has been collaborating with all relevant stakeholders to accelerate the women's labor force participation and gender equality in the world of work under the presidencies of Saudi Arabia, Italy, and Indonesia in 2020, 2021 and 2022, respectively.

Under India's presidency, the G20 Empower Working Group on Corporate Women Empowerment will focus on accelerating advancement of women in the private sector to drive global economic growth and transformative progress for the world economy. The aim is to ideate on the tangible outcomes and proposals that can be presented to the G20 countries for further consideration, deliberation, and implementation.

This concept note will set the agenda to accelerate the ambitions of the G20 EMPOWER Alliance of an inclusive and equitable workplace and arrive at an actionable set of policy recommendations for embedding priority actions in policies and practices.

Introduction

The case for gender equality is stronger than ever. Accumulating evidence suggests that higher levels of gender equality are associated with gains in terms of national income, economic growth, and national competitiveness.¹ The ILO estimates that reducing the gap in participation rates between men and women by 25 per cent by the year 2025, could raise global GDP by 3.9 percent, or US\$5.8 trillion.² Despite a clear business and economic case, and sustained efforts, the global progress is stagnating. According to the 2022 Gender Gap Report, now it will take 132 years to close economic gender gap - a gap which was set to close within 100 years up to 2020.³

With the complex and adverse impacts of the COVID-19 pandemic and evolving global economic crisis, it is imperative for countries to create and implement a bold and innovative roadmap that will help to attract, retain, and advance the women in the workforce. There is a strong need for structural changes and comprehensive interventions to ensure economic justice for women workers, who today, continue to step away from employment with each life stage that women cross in their careers and lives.. The concept note outlines the following themes that could be explored further, to accelerate the progress in the corporate women empowerment and women led development.

- Building a steady pipeline of women entering the workforce
- Fostering an equitable and inclusive environment at work and beyond
- Ensuring advancement of women into leadership positions
- Creating opportunities to share leading practices across G20 countries.
- Supporting women led enterprises including at the grassroots.

**Theme introduced post G20 stakeholder discussions, has potential interlinkages with other working groups*

¹<https://www.unwomen.org/en/digital-library/publications/2018/01/hlp-wee-reports-and-toolkits>

²https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_735949.pdf

³<https://www.weforum.org/reports/global-gender-gap-report-2022/digest/>

As we continue to focus on the above themes, we need to also take forward and expand the initiatives launched earlier - G20 Empower Advocates, Best Practices playbook and KPI Dashboard. There are encouraging signs of private sector adoption of KPIs measurement and reporting in 2021 and 2022, and it would help to develop a national/regional scorecard to track and sustain progress of KPIs identified in previous summits.

Themes

THEME 1: Building a steady pipeline of women entering the workforce.

Women's labor force participation has been well-acknowledged as essential for economic growth. Studies estimates an annual average GDP growth of 0.16% for every 1% increment in female employment growth.⁴

In addition to the enjoyment of the economic rights and independence, women's labour force participation can result in rise in household income, bringing benefits to their families in various areas such as health and education.

Despite modest gains in representation over the last few years, women are still dramatically underrepresented in the workforce.⁵ The average female labour force participation rate for G20 countries is 49.78%⁶ Also, the pandemic has regressed the progress on 25X25 gender parity in labor-force participation goals, with actual decline in gender gap (in 2021) being lesser than the pre-COVID projections for 11 out of the 20 G20 nations.⁷

⁴https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf

⁵<https://www.weforum.org/reports/global-gender-gap-report-2022/in-full/2-gender-gaps-in-the-workforce-an-emerging-crisis/>

⁶<https://www.weforum.org/reports/global-gender-gap-report-2022/digest/>

⁷https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_849141.pdf

Discriminatory social norms and practices and inadequate infrastructure continue to limit girls' access to education and entry into the workforce, especially in gender gap mitigating⁸, high value streams like STEM wherein women make up only 36.2% of graduates⁹ In 31 out of 70 countries, at least 10 percent of male youth possess programming and coding skills, but this is true for female youth in only eight countries.¹⁰

Female economic stability is also impacted by their over-representation in low-paid, low-skilled jobs with little or no access to social protection making them susceptible to job losses in case of economic fluctuations. Hence, increasing gender representation towards higher skilled (like STEM) , high pay sectors with greater social protections are imperative. Such measures warrant more attention from business leaders and policymakers alike.

This collaboration of governments and private sector would be required to support early investments in education, influence structural changes in education curriculum which also addresses key issues such as violence and harassment and unpaid care burden, offer career guidance services and skilling (technical, digital, vocational - frontline) to enable young girls and women to secure quality employment. This in turn, will ensure there is a steady and skilled pipeline of women entering the workforce.

THEME 2: Fostering an equitable and inclusive workplace.

Long standing socio-economic and cultural norms, deep seated unconscious biases, as well as structural inadequacies have been impediments to women's access in to the workforce.

There is a progressive reduction in their participation at the various stages of the career development, with participation dropping 7-8% amongst mothers of young children, globally.¹¹

⁸<https://www.oecd.org/g20/summits/osaka/G20-Women-at-Work.pdf>

⁹<https://g20empower-india.org/en/home/focus-area-details/WomenEducation>

¹⁰<https://www.unicef.org/media/84046/file/Reimagining-girls-education-through-stem-2020.pdf>

¹¹wcms_674831.pdf (ilo.org)

Maternity is a career inflection point that uniquely affects women. Women's labor force participation can fall sharply during the age of childbearing (25-34 years). Along with participation, the pay equity also declines by default. Meta analysis of multiple studies on the motherhood wage penalty estimates pay gap of 2%-20% in developed economies, and as high as 42% in developing ones¹²

Childcare notwithstanding, globally 57%-81% (depending upon the country) of all caregivers of the elderly are also women.¹³ Women perform 76.2 per cent of the total amount of unpaid care work (16 billion hours per day), 3.2 times more time than men.¹⁴

The need to juggle multiple priorities at home, along with a demanding career, has made the need for broader involvement of the family (especially male allies), and flexible working arrangements a must have for women workers if they were to continue their career to become executives. Studies show that almost 49% of female executives identify flexibility as one of the top three considerations when deciding whether to join or stay with the company.¹⁵

Organizational policies focused on equality, diversity and inclusion like gender neutral care policies, leave benefits, flexible work policy / infrastructure, pay equity, mentorship programs etc. for navigating crucial career-life moments and a strong anti-discriminatory corporate ethos with growing awareness and addressal of deep seated personal and institutional biases and unacceptable behaviours amounting to violence and harassment, can help boost and sustain female participation in the workforce.

These efforts need to be supported by a transformation of the existing care ecosystem, which is to be formalized and regulated, with the government taking lead. Improving the availability of care facilities for children, elderly and people with disabilities with qualified care professionals operating in subsidized care centers through standardized procedures will contribute significantly to address talent dropouts and resultant pay disparities.

¹²https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_348041.pdf

¹³<https://www.unicef.org/media/84046/file/Reimagining-girls-education-through-stem-2020.pdf>

¹⁴www.ilo.org

¹⁵<https://www.forbes.com/sites/kimelsesser/2022/10/18/leaninorg-survey-reveals-a-great-breakup--female-leaders-switching-employers-in-unprecedented-numbers/?sh=7a6bd13f2792>

THEME 3: Ensuring advancement of women into leadership positions.

The case for having a gender diverse workforce and especially a diverse leadership is clear - 60% of enterprises report profit and productivity increases due to gender diversity initiatives, and majority of the enterprises experience a profit increase between 10% -15%.¹⁶ It is projected that by 2028, 75% of all discretionary spending will be owned by women globally,¹⁷ and female representation and leadership in organizations creating those products and services will not only be critical for success, but an absolute mandate.

Yet, an ILO study in 2020 noted that in G20 nations, on average women are represented in just about a third (29.9%) of middle and senior management positions.¹⁸ Female representation in the top leadership positions is even more constrained, with women accounting for just 4.8% of chief executive officers (CEOs) in Fortune 500 companies.¹⁹

While recruitment and retention of women workers have been impacted by multiple factors, the elevation of this talent pool into leadership positions has been constrained by unconscious biases vis-à-vis competence/fitment, micro-aggressive remarks, gender norms (e.g., assertiveness is viewed negatively when displayed by female employees), traditional workplace structures that inadvertently favor men,²⁰ and challenges in fulfilling unpaid care responsibilities.

Female professionals also face the "glass wall" phenomena wherein women are over-represented in support functions - like human resources (51.8%), finance and administration (49.8%); and struggle to move into strategic functions managing business profit and loss.²¹ This occupational segregation is reflected in average pay amongst peers in different functions, and opportunities to grow into top leadership positions.

¹⁶https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf

¹⁷<https://www.nielsen.com/insights/2020/wise-up-to-women/>

¹⁸https://www.ilo.org/wcmsp5/groups/public/---dgreports/---ddg_p/documents/publication/wcms_762098.pdf

¹⁹<https://fortune.com/2022/08/03/female-ceos-global-500-thyssenkrupp-martina-merz-cvs-karen-lynch/>

²⁰https://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_GenderGap.pdf

²¹https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf (ilo.org)

The historically lower participation of women in the workforce has resulted in fewer success stories at the C-suite level that organizations can leverage as role models for their people. To break this vicious cycle, we need to implement special measures that create an eco-system within organizations wherein high potential female talent can thrive.

Government policies incentivizing gender parity across levels can also provide an impetus - like creating a specific tax credit mechanism for Board level gender positive organizations or recognition programs such as the Japanese Government's "Nadeshiko Brands" which acknowledges companies with female representation in Boards and Senior Management roles with a distinctive label, indicating them as attractive investment targets.²² Mandatory measures such as quotas can be effective in rapidly bringing more women on boards, while voluntary measures such as targets have also proven that progress can be made in addressing the under-representation of women on.²³

THEME 4: Creating opportunities to share leading practices and programs across G20 countries.

Given the scale and scope of the interventions needed to holistically address gender disparity - a collaborative approach amongst multiple organizations/entities is recommended for accelerated benefits realization.

A large-scale global example of such cooperation is the World Economic Forum's Gender Parity Accelerator which is a Public-Private Partnership involving 13 countries, 1150 businesses and 77 Government partners.²⁴ This program has led to 13 National policy advancement towards Gender parity, mobilization of USD 10 million, impacting over 600k women in those nations.

In India, schemes like Vigyan Jyoti launched by the Department of Science and Technology aim to support meritorious girls to pursue careers in STEM by working closely with secondary schools spread across the country.²⁵

²²<https://www.oecd.org/corporate/OECD-G20-EMPOWER-Women-Leadership.pdf>

²³[wcms_754631.pdf \(ilo.org\)](https://www.ilo.org/wcms_754631.pdf)

²⁴<https://initiatives.weforum.org/accelerators-network/gender-parity>

²⁵<https://www.vigyanjyoti.com/>

In France, the "CEO Champions Initiative" invites CEOs, to share their best practices and other learnings in driving women advancement related programs in their respective organizations. In Jordan and Spain, non-profit collaborative networks aim to bolster the strategic positioning of women on Boards by providing a candidate database and a platform for eligible female candidates to network.²⁶

Peer-to-Peer networks and advocacy initiatives like the global "30% Club" is committed to enable Chairs and CEOs to appoint more women to their boards and senior management teams specifically and improve gender diversity in their organizations generally.²⁷

By cooperating along regional and sectoral lines, we can cross-leverage learnings and make faster strides towards closing the gender gap efficiently.

THEME 5: Supporting women led enterprises including at the grassroots.

There is a massive opportunity and urgency to accelerate the advancement of women leaders or entrepreneurs at the grassroot, MSME and the startup ecosystem. Women entrepreneurs face significant barriers to achieving their full potential. They face restrictive credit policies, institutional biases, and social norms that disempower them and even restrict access to funding sources that are critical for a startup's growth.

Women led enterprises need support in the following five key areas to become sustainable, autonomous, and formal:

1. Access to markets and technologies
2. Access to finance - The credit gap is a daunting \$1.7 trillion globally.²⁸
3. Mentoring and networking
4. Training / skilling in critical technical & foundational areas (e.g. Accounting, Negotiation, Social Media marketing etc.)
5. Operations & Business support services

²⁶<https://www.oecd.org/corporate/OECD-G20-EMPOWER-Women-Leadership.pdf>

²⁷<https://www.oecd.org/corporate/OECD-G20-EMPOWER-Women-Leadership.pdf>

²⁸<https://we-fi.org/wp-content/uploads/2022/06/We-Fi-Case-for-Investment.pdf>

Supporting women entrepreneurs (financially and non-financially) in growing their business is just as important as supporting them in starting their business. We need to create a level playing field such that they can harness the power of capital, markets, technology, and collective experience to really grow and thrive. Women entrepreneurs are key to tackling global challenges, including catalyzing the post-COVID-19 recovery and addressing the UN Sustainable Development Goals, especially in areas like health & well-being, poverty alleviation and economic growth. Investing in women entrepreneurs will also accelerate women's empowerment, and economies would be more equitable, resilient, and dynamic.

Looking Forward

Key Policy Recommendations

The G20 EMPOWER group can design a future workplace that is more equitable, more relevant, and more inclusive. The Working Group will work towards 25x25 Brisbane goals and build on the previous G20 summits to make actionable policy recommendations. A blend of empowering public policy supported by private sector innovation can help progress the agenda of corporate women empowerment forward. The G20 EMPOWER 2023 India Presidency further advances this area of focus by updating the pledge and emphasizing the accountability for its implementation.

Recommended actions areas for consideration for private sector include:

1. Across Themes

1.1. Public commitment and advocacy by G20 Empower pledge signatories.

- Publishing of G20 Empower pledge and respective gender targets on social media by key pledge signatories and G20 Empower advocates.
- Strategic communication and continuous campaigns by senior stakeholders on multiple communication channels promoting positive role models, tackling adverse social norms, stereotypes, and equal parenting / caregiving load.

1.2. Periodic assessment of gender metrics within the organizations and their partners

- Internal review within the organization for priority KPIs defined in the G20 Empower KPI Dashboard 2022:²⁹
 - Work: Gender mix across career levels and promotions
 - Money: Gender Wage gap (E.g., Gap Inc.'s first of its kind Global Pay Equity exercise)

²⁹https://g20-indonesia.s3.ap-southeast-1.amazonaws.com/G20_EMPOWER_2022_2022_KPI_Dashboard_f85daa5337.pdf

- Power: Gender mix on company's board of directors
- Knowledge: Share of women in technical roles/STEM occupations
- Ongoing monitoring of people processes, such as recruitment mix, selection panel mix etc.
- Review of gender mixes of vendors, suppliers, and partners e.g., % of women led business in the vendor panel.

1.3. External disclosure of gender metrics

- Periodic reporting of Priority KPIs for all organizations registered in G20 countries in FY2022 with over 250 employees as defined in 2022 KPI dashboard or any other threshold as agreed.³⁰ E.g., As per Act of Promotion of Women Engagement in Professional Life (Japan) all organizations (with 100+ employees) action plan on Women issues and publish progress report annually.
- Reporting on KPIs progress in Annual & Quarterly Earnings announcements

2. Theme 1: Building a steady pipeline of women entering the workforce.

2.1. Structural change in the education content in partnership with government and academia for an inclusive and future ready curriculum.

- Create an appropriate multi-stakeholder alliance involving public and private sectors, academia, and NGOs to -
 - Review the current education content for unconscious messages/portrayals promoting gender bias (e.g., representation of domesticity as an exclusive positive female attribute)
 - Inclusion of positive female success stories and images from diverse backgrounds/professions
- Mandate training/sensitization programs on gender equality for teachers across levels (especially those in "high skill" genres such as STEM).

³⁰[http](http://)

- Connect students and successful women in STEM through corporate campus tours and role modelling programs, specific national digital platforms can be leveraged. E.g., Abbott's high school STEM internship program for girls from disadvantaged backgrounds³¹
- Offer merit-based internship opportunities and financial scholarships to family affordability of education. E.g., collaboration between IBM and the Department of Science & Technology (DST) in India for scholarships, career counselling and experiential learning experiences for girls pursuing STEM pathways³²

2.2. Training, upskilling, and life-long learning to ensure a steady and skilled pipeline of women entering the workforce.

- Invest in focused training (technical, vocational, digital fluency) to create the talent for the industry, leveraging CSR funds. Include training and capacity building by developing toolkits for AI, block-chain, IOT, Industry 4.0 etc. to sustain tech adoption and job readiness.
- Partner with cross/ same sector organizations, locally and globally, to build a skilling institution to equip women with industry relevant skills and enhance their employability (e.g., frontline skilling academy for jobs in a wide range of sectors along commitments from corporates on employability and hiring)
- Offer enabling programs like internship, mentoring programs and other career guidance services for young women especially from cities beyond Tier 1 cities.
- Partner with community owned skill schools/colleges to ensure last mile implementation of upskilling and training programs.

3. Theme 2: Fostering an equitable and inclusive workplace.

3.1. Appropriate workplace infrastructure focused on safety and welfare of women.

³¹<https://dam.abbott.com/en-us/homepage/international-womens-day/Abbott-STEM-Blueprint.pdf>

³²<https://in.newsroom.ibm.com/2020-10-09-DST-IBM-announcement?lnk=hmhmhmhmhmhmhmhmhmhm>

- Create separate/easily accessible restrooms for women, safe working conditions at shop floor including transport and commute facilities especially in industrial & manufacturing organizations.
- Offer additional platforms such as women communities/support groups to facilitate psychological safety amongst female employees, especially in the units with low female participation.
- Advertise actively factories/workshops as "women friendly" to enable better awareness amongst target female candidates.
- Ensure robust anti-discrimination/anti-harassment frameworks addressing both gender-based workplace discrimination, violence, and sexual harassment.
- Advocate for improving the availability of accessible and affordable quality care centers/services supported by qualified workers enjoying decent work.

3.2. Policies to support retention of women through various life stages and prevent early dropout.

- Roll out supporting leave policies such as maternity (at least 6 months), adoption, surrogacy, miscarriage etc.
- Encourage paternity leave (at least 3 months) availing amongst male employees to address care giving disparities, with income loss due to maternity & paternity leave being covered through paid leave system, employee insurance etc. (E.g., Japan Government's diktat to companies to increase paternity leave adoption from the current 14% to 50% by 2025, and 85% by 2030)
- Provide physical wellbeing enablers like ergonomics for expecting mothers, nutrition counselling, female health literacy sessions.
- Offer benefits, programs, and facilities to meet their care needs like nursing rooms, childcare facilities etc.
- Introduce policies supporting new mothers - flexible work arrangements such as hybrid or remote working, structured transition programs for

women re-joining workforce (For e.g., Tata Steel's Mosaic program that nurtures female talent in manufacturing through flexible policies and personalized programs for returning mothers²⁷)

- Start in-house communities and forums for caregiving support, special situations support groups (e.g., Single parent groups)
- Design inclusive talent practices such as recruitment, access to equal opportunity, and pay equity for women in permanent, gig and freelance consultant roles.

3.3 Tailor policies that address various intersectionality within which an individual would relate.

- Address varied marginalized intersectional female experiences in policies. E.g., RBC Canada's, Female Talent pipeline program also focuses on inclusion of candidates from the Black, Indigenous, and people of color (BIPOC) community.

3.4. Implement inclusive and human centered Artificial Intelligence applications.

- Encourage the inclusion of women and other diverse viewpoints in the teams conceiving AI. A biased historical data set can lead to exclusion of women by AI algorithms managing several processes such as recruitment, progression etc.
- Ensure a diverse input data set is provided to machine learning systems to avoid biased decision making. For e.g., Microsoft's AI design approach that stress test's any algorithm on 5 different types of biases that might influence the program³³
- Set up a ranking of best practices, based on agreed guidelines, regarding the conception, development, and deployment of gender-considerate AI.
- Reward AI stakeholders that adopt and are accountable for gender-disaggregated data in AI technologies.

³³https://www.microsoft.com/design/assets/inclusive/InclusiveDesign_InclusiveAI.pdf

- Acknowledge Champions in AI committed to engaging in global partnerships to reduce any gaps between developed and developing countries in AI applications.

4. Theme 3: Ensuring advancement of women into leadership positions.

4.1. Practices to support career growth of women and advancement to leadership.

- Design career management frameworks with gender neutral success profiles, competencies, and performance management process avoiding gender-charged attributes, pronouns etc. to foster organic gender equity. E.g., GE's JD Decoder program that will help managers right gender inclusive job descriptions³⁴
- Design personalized career development programs (e.g., Progresa program by CEOE Internacional, Spain to promote development of female senior managers³⁶)
- Offer mentorship for advancing women to leadership positions including at board of directors, C- Suite positions E.g., WoMentoring program by Boehringer Ingelheim that provides mentorship for furthering career goals and personal brand³⁶.
- Ensure Leader advocacy and a minimum percentage of women at the board of directors in executive director positions + independent director positions.
- Design programs to develop soft skills of emerging female leaders to help navigate the corporate gender inequities/biases.

4.2. Cross-Industry interventions/policies for advancement of women leaders

- Mandate chamber bodies to adopt at least 40% female representation with policies in place to sustain the same.
- Encourage a senior women leaders' network across organizations.

³⁴<https://www.ge.com/news/press-releases/ges-engineers-at-jfwtc-develop-job-description-decoder-to-help-make-hiring-managers>

- Institutionalize and recognize Leader led advocacy programs like He-for-She champion, SheForShe, Men as Gender Advocates
- Encourage direct engagement by leading organizations in select priority areas like education, mentoring, or skilling.

5. Theme 4: Creating opportunities to share leading practices across G20 countries.

5.1. Virtual G20 community platform for women to provide and access information, resources, leaders/mentors, support group and networking opportunities.

- E.g., WePower network for South Asia Women in Power Sector which promotes women workforce participation in the sector and trigger normative change for women/girls in STEM³⁵

6. Theme 5: Supporting women led enterprises including at the grassroots.

6.1. Launch accelerator initiatives for women entrepreneurs by offering inhouse advisory, financial resources and scalable technology and evaluate for inclusion in the organization's supply chain.

- Offer tech centric mentorship programs like Google's Startups Accelerator: Women Founders Program - a 10-week digital accelerator program for startups based in the U.S. and Canada which provides mentorship and technical project and leadership development for founders.³⁶
- Support with business development essentials like EY's Entrepreneurial Winning Women guides women founders of profitable small companies, and provides essential tools to scale sustainably³⁷
- Incentivizing procurement from women owned businesses.

³⁵<https://collaboration.worldbank.org/content/sites/collaboration-for-development/en/groups/the-wepowernetwork.html>

³⁶<https://startup.google.com/accelerator/women-founders/>

³⁷https://www.ey.com/en_gl/entrepreneurial-winning-women

Recommended actions for consideration for Government initiatives include:

1. Across Themes

1.1. G20 Empower scorecard at national level for tracking and reporting of progress against identified KPIs.

- Urge private sector companies registered in the G20 countries as of FY2022 to roll out monitoring and disclosure of G20 Empower priority KPIs; aggregate company level data to the national level scorecard.
- Mandate this reporting requirement for companies with over 250 employees as defined in 2022 KPI dashboard or any other threshold based on revenue/capital/employee base as agreed.
- Adopt incentives and compliance mechanisms to implement public disclosure of the G20 Empower KPIs annually through a gender equality index e.g., Mandatory gender pay gap reporting for an employer with 250 or more employees in UK (cf. index Pénicaud in France)
- Work with MSMEs to improve their reporting of gender metrics, especially those where female representation is high E.g., garments, textile, small scale food processing etc.

1.2. Incentives for achieving excellence in gender parity and women empowerment, sanctions/penalties for those.

- E.g., tax credits, gender positive awards, certifications amplifying an organization's profitability or brand value or investment attractiveness.

1.3. Gender dimension to be integrated with public procurement.

- Integrate gender metrics in the public tenders, both in the eligibility and evaluation process.
- Assess the advancement of gender equality in companies applying for public contracts, including equal pay, gender parity in recruitment, promotion, and governance, as well as diversity in their supply chains.
- Promote women entrepreneurship in public procurement by dedicating an annual public budget for the development of women-owned businesses.

- Carry out information and training campaigns aimed at increasing the participation of women-owned businesses in public tenders and supply chains.

1.4. Ongoing public campaign for advocacy against gender imbalances.

- Ensure a national outreach, including to unemployed women, coordinated by public agencies through a dedicated digital tool.
- Social cause campaign anchored on real life success stories across high value professions.

2. Theme 1: Building a steady pipeline of women entering the workforce.

2.1. Public investment to encourage female participation in STEM courses.

- Fund of scholarships, special institutes/courses to encourage female participation in STEM courses at senior level (15+ years age group)
- Extend applicability of Right to Education till 12th Standard (up from the current eighth std) to reduce early dropouts.
- Partner with corporate entities to ensure access to digital devices, strengthen law enforcement capability in tackling issues of online harassment.
- Use Digital platform (E.g., Skill India Digital) as training medium for higher scale and reach.
- Empower local community/panchayat institutions to ensure country wide coverage of reforms.

3. Theme 2: Fostering an equitable and inclusive workplace.

3.1. Introduce progressive measures to induct women onto the shop floor across all shifts.

- E.g., Labor code amendments to include streamlined night shift approval process, countering gender-based violence/harassment etc.
- Legislate provisions for appropriate workplace infrastructure for women. E.g., Separate and easily accessible restrooms for women, safe working conditions, childcare facilities.

3.2. Formalize hybrid/remote working and gig economy workers by articulating regulations to ensure better governance.

- Legislations to -
 - Govern working hours, OT enforcement.
 - Offer alternative tax efficient salary components for remote workers in lieu of conveyance allowance, HRA etc.
 - Address data security challenges arising due to proprietary data handling outside of office networks.
 - Guide implication on tax, immigration, remittance, disputes, and other aspects in case of employees working remotely from different countries.
 - Uphold employee's right to work from home, if the role satisfies specific conditions on productivity & security, to offer job stability.
 - Define "workplace" to include remote locations.
- Build-in safeguards for gig workers and freelancers on similar lines.

3.3. Programs, policies and for strengthening the care ecosystem.

- Increase public investments in the care economy to generate more decent jobs, improve the availability of care services, enhance women's labour force participation and advance gender equality in the world of work.
- Organize care-workers and build adequate capacity.
- Design scientific curriculum and training to formalize care workers and ensure quality of care service.
- Subsidized childcare and integrate creche into primary school (in countries where not established already)
- Institute certification programs and enabling policies for caregivers to set standards for care-economy and dignify the professions of women workers.

- Invest in upgrade of rural centers into day care centers/creches to support working mothers in rural areas.

3.4. Recognize efforts/success stories in establishing responsible Artificial Intelligence.

- Acknowledge success stories of AI algorithms enabling inclusive decision making and support dissemination of coding practices for others to emulate (e.g., tax incentives, eminence etc.)

4. Theme 3: Ensuring advancement of women into leadership positions.

4.1. Enhance the requirement of Independent Women Directors, with no familial relations with the company directors or shareholders, on boards/leadership levels through mandatory and voluntary measures.

- E.g., Minimum of 30 per cent women on both the executive and the supervisory boards of companies as per Dutch Civil Code by 2030; encourage additional voluntary targets for more diversity.
- E.g., Appointment of at least one-woman leader in CXO roles

5. Theme 4: Creating opportunities to share leading practices across G20 countries.

5.1. Government support for virtual G20 community platform for women empowerment in the private sector

- E.g., Creation of multi-lateral forums to drive women empowerment initiatives like the Indo-US collaborating effort - Women Entrepreneur's Quest (WEQ) Programme which provides mentor-ship support, workshops, case studies, peer networking, industry connect and equity free seed fund³⁸

5.2. Create forums for experience sharing and course corrections for agile achievement of objectives.

³⁸<https://pib.gov.in/PressReleasePage.aspx?PRID=1694537>

- Organize Empower workshop status check session with Advocates, Business Leaders, and Government three times a year to share progress against Best practices playbook recommendations.

6. Theme 5: Supporting women led enterprises including at the grassroots.

6.1. Favorable investment ecosystem and tracking for effectiveness.

- E.g., accelerated access to funding, mentorship, and community during early stage as well as growth stage.
- Work closely with micro-finance institutions, co-operative, self-help groups/NGOs to enable wider outreach and provision of direct benefits.

6.2. Enhancement of financial benefits for MSMEs linked to their gender metrics along with periodic monitoring.

- E.g., Partial funding of maternity leave in MSMEs linked to a target on recruiting women.

6.3. Targeted programs and platforms for women led MSMEs/collectives to scale up operations, better access to capital, markets & corporates.

- Promote Local Decentralized economies (like the 100-mile communities' principle) - strengthening production and distribution at village level - benefiting local economy and making women-owned Cooperative ventures more viable.
- Leverage existing platforms like Kudumbshree/Gramin with significant registered entrepreneurs to pilot support efforts.

6.4. Mandate % of CSR funds for education and skilling of women or for funding women led enterprises.

- Focus CSR efforts to drive certain women empowerment agenda or those that might contribute to the efforts.



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Knowledge Partner



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