GUIDE TO PROMOTE GENDER EQUALITY IN LATIN AMERICAN AND CARIBBEAN COMPANIES

Analía Avella
Julia Hakspiel
María Teresa Villanueva

Accelerators Network
AFD AGENCE FRANÇAISE DE DÉVELOPPEMENT
IDB
IDB | Invest

GUIDE TO PROMOTE GENDER EQUALITY IN LATIN AMERICAN AND CARIBBEAN COMPANIES

Analía Avella
Julia Hakspiel
María Teresa Villanueva

This publication was prepared by the IDB Group in collaboration with the World Economic Forum, with funding from the French Development Agency (AFD).

Inter-American Development Bank
1300 New York Avenue, N.W.
Washington, D.C. 20577
www.iadb.org

Copyright © 2024 Inter-American Development Bank ("IDB"). This work is subject to a Creative Commons license CC BY 3.0 IGO (https://creativecommons.org/licenses/by/3.0/igo/legalcode). The terms and conditions indicated in the URL link must be met and the respective recognition must be granted to the IDB.

Further to section 8 of the above license, any mediation relating to disputes arising under such license shall be conducted in accordance with the WIPO Mediation Rules. Any dispute related to the use of the works of the IDB that cannot be settled amicably shall be submitted to arbitration pursuant to the United Nations Commission on International Trade Law (UNCITRAL) rules. The use of the IDB's name for any purpose other than for attribution, and the use of IDB's logo shall be subject to a separate written license agreement between the IDB and the user and is not authorized as part of this license.

Note that the URL link includes terms and conditions that are an integral part of this license.

The opinions expressed in this work are those of the authors and do not necessarily reflect the views of the Inter-American Development Bank, its Board of Executive Directors, the countries it represents, or its partners the World Economic Forum or the French Development Agency.

Content

Acronyms v

Acknowledgments vi

Foreword vii

1 **Introduction** 1

1.1 **Challenges of inequality: economic gender gaps in the region** 1

1.2 **Unlocking the potential: business and economic benefits of gender equality** 4

2 **Purpose, scope and content of the guide** 6

3 **Relevant terms and definitions** 10

4 **Dimensions of gender equality in companies** 12

4.1 **Commitment and strategy development** 14

4.1.1 Context and evidence 14

4.1.2 Potential actions 15

4.1.3 Tools and resources 19

4.1.4 Case studies 21

4.2 **Inclusive talent attraction and selection** 25

4.2.1 Context and evidence 25

4.2.2 Potential actions 26

4.2.3 Tools and resources 29

4.2.4 Case studies 30

4.3 **Women's development and leadership** 34

4.3.1 Context and evidence 34

4.3.2 Potential actions 37

4.3.3 Tools and resources 41

4.3.4 Case studies 42

4.4 **Equal compensation** 45
4.4.1 Context and evidence 45
4.4.2 Potential actions 48
4.4.3 Tools and resources 50
4.4.4 Case studies 51

4.5 **Conciliation and co-responsibility for care** 54
4.5.1 Context and evidence 54
4.5.2 Potential actions 58
4.5.3 Tools and resources 60
4.5.4 Case studies 62

4.6 **Working environments free of violence and harassment** 67
4.6.1 Context and evidence 67
4.6.2 Potential actions 70
4.6.3 Tools and resources 74
4.6.4 Case studies 76

4.7 **Inclusive product and service design** 79
4.7.1 Context and evidence 79
4.7.2 Potential actions 81
4.7.3 Tools and resources 83
4.7.4 Case studies 84

4.8 **Inclusive value chains** 87
4.8.1 Context and evidence 87
4.8.2 Potential actions 90
4.8.3 Tools and resources 92
4.8.4 Case studies 94

5 **Annexes** 97

5.1 **Case studies of companies adhering to the IPG in LAC** 97

6 **References** 142

Acronyms

AFD | French Development Agency.
DEI | Diversity, Equity and Inclusion.
ECLAC | Economic Commission for Latin America and the Caribbean.
EDGE | Economic Dividends for Gender Equality.
ELA | Latin American Justice and Gender Team.
GBA | Global Banking Alliance for Women.
GDP | Gross Domestic Product.
GIZ | German Society for International Cooperation.
HR | Human Resources.
HR | Human Rights.
IDB | Inter-American Development Bank.
IFC | International Finance Corporation.
ILO | International Labour Organization.
IMF | International Monetary Fund.
INTAL | Institute for the Integration of Latin America and the Caribbean of the IDB.
IPG | Gender Parity Accelerator (In Spanish, Iniciativa de Paridad de Género).
ISO | International Organization for Standardization.
IWPR | Institute for Women's Policies Research.
KPI | Key Performance Indicator.
LAC | Latin America and the Caribbean.
LGBTQ+ | Lesbian, gay, bisexual, transgender/transsexual and other diverse gender identities and sexual orientations.
MSMEs | Micro, Small and Medium Enterprises.
OECD | Organisation for Economic Co-operation and Development.
SDGs | Sustainable Development Goals.
SME | Small and Medium Enterprise.
STEM | Science, Technology, Engineering and Mathematics.
UN | United Nations.
UNDP | United Nations Development Programme.
UNESCO | United Nations Educational, Scientific, and Cultural Organization.
UNICEF | United Nations International Children's Emergency Fund.
USAID | United States Agency for International Development.
WEF | World Economic Forum.
WEP | Women's Empowerment Principles.
WGEA | Workplace Gender Equality Agency, Australia.

Acknowledgments

The authors extend special recognition to Mariana Massaccesi for her valuable contribution to the development of this guide. They also thank María Caridad Araujo, Chief of the Gender and Diversity Division at the Inter-American Development Bank (IDB); Silja Baller, Head of Diversity, Equity, and Inclusion at the World Economic Forum; Paula Pelaez Zambrano, Director of MSMEs, Gender, Diversity, and Inclusion, Advisory Services at IDB Invest; Jimena Serrano, Lead Gender, Diversity, and Inclusion Officer at IDB Invest; Paula Cubillos, Project Team Lead at the French Development Agency (AFD); and Carina Lupica and Andrea Monje, Senior Specialists of the Gender and Diversity Division at the IDB, for their careful reviews and technical contributions.

They also gratefully acknowledge the women and men leaders of the companies who shared their experiences and best practices, which were essential resources for the development of this guide.

Special thanks are extended to Gina Andrade, Daniela Arias, Cristián Castillo, Mariana Cordón, Nayibe Farah, Rhina Fortuna, Ana Grigera, Nidia Hidalgo, Carola Iniguez, Fabiola Martinez, Fanny Moreira, Ana Cristina Pérez, Nicole Peña, Ana María Pesantes, Juan Rangel Barranco, Flor Rodríguez, Sabby Romero, Stephanie Sanchez Galindo, Luis Sosa, Laura Torrentes, Cristina Trejos, and Hugo Us Alvarez, for their valuable contributions to the Gender Parity Accelerators (IPG), as well as to Laura Natera from the Centre for the New Economy and Society at the World Economic Forum. A special acknowledgment goes to Cecilia Martínez Gómez from the IDB for her invaluable support in communication aspects.

DESIGN AND LAYOUT: Jesús Rivero and Lorena Acosta (Cristaliza Global).

ILLUSTRATIONS: Armando Ríos (Cristaliza Global).

TRANSLATION: Ellen Cooper (Cristaliza Global).

Foreword

Increasing economic opportunities for women in Latin America and the Caribbean is not only essential to reducing gender gaps, but also boosts business productivity and promotes the region's economic development.

Although women account for 60% of university graduates in the region, disparities in access to job and economic opportunities remain significant. Women continue to be underrepresented in the workforce, in leadership roles, and in entrepreneurship. These gaps not only limit women's professional development but also result in suboptimal talent allocation. Moreover, in a region with a rapidly aging population, failing to harness female talent represents a missed opportunity for sustainable economic growth.

Despite the progress achieved in recent decades, considerable challenges persist, particularly in terms of the quality and type of jobs available to women, access to leadership roles, and ensuring equal pay. In this context, businesses play a critical role. The private sector not only has the ability to help reduce these gaps and promote an inclusive work environment but can also benefit from adopting a gender perspective that maximizes human capital potential, improves organizational performance, and enhances business competitiveness.

This guide is designed for all companies, regardless of size, that seek to create inclusive and creative work environments that drive productivity. It provides evidence and practical tools for implementing policies that promote equal economic opportunities. It offers clear roadmaps to address critical areas such as women's leadership, equal pay, co-responsibility in caregiving, and inclusive value chains, with adaptable suggestions tailored to the specific contexts and needs of each company. It also includes case studies from different sectors, both globally and regionally, showcasing how diverse companies have successfully implemented these strategies.

Fully integrating women at all levels of the economy is key to driving growth in Latin America and the Caribbean. By closing gender gaps, companies not only fuel their own growth and competitiveness but also make a decisive contribution to a more dynamic and equitable economic development for the entire region.

María Caridad Araujo
Chief of the Gender and Diversity Division,
Inter-American Development Bank.

Paula Pelaez Zambrano
Director of MSMEs, Gender, Diversity, and
Inclusion, Advisory Services, IDB Invest.

Silja Baller
Head of Diversity, Equity, and Inclusion,
World Economic Forum.

Virginie Delisee-Pizzo
Head of the Education, Training, and Employment
Division, French Development Agency.

1 Introduction

1.1 Challenges of inequality: economic gender gaps in the region

In recent decades, gender gaps in the labor market in Latin America and the Caribbean (LAC) have narrowed. However, **women still face significant barriers to accessing and remaining in employment**. In 2019, labor participation of women aged 25-64 in the region stood at around 65%, still far from the 90% average for men. Although the gap narrowed by 25% over the last three decades, it remained high at 24.8 percentage points (p.p.) in favor of men (Acevedo et al., 2022).

These differences widen to 40 p.p. when comparing the labor participation of men and women with children under 5 years of age. This highlights inequalities in the distribution of care and child-rearing tasks in households, as well as the lower possibility for women's inclusion and retention in employment. These inequalities also determine many of the other socioeconomic gender gaps.

During the COVID-19 crisis, women were the most affected in terms of job losses, as a large proportion were engaged in low-productivity occupations and/or in the informal sector, such as retail trade and certain service activities (tourism, gastronomy, hospitality, domestic and care services, etc.).

According to data from the Labor Observatory of the Inter-American Development Bank (IDB), the region lost more than 31 million jobs in June 2020, 14% of total employment. In relative terms, women lost more jobs than men. **The group under 25 years of age and/or with lower educational levels was the most affected, especially those women employed in informal jobs** (Aguerrevere et al., 2022). Overall, two out of every three jobs lost in LAC during the pandemic were in the informal sector.

The pandemic resulted not only in severe economic contraction, but also in the prolonged closure of schools (more than 210 days in LAC) increasing care and education responsibilities at home. Women took on the greatest share of these additional duties.They were more likely than men to increase their participation in household chores, childcare and support for children's education. In this context, and despite representing 42% of the labor force, **women suffered 56% of total employment losses in the region through March 2021** (Viollaz et al., 2022).

Although the main labor indicators in LAC have recovered to pre-pandemic levels, gender gaps persist, and informality is on the rise. The COVID-19 crisis generated a major disruption in the labor market, although it did not significantly alter gender gaps in the region. In the third quarter of 2023, employment grew at a faster pace, reaching its highest point since the beginning of 2020 in September 2023. This growth is mainly explained by the increase in informal employment and female employment, two of the sectors most affected by the pandemic crisis (IDB Labor Observatory, 2023).

Gender disparities in the region are also reflected in entrepreneurship and business leadership indicators. About a quarter of all businesses are led by women. These firms are about three times smaller than those led by men, are concentrated in less innovative sectors such as retail and services and are more prone to informality and to emerge out of necessity, due to the limited job opportunities women face (Cuberes and Teignier, 2017).

In terms of corporate leadership, in 2020 women held 15% of board positions in large companies in LAC and only 11% had a woman as a senior manager. Moreover, their participation in ownership was limited, with women owning only 14% of companies in the region (Basco et al., 2021).

The wage gap between men and women represents another major challenge. In LAC, women earn on average 12% less than men. However, this difference does not take into account the fact that women have a higher level of education. **When adjusting the data by education level, field of study, work experience and other related factors, the gender wage gap rises to 22% (IDB, 2022)**[1]. Part of the difference is related to the overrepresentation of women in lower-paying sectors and occupations, such as health, education and welfare services, and their lower participation in high-income activities such as engineering, science and technology.

However, the most important factor contributing to the gender wage gap is the timing of family formation. Emerging evidence in the region suggests that **women, unlike men, suffer the effects or penalties of motherhood in the labor market**. After the arrival of children, many women are forced to abandon their jobs, interrupt their professional development, reduce the hours dedicated to the labor market and/or seek more flexible occupations, often in the informal sector (Querejeta and Bucheli, 2021 and Berniell et al., 2023). This means that women tend to be concentrated in lower-ranking and lower-paid positions. Women's lack of career progression and underrepresentation in the higher ranks is a crucial determinant of the gender pay gap.

These inequalities generate the underutilization of available talent in the region and are even more pronounced among certain groups of women. Inequalities widen when gender intersects with variables such as sexual orientation, race, ethnicity, disability, nationality or poverty. Women with disabilities are less likely to be employed and more likely to work in informal jobs (IDB, 2022)[2]. Afro-descendant Women are also less likely to be in formal jobs (IDB, 2022). Migrant women face additional barriers in accessing labor markets, with more precarious conditions and lower wages than migrant men (Stampini et al., 2023).

Compared to other regions, LAC has made progress in closing gender gaps. According to the World Economic Forum's Global Gender Gap Report 2024, the region ranks third worldwide in terms of parity, reaching 74.2%, behind only Europe and North America. Since 2006, LAC has shown the greatest progress in the gender gap index, thanks to improvements in the dimensions of political empowerment and economic participation. **Despite this progress, it was estimated that in 2024 it will take 57 years, or the equivalent of**

1. Harmonized Household Surveys of Latin America and the Caribbean.
2. Gender and Diversity Sector Framework, December 2022.

two generations, to reach full gender parity in the region. Globally, this process would take approximately 134 years or five generations.[3]

However, despite these advances, obstacles persist and much remains to be done, especially with regard to the quality and types of jobs held by women overall, particularly those from diverse and historically underrepresented backgrounds . Women continue to be overrepresented in low-wage jobs and greater informality. These conditions have a direct impact on their well-being, both now and in the future, limiting their possibilities of accessing the social and health protection system and better economic opportunities, with a greater risk of falling into poverty in old age.

BOX 1

LABOR MARKET INFORMALITY AND ITS IMPACT ON GENDER EQUALITY

In Latin America and the Caribbean, micro, small and medium-sized enterprises (MSMEs) are strongly represented in the productive and labor framework, accounting for 99.5% of companies and employing 60% of workers. **However, approximately 53% of these companies operate informally**. This has important economic and social implications, such as low wages, lower social protection, greater poverty and inequality, as well as lower productivity and access to financing. According to the IDB Labor Observatory's Better Jobs Index 2024, **almost 55% of people working in the region are employed informally, without a contract or social security coverage, and 3 out of 10 do not earn enough to overcome the poverty line**.

In turn, **women have lower quality jobs than men, with a 16-point gap in the measurement of this index**. Informality is crucial in the discussion on gender equality, both because of its impact on results (women are less likely to be in formal employment and have less health, unemployment insurance and pension coverage), and because of the limitations on the effectiveness of gender equality policies. Many companies do not comply with labor regulations or with tax and social insurance systems, which restricts the scope and effectiveness of policy instruments to reduce gender gaps in the labor market.

3. The Global Gender Gap Report has been published since 2006. The Global Gender Gap Index measures gender parity in four dimensions: political empowerment, economic participation and opportunity, educational attainment and health.

1.2 Unlocking the potential: business and economic benefits of gender equality

The private sector has the capacity to generate a positive impact on reducing the economic gaps that affect women. Among other actions, companies can facilitate access to employment, support professional development, and foster violence-free work environments. By making a commitment to gender equality and adopting measures to create more equitable and inclusive work environments, companies can mitigate the inequalities that affect women's inclusion and development in the workplace. However, the question arises: what are the benefits to economies and companies of promoting greater gender equality?

Gender gaps limit overall productivity and economic growth, so reducing these inequalities is not only an ethical issue, but also a strategic one. **When certain population groups face barriers and/or limitations in accessing economic sectors and activities, valuable productive potential is being wasted**.

This is especially relevant in LAC, where **population aging requires expanding the labor force in absolute terms and allocating talent more efficiently**. The share of the working-age population in the region is expected to grow marginally in the next decade, with the older population being the only group to increase in relative terms, due to low birth rates and longer life expectancy (UN, 2019). In this context, the inclusion of more women in the labor force can counteract this trend.

Women currently represent 60% of people with university degrees in the region. However, much of this talent is not efficiently utilized. Women remain underrepresented in the workforce, leadership, entrepreneurship and formal employment. Tapping and reallocating this talent is critical for economic growth (Bertay et al., 2020). According to IDB estimates, **closing gender occupational gaps in Southern Cone countries could generate gains ranging from 4% to 15% of Gross Domestic Product (GDP), depending on the country** (Frisancho and Queijo, 2022).

Regarding the benefits of gender equality in the private sector, the evidence varies according to the types of companies, the organizational context and the methodology of the studies. Although these effects have been more widely analyzed at the international level, research on these issues in the region is still needed to extrapolate results. Given cultural, racial, ethnic and other specific factors, there may be barriers or opportunities unique to the region that have not yet been taken into account.

One study for LAC finds that **eliminating gender disparities in entrepreneurship could increase output per capita by 9.4%** (Cuberes and Teignier, 2017). Likewise, other research on the region has identified a **positive correlation between the proportion of women on company boards and their financial performance**, especially when a critical mass of women above 30% is reached in these influential spaces (Flabbi et al., 2016).

Internationally, a study in Italy points to positive effects on business performance when executive leadership changes in favor of a woman. It found that the addition of a female CEO can improve sales per employee by between 3.2% and 18.5%, depending on the proportion of women in the firm (Flabbi et al., 2019). Another study on European firms exploring gender changes in corporate leadership finds that **organizations led by female CEOs are associated with lower corporate risks and higher probability of survival compared to similar firms led by men** (Faccio et al., 2016). There is also research that firms led by female CEOs are more likely to earn higher profits (Sandberg, 2019).

In terms of talent management, emerging international studies indicate that **environments that promote inclusive practices can have a positive impact on attracting and retaining employees, reducing absenteeism and turnover**. According to a study in the United States, a 10% increase in the perception of inclusion can reduce absenteeism levels in companies, adding almost one additional day of work attendance per employee per year (Bourke and Titus, 2019). Other research in Canadian companies indicates that companies with greater gender equality and inclusive practices are linked to lower levels of employee turnover (Maurer and Qureshi, 2021).

Supporting a commitment to gender equality is not only key to harnessing the potential of human capital and improving talent management, but also to **opening up new market opportunities and strengthening supply chains**. Designing solutions tailored to women's needs can be a differentiating factor in developing new business segments: women control one-third of global wealth and 64% of household spending (Zakrzewski et al., 2020). In addition, **integrating women-owned businesses and those with inclusive practices into the value chain can be a competitive advantage that adds value to the product and service propositions offered**. Having a diversified supplier base can favor the availability of supplies and facilitate the acquisition of specialized products and services (Deloitte, 2020).

2 Purpose, scope and content of the guide

Implementing actions to promote closing gender gaps in companies can be a challenge, especially for MSMEs. Larger companies tend to have more resources to initiate these processes or, even if they are multinational organizations, they may receive guidelines on these measures from their parent company.

This guide proposes tools, resources, knowledge and practical recommendations for all those companies interested in increasing women's participation and opportunities for professional and economic advancement. However, it is important to take into account, as already mentioned, that more than half of the region's MSMEs are informal, which may limit the scope and implementation of the tools presented here[4].

The experiences and needs shared by companies adhering to the Gender Parity Accelerators (In Spanish, Iniciativas de Paridad de Género, from now on referred to as IPG) in the region have been a key factor in the development of this guide (see Box 2 for more details on the IPG). However, this guide can also be a useful resource for companies that are not part of the IPG and wish to address these issues independently, as well as for those organizations operating in countries where these initiatives have not yet been implemented. The guide is structured in the following blocks:

A) Dimensions in favor of gender equality

Eight dimensions selected from the literature review and evidence supporting their effectiveness in promoting gender equality in companies are presented.

4. Section 4.8.2 provides some recommendations to support the formalization of enterprises in value chains.

1 Engagement and strategy development

2 Inclusive talent attraction and selection

3 Women's development and leadership

4 Equality in compensation

5 Conciliation and co-responsibility for care

6 Working environments free of violence and harassment

7 Inclusive product and service design

8 Inclusive value chains

INTERACTIVE MENU.
Click on the title to access each dimension.

B) Compendium of practical tools and resources

A compendium of practical tools and resources developed by international organizations and specialized institutions is provided, which can be consulted to facilitate implementation of priority measures by companies. These tools are presented in the sections addressing each of the eight dimensions.

C) Global and regional case studies

A selection of global and regional business practices is included to illustrate the application of the suggested dimensions. At the global level, the practices of the World Economic Forum's Diversity, Equity and Inclusion (DEI) Lighthouse program are highlighted. Each year, this initiative launches a global call for proposals and convenes a panel of experts to identify and select those business initiatives that stand out for having a significant, measurable, sustained and scalable impact.[5]

At the regional level, case studies of companies adhering to the IPG are presented. For the review and selection process of these practices, factors such as formalization, seniority, scope and results obtained were considered. A process of interviews was also carried out with authorities, leaders and gender issues representatives in these organizations in order to deepen understanding of the measures. Annex 5.1 provides a detailed description of all the cases selected.

5. This program is organized annually by the Center for the New Economy and Society of the World Economic Forum.

BOX 2

BACKGROUND AND HISTORY OF GENDER PARITY ACCELERATORS

The IPG are public-private partnerships that bring together high-level leaders to drive action to reduce economic gender gaps. They offer a collaborative platform that links governments and businesses, focusing on three main objectives: 1) **Increase women's participation in employment**; 2) **Reduce the gender wage gap**; and 3) **Increase women's participation in leadership positions**.

The first IPG emerged in 2012 when the World Economic Forum, with the goal of integrating more women into the economy, launched the Gender Parity Working Groups, which later evolved into Gender Parity Accelerators. In 2016, the Inter-American Development Bank (IDB) and the World Economic Forum boosted the development of IPG in LAC. Subsequently, in 2019, the French Development Agency (AFD) joined this collaboration between institutions. Since then, the IPG have been implemented in nine countries in the region: Argentina, Chile, Costa Rica, Colombia, Dominican Republic, Ecuador, Honduras, Mexico, Panama and Mexico. In addition, Guatemala has requested support to advance implementation of the initiative.

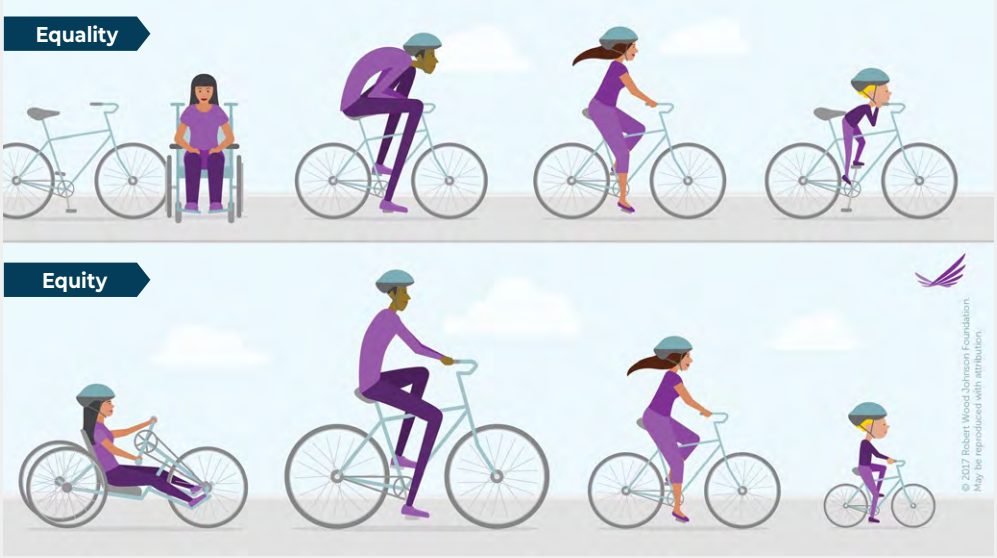
Currently, more than 680 companies in LAC are part of the IPG. According to partial data collected from 250 organizations, 66% of these organizations are MSMEs and 34% are large companies (based on reports from the IPG of Argentina, Chile, Costa Rica, Colombia, Panama and the Dominican Republic).

The IPG are part of the World Economic Forum's Global Accelerator Network, which convenes 30 national accelerators working in 5 impact areas: education, gender parity, employment, future markets and skills. In addition to the nine IPG in LAC, Gender Parity Accelerators are being implemented in Australia, Japan, Egypt, Jordan, Kenya and Kazakhstan.

3 Relevant terms and definitions

In order to move towards more equitable and inclusive workplaces, it is important to know some key concepts. The terms "equality" and "equity" are often used interchangeably, but they do not mean the same thing. While equality represents the ultimate goal, equity is the means to achieve it. The following is a non-exhaustive glossary of relevant concepts[6].

TABLE 1 GLOSSARY OF CONCEPTS ON GENDER ISSUES

Equality and equity	Equality is about treating everyone equally, ensuring that each person or group receives the same resources and opportunities. On the other hand, equity involves considering the unique circumstances of each person or group and adjusting support accordingly to achieve an equal outcome. Achieving equality may require actions geared toward equity.  **Image:** Robert Wood Johnson Foundation..

6. For other concepts that illustrate gender inequalities in work environments, such as glass ceilings or broken staircases, see section 4.1 of this guide.

Parity	Gender parity, specifically in a work environment, seeks to achieve equal representation of men and women in different areas of the organization: hierarchies, areas, areas of influence, etc.
Diversity	Diversity refers to the inclusion of people from different backgrounds, contexts and characteristics, ensuring their representation in the workplace. Diversity encompasses aspects such as gender, sexual orientation, ethnicity, race, socioeconomic level, age, disability, migratory status and religion. Fostering inclusive and respectful work environments requires recognizing and valuing diversity.
Intersectionality	Intersectionality refers to the way in which different identities and social categories are intertwined. For example, gender is a dimension that can be linked to other aspects such as socioeconomic status, age, disability, ethnicity, among others. This approach recognizes that people are not defined by a single characteristic and that their experiences are influenced by multiple sociocultural factors.
Inclusion	Inclusion is an approach that fosters the construction of diverse environments and a culture that recognizes, values and respects individual differences, promoting the full participation of all people who are part of an organization.
Gender mainstreaming	Gender mainstreaming is a practice that seeks to integrate the gender perspective in a cross-cutting manner in all policies, programs and actions of an organization. It recognizes that this perspective should not be approached in isolation, but as a transversal axis associated with corporate objectives and strategies.
Occupational segregation	Occupational segregation is manifested in two ways: horizontal, which refers to the traditional assignment of roles and occupations between genders, normalizing the idea that certain activities are for men and others for women; and vertical, which implies an unequal distribution in the hierarchical scale, with greater representation of women in lower positions and less access to leadership positions.

Source: Prepared by the authors, based on the IDB Gender and Diversity Action Plan 2022-2025 and UN Women Gender Equality Glossary.

4 Dimensions of gender equality in companies

In this section, we present the suggested dimensions for companies to advance implementation of gender equality initiatives. Each of the dimensions is organized into the following blocks:

CONTEXT AND EVIDENCE

Identifies gender gaps in the specified dimension and includes a review of evidence supporting the effectiveness of its approach. In certain dimensions it is still necessary to strengthen studies at the regional level and the specific focus on MSMEs. In this regard, in cases where international evidence is introduced, it is important to consider that the results cannot always be extrapolated due to the particular characteristics of the region.

POTENTIAL ACTIONS

Offers practical recommendations to address the closing of gender gaps in the specified dimension. It also compiles and explains the available evidence on the effectiveness of the suggested actions. It should be noted that, in some cases, the evidence may show mixed results or be conditioned to contextual factors, and that the implementation of these actions does not guarantee the elimination of inequalities in processes related or subsequent to the dimension addressed.

TOOLS AND RESOURCES

Systematizes useful tools and resources from international agencies, specialized institutions and business organizations to facilitate the implementation of actions in the prioritized areas or areas of interest.

CASE STUDIES

Illustrates how companies are addressing the achieved dimension, with examples of outstanding practices at the global and regional levels. Detailed information on these cases is provided in Annex 5.1.

.

DIMENSION 1

Commitment and strategy development

4.1 Commitment and strategy development

The commitment and support of top management is a key factor for companies to advance implementation of actions that favor gender equality.

4.1.1 Context and evidence

Although more extensive studies are still needed in the region to evaluate the implementation and effectiveness of gender equality programs in the private sector, international research identifies a growing commitment to these issues and the development of specific programs and strategies.

The World Economic Forum's Future of Work 2023 report, which surveys more than 800 large companies from 27 industry groups, identifies that more than two-thirds of organizations have a diversity, equity and inclusion (DEI) program in place. This proportion rises to 77% for companies in Latin America and the Caribbean. The report also reveals that the quality of work is a relevant concern, and that young people are the ones who particularly prioritize diversity and inclusion at work.

Likewise, the World Economic Forum's DEI Lighthouse 2024 report highlights **committed and engaged leaders as a common success factor in achieving effective gender equality and diversity initiatives**. This study focuses on large companies and notes that top management support facilitates the development of more comprehensive cross-departmental policies and programs. It also highlights that DEI programs have become an integral part of corporate strategies.

At the regional level, a study in Panama in 2023 analyzes gender equality initiatives in small, medium and large organizations, using data from the WEP Gender Enterprise Tool (Women's Empowerment Principles, see Box 3) and a selection of good practices in the local IPG framework. The study reveals that, although **companies recognize the importance of their role in promoting gender equality** and have taken concrete steps to introduce specific practices and policies, they **are still in the process of achieving a strategic approach to implementing their commitment, as well as measuring and reporting their progress** (Almonacid et al., 2023).

Similarly, a report in Argentina analyzes and systematizes the actions implemented by more than 110 companies adhering to the Women's Empowerment Principles until the end of 2019. Of these companies, 60% are large and 40% MSMEs. According to the study, **94% of these organizations have the commitment and support of senior management on gender equality issues**, which they identify as a key factor that has allowed them to make progress on these issues, especially internally (UN Women, 2019).

Having the support of top management is a necessary factor in advancing towards gender equality; however, concrete actions are required to materialize and put this commitment into practice within companies

4.1.2 Potential actions

How to generate commitment?

Companies can formalize their commitment to gender equality through the institutionalization of one or more instruments. These can take various forms and structures depending on the type and operation of the company, such as policies, guidelines or protocols. It is important that these instruments are relevant to the reality and dynamics of the organization, are aligned with its mission and are integrated into its strategic objectives (McKinsey, 2023).

In companies with an international presence, the gender equality policy is generally defined at the global level. However, it is essential to give local teams the possibility of adapting it to their context in order to foster ownership and concrete impact (Washington, 2022). This policy usually takes the form of a framework document with general guidelines framing the strategy and actions to be taken, which helps to avoid isolated measures or measures that are poorly integrated into the company's management.

The gender equality policy can be a driver of organizational change, not only internally, but also through its interaction with the value chain. It is therefore important that it is extended throughout the company and, if possible, to external practices. Likewise, its review, evaluation and updating are necessary factors to maintain its alignment with corporate objectives and business priorities. Finally, it is important not to lose sight of communication. The policy also functions as an element of training and awareness and must therefore be communicated to all personnel. Externally, its dissemination can contribute to improving organizational reputation, attracting talent and reaching new markets and customers.

On the other hand, the organization's commitment to gender equality can also be expressed through adherence to local or international programs that explicitly support and endorse these issues, such as the **Gender Parity Accelerators or the Women's Empowerment Principles** (see Box 3). These initiatives make it possible to publicize companies' commitments, promote access to knowledge and the exchange of experiences, and generate communities and networks.

Seals and certifications are another way of expressing commitment. They are innovative tools, although they are more appropriate for companies that are in advanced stages of their change process. The preparation stage prior to obtaining such accreditations is not only a requirement, but also a valuable learning and improvement opportunity that can accelerate the pace of change. Obtaining a gender equality seal or certification can also bring reputational benefits and facilitate access to specific markets, investors and customers.

Transforming commitment into action

Establishing a clear baseline and drawing up a roadmap are key elements for initiating any action. Knowing where the company is starting from, defining where it wants to go, what resources it needs and who will manage them, are some of the initial questions to address. In general, companies that show progress on these commitments tend to take a more systematic approach to designing their strategies. They have

managed to progress beyond isolated or loosely coordinated initiatives, establishing objectives aligned with the company's overall mission and strategy (McKinsey, 2023).

The following are recommendations for developing a comprehensive gender strategy. These are flexible guidelines that companies can adapt to their particular circumstances.

A Define governance. Form an internal committee or team to lead, organize and prioritize the work in these areas

For greater integration and transversality, **it is important that this committee or team is not only made up of the company's support sectors, such as human resources or communications, but also of the central areas of the business - operations, commercial, finance - and that it has senior leadership for decision-making and resource allocation**. Another important aspect is to define its competencies, the roles and responsibilities of its members and a working methodology (frequency of meetings, decision-making mechanism, time of permanence/rotation of its members, etc.).

In addition, it is important that committee members receive specific training in gender equality and that their performance evaluations include the achievement of gender equality objectives. Voluntary groups of male and female employees, known as Employee Resource Groups (ERGs), can also be created to report to the committee and have a direct approach to the employees. These groups are usually organized by topic of interest and work to promote an inclusive work environment. ERGs are generally formed to provide support, networking opportunities and a sense of community within the organization.

B Measure inequalities. Conduct a quantitative and qualitative diagnosis of existing gaps in the company to define a baseline and identify opportunities for improvement

This analysis can contribute to understanding how inequalities are generated in the organization, identify those practices that reinforce inequities and propose interventions to reduce gender gaps. It can begin with a general evaluation of the organization, for example, through surveys directed at all personnel. It is also important to carry out quantitative measurements to analyze the representation of personnel by gender in areas and hierarchical levels, and to complement the observations with focus groups. It is advisable for the organization to remeasure its gaps and evaluate its progress on a regular basis, for example, every two years.

C Develop an action plan. Design a work plan that includes the areas for improvement and is linked to the company's strategic plan

Using the information gathered through measurements, gap analysis and gender-disaggregated data, companies can plan actions in the areas with the greatest opportunity for improvement. This information allows each company to identify its priorities and challenges and define specific action plans (ILO and UN Women, 2020). **It is also important that these plans are integrated with corporate objectives, in order to achieve a clearer focus within the organization and demonstrate that gender issues are not an isolated priority**.

These plans facilitate the prioritization of short-, medium- and long-term actions, and the possibility of assigning responsibilities, execution times and mobilizing the necessary resources to sustain the initiatives.

To ensure their effectiveness, it is important to establish concrete, measurable and achievable objectives, and to define KPIs (key performance indicators) to evaluate the progress and effectiveness of the initiatives, or to adjust their course if necessary. The support of the organization's leaders is key to the success of these plans, as well as their effective communication to all levels of employees and stakeholders.

D Quantify proposals and allocate resources. Translate the initiatives into numbers, estimating costs and benefits for the company

This action is relevant to support the proposals when presenting them to the organization's leadership and to facilitate the necessary consensus. It provides a better idea of the resources and the specific budget required for the initiative.

BOX 3
FRAMEWORKS FOR COMMITMENT

Implementation of Gender Parity Accelerators (IPG)

In each country where a IPG is developed, a roadmap with six main milestones is implemented: 1) the formation of a Leadership Group, composed of public and private sector leaders to direct the IPG strategy; 2) the activation of a Technical Group and other support figures that accompany the implementation of the initiative; 3) the preparation of a diagnosis to characterize the economic gender gaps in the country; 4) the preparation of an Action Plan with measures to close the economic gender gaps; 5) the launching of the IPG in a public event with government authorities, representatives of the Leadership Group, the IDB, the World Economic Forum and the French Development Agency; and 6) the implementation of specific actions to comply with the Action Plan, the adherence of companies committed to the objectives of the IPG, the generation and exchange of knowledge and technical assistance by the regional coordination of the IPG (Villanueva et al., 2023).

+ Explore

Women's Empowerment Principles

The Women's Empowerment Principles (WEPs) are a set of guidelines designed to guide companies in promoting gender equality and women's empowerment in the workplace, marketplace and community. Established by UN Women and the UN Global Compact, these principles provide a platform and framework for action for organizations. Grounded in international human and labor rights standards, the WEPs are a tool for advancing the gender equality dimensions of the 2030 Agenda and the UN Sustainable Development Goals (SDGs).

The WEPs make it possible to join a global network, make initiatives visible and exchange experiences among companies and actors committed to this agenda around the world. Adherence to these principles makes it possible to express and make visible the commitment from the highest levels of leadership in the organization and to manage concrete and measurable actions in favor of gender equality and women's empowerment. The principles help companies evaluate and assess their current practices and identify areas for improvement. They also provide signatory companies with access to resources and support tools.

+ Explore

4.1.3 Tools and resources

MEASURING INSTRUMENTS AND LEARNING PLATFORMS	
WEP Gender Enterprise Tool	• Gender gap self-assessment tool. Allows measurement and evaluation of existing inequalities in the organization and identification of areas of opportunity for developing action plans. The tool is free, confidential and applicable to SMEs and large companies. The IPG promote use of this tool. **Entity:** UN Women, Global Compact, IDB Invest and IDB Lab. + Explore + Implementation Guide (*Available in Spanish*).
WEP Learning Center	• Online training center for WEP signatory companies. This platform offers learning opportunities for women to enhance or acquire new skills and capabilities for their professional development. **Entity:** UN Women, Global Compact / + Explore
Target Gender Equality Accelerator	• Gender equality accelerator program for Global Compact member companies. Provides support to set and achieve corporate targets for women's representation and ensure equal pay. Participating companies can deepen their implementation of the WEPs, strengthen their contribution to the SDGs and receive expert updates. **Entity:** Global Compact, UN / + Explore
ALLIANCES AND COMMUNITIES	
The Global Gender Parity Sprint	• Global platform that brings together businesses, governments and international organizations to drive economic transformation, innovation and growth, accelerating economic gender parity by 2030 through three impact pathways: – **Labor market:** Gender parity in the workforce, representation in senior management positions and salaries; – **Industry transformation:** Gender parity in capital markets (financial services), technology (ICT), consumer and media sectors; – **Transversal transformation:** Gender parity at the core of technological, green and care transitions. The following initiatives and work are part of this platform: Global Gender Gap Report; DEI Lighthouse Program; Gender Parity Accelerators and World Future Council on the Care Economy. **Entity:** World Economic Forum / + Explore
HeForShe Campaign	• Solidarity campaign that promotes gender equity. It aims to engage men and boys as agents of change, encouraging them to take action to eliminate the inequalities faced by women and girls. **Entity:** UN Women / + Explore
Paradigm for Parity	• Coalition of business leaders and DEI experts dedicated to addressing systemic gender and race gaps in the business sector. **Entity:** Paradigm for Parity / + Explore

Champions of Change Coalition	• High-profile coalition of influential men and women united to lead change in their organizations and communities. The objectives are to promote the participation of women in leadership positions and to build respectful and inclusive workplaces. **Organization:** Champions of Change Coalition) / + Explore
SEALS, CERTIFICATIONS AND ACKNOWLEDGMENTS[7]	
EDGE Certification	• Global assessment methodology and corporate certification standard for gender equality. This certification ensures a structured and systematic approach to measure, identify and close gender gaps at corporate level linked to 5 dimensions: Equal Pay; Recruitment and Promotion; Leadership Training and Education; Flexible Work; and Corporate Culture. The process is valid for 2 years. **Entity:** EDGE Foundation / + Explore
ISO 53800	• This standard proposes guidelines for working on equality between women and men within an organization, regardless of its nature, activity, size or location, including an integrative and continuous improvement approach. **Entity:** International Organization for Standardization (ISO) / + Explore
Par Ranking and Aequal Certification	• Par Ranking. Free, comparative and confidential annual measurement of organizational policies and processes in gender equity and diversity. • Aequales Certification. Accreditation process for companies of the strategies implemented in gender equity and diversity. **Entity:** Aequales / + Certification + Par Ranking
Great Place to Work Survey	• This survey recognizes the quality of the organizational culture. It includes a certification process where employee comments and experiences are analyzed in relation to the programs and practices applied that differentiate the organization as a good place to work **Entity:** Great Place to Work / + Explore

Source: own elaboration.

7. This list is not exhaustive and does not include national seals and certifications developed and managed by private entities or public bodies in the different countries of the region.

4.1.4 Case studies

Global and regional business practices.

GLOBAL

Ingka Group (IKEA)

Promoting gender parity and pay equity in all operations and levels of the company, through management commitment and strategy execution.

- **Industry:** Retail.
- **Country:** Global, based in the Netherlands.
- The company controls most of the IKEA stores.
- As of 2021, it has a presence in Chile, Colombia, Mexico, Puerto Rico and the Dominican Republic.

More than ten years ago, Ingka Group made a commitment to achieve gender equality across all its businesses and organizational levels. The goal of achieving a 50/50 gender balance throughout the company was set by executive leadership, endorsed by the Board of Directors, and is considered a non-negotiable objective that is prioritized from middle management to senior leadership.

To achieve this goal, the company has designed customized approaches and action plans for each business unit and country. Mentoring programs and inclusive succession plans have been implemented. DEI objectives are directly linked to the performance evaluation of each team manager, with a designated DEI leader in each region to oversee and ensure compliance with the associated KPIs. The Ingka Group has also established that group and country management report annually to the boards on the status of gender pay equity.

Over the past 10 years, the company has managed to increase the number of CEO positions held by women in countries by 20 percentage points, reaching 48% by 2023. In addition, 50.2% of all management positions and 61.6% of positions reporting directly to the CEO are currently held by women.

The full case study for this company is available in the World Economic Forum's DEI lighthouse 2024 report.

REGIONAL

Ecopetrol

Promoting a DEI program that covers the entire life cycle of women, from infancy to the Board of Directors.

- **Industry:** Energy.
- **Country:** Global, based in Colombia.
- Company member of the IPG Leadership Group in Colombia.

In 2019, Ecopetrol launched its ***DEI Program,*** with a comprehensive work approach that addresses six components and 36 initiatives. Within the gender component, *Sin Fronteras* was designed, an initiative that takes into account the entire life cycle of women, promoting their empowerment, leadership and access to underrepresented roles. The initiative includes actions from childhood to the Board of Directors of Ecopetrol and its 327 directly and indirectly controlled companies. The projects include actions in childhood, new generations, middle career and Board of Directors.

In 4 years of implementing the program, the company managed to increase the participation of women in mid-career by 12.4 percentage points, from 18% to 30%. In addition, between 2018 and 2022, the representation of women in high potential programs increased from 36% to 48% and in succession talent from 30% to 36%. The company currently has 33% women on the Board of Directors.

See the complete case study of this company in Annex 5.1.

BHD

Institutionalizing a comprehensive gender strategy under the direction of a high-level committee headed by the President of the entity.

- **Industry:** Banking and Finance.
- **Country:** Dominican Republic.
- Member of the IPG Leadership Group in Dominican Republic.

In collaboration with the Global Alliance of Banks for Women, in 2015 BHD launched the ***Women's Gender Strategy***, expanding its gender focus initiated with the Women's Card in 2013. This strategy is based on three components: internal culture of gender equity, products and services tailored to women, and recognition of women's social work. As part of this strategy, the *Mujer Mujer* Program was created to address the financial and non-financial needs of women. BHD has positioned itself as a leader in financial services for women and has increased its client base in all segments of the bank.

Since the inception of this strategy, the bank has reached more than 125,000 new customers, with average annual growth rates of more than 13%. Its efforts enabled it to position itself as the bank of reference for Dominican women, according to market surveys, and to strengthen its capacity to become a multi-service bank focused on all customer segments.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2024 report of the World Economic Forum and information provided by the companies.

DIMENSION 2

Inclusive talent attraction and selection

4.2 Inclusive talent attraction and selection

Inclusive selection processes can be great assets for companies, as they contribute to creating more representative environments, leveraging the potential of available talent.

4.2.1 Context and evidence

To increase women's participation in the workforce, it is necessary to address the structural, cultural and organizational barriers that limit their entry and retention in employment. **Companies can expand their talent pipeline by unlocking women's unused or untapped potential**. As part of this transformation, restructuring recruitment and selection processes can be a key factor in ensuring equal opportunities at these stages and fostering a more inclusive work culture.

An inclusive selection process must ensure that people participate and are evaluated fairly, using objective criteria focused on the skills and competencies required for the position. **It is essential to avoid subjective assessments that do not relate to people's job performance, such as gender identity, sexual orientation, ethnicity, race, immigration status, religion or socioeconomic status**. To ensure that these steps promote equal opportunity, it is important to address biases or prejudices that interfere with assessment and decision making. Although these biases operate unconsciously and unintentionally, they have the potential to generate misperceptions and reinforce situations of inequality and discrimination.

Stereotypes directly and indirectly affect people's opportunities by shaping social norms, i.e., unwritten rules and expectations about how people should behave in different situations. Gender social norms include expectations about different aspects such as dress, language, social roles and behavior. **Gender stereotypes are deeply ingrained in the views of both men and women and are therefore likely to influence not only personal but also occupational decisions**.

While more research is needed to obtain specific evidence at the regional level, international studies have found that **the adoption of an inclusive culture is associated with several business benefits**. According to Deloitte (2020), companies with inclusive cultures show a higher probability of meeting or exceeding their financial targets. In addition, Harvard Business Review (2013) indicates that these companies tend to report growth in market share and/or capture new customer segments through more innovative solutions. These findings suggest a **positive relationship between a more inclusive and diverse culture and improvements in performance, innovativeness and productivity in the work environment**.

4.2.2 Potential actions

Keys to inclusive selection processess

The following are practical recommendations for promoting inclusive selection processes, which organizations can consider according to their particular context and objectives.

A Formulate calls for proposals in an inclusive manner

One of the first barriers to the inclusion of women in the labor market may be the way in which job offers are formulated. The use of biased language and images, such as those that only show men in certain roles and occupations, can discourage women, who do not feel identified or represented in the job advertisement. For example, the use of the generic masculine and certain expressions reinforce these biases. Using unbiased language, as well as diverse images in job descriptions, can attract female candidates and facilitate the arrival of talent to the organization.

Also, highlighting that the organization is committed to gender equality can encourage applications from women and from people who value more inclusive organizational cultures. The Piras et al. (2023) study concludes that **incorporating gender-inclusive language in job advertisements increases the likelihood of women applying by 43%, without deterring men, who also increase their application by 10%**. In addition, introducing an explicit message of commitment to equal opportunities increases the probability of application by 58% for women and 38% for men.

B Diversify recruitment sources

Companies often express difficulties in recruiting and hiring women, especially in more masculinized activities or positions. To improve the effectiveness of these processes, it is important to diversify both practices and search channels. In this regard, some of the strategies that can be considered include:

- **Diversify recruitment sources** to more effectively reach channels that connect with the target audience.
- **Search for candidates not only in the usual job portals, but also in specialized portals, technical training centers and universities**. Direct connections with these institutions, through scholarships, internships and recruitment programs, can favor the inclusion of women in traditionally male-dominated areas, such as STEM (science, technology, engineering and mathematics) disciplines and create a stronger channel to meet skills needs.
- **Offer ads focused on the essential qualifications and skills** required for the position. Job postings with too many requirements may lead suitable and qualified profiles to self-exclude.
- When **recruitment** is outsourced t**hrough a search agency**, it is important to align objectives for the selection of profiles and to demand respect for equal opportunities in the process.

C Implement inclusive selection measures

Structuring selection processes to make them more inclusive can favor the incorporation of women into organizations. In this sense, strategies that can be considered include:

- **Structure the interviews by implementing a guide or guideline of predefined questions.** This will help to prevent improvisations and focus on issues relevant to the position, thus avoiding questions about the candidate's personal life that may be stereotyped or discriminatory.
- **Ensure a balanced slate of three candidates** to ensure the presence of women candidates.
- **Expand and diversify selection teams.** Ensure gender balance and representation of women on selection panels and teams.
- **For leadership roles, take into account the company's own talent pipeline and take proactive measures to promote women.** Specific strategies for these instances are explored in the following section..
- **Include blind hiring strategies or anonymized processes.** This practice seeks to increase fairness and accuracy in selection processes and evaluations, avoiding biased considerations on the information received from applicants. In this method, personal information such as name, age, gender and nationality are removed from resumes or job application forms before reviewing the person's profile or conducting interviews.

  Studies show the effectiveness of these practices, but also point out that an anonymous application process may reduce discrimination at the initial hiring stage but does not guarantee that bias will not occur at a later stage. On the other hand, all attempts to completely anonymize gender, race, ethnicity and other personal characteristics may be less effective when decisions are made by artificial intelligence. Machine learning algorithms discern personal characteristics from other data and can reintroduce bias back into the model (IDB, 2022)[8]. These algorithms can replicate and even exacerbate human biases from the data sets they are trained on. Therefore, it is critical to pay attention to both the design and how these technologies are interacted with (Trindel et al., 2019).
- **Consider unconscious bias training for selection personnel.** Although this practice is frequently used by companies, studies on its effectiveness suggest mixed results. While these trainings may temporarily increase awareness of one's biases, their long-term impact requires further study. Some research indicates that these trainings could generate resistance and have limited or even counterproductive effects (Dobbin and Kalev, 2018).

  The study by Duryea et al. (2024), although it does not address gender bias but racial bias in public employment services in Colombia, yields relevant findings. The study identifies that although implicit bias is crucial in explaining racial gaps in employment outcomes, it finds no evidence that feedback on unconscious bias changes the behavior of people involved in selection processes.

8. Gender and Diversity Sector Framework, December 2022.

BOX 4

MAIN UNCONSCIOUS BIASES AND SUBJECTIVE PREFERENCES

All people unknowingly use mental shortcuts, so biases are often unintentional and unconscious. However, having more equitable teams can help eliminate groupthink and homogeneous decision-making.

TYPES OF BIASES

- **Non-verbal bias**
  Happens when the person is evaluated based on his or her body language. This is not only a mistake because it is not judged based on the candidate's skills, but also because an interview is a stressful situation that causes body language to change.
- **First impression bias**
  This is often related to nonverbal bias. It occurs when applicants are evaluated based on how they behave during the first few minutes of the interview.
- **Contrast bias**
  Occurs when there are multiple back-to-back interviews and recruiters may compare applicants based on inappropriate assumptions.
- **Negative emphasis bias**
  Occurs when the interviewer judges an applicant based on personal and irrelevant preferences, such as height, tone of voice or hairstyle.
- **Stereotypical bias**
  Occurs when the interviewer judges an applicant based on a stereotypical opinion of the entire group to which he/she belongs.
- **Affinity bias**
  It is produced by the tendency to evaluate better those who are similar (for example, for having studied at the same university, belonging to the same social group, etc.).

Source: Prepared by the authors based on articles from Harvard Business Review and organizations specialized in recruitment and selection processes.

4.2.3 Tools and resources

GUIDES AND INSTRUMENTS	
Checklist for Gender-Responsive Recruitment	• This tool allows you to check the hiring process to ensure that it takes into account gender aspects. This document is only available to companies that are signatories to the Women's Empowerment Principles (WEP). **Entity:** ONU Women / + Explore
Guide to Gender and Intersectionality in the Workplace	• This guide addresses the concept of intersectionality, explains the benefits of incorporating this approach in the workplace and offers practical guidelines for its implementation. **Entity:** GenderLab / + Explore (*Available in Spanish*).
A guide for inclusive hiring for employers	• Practical guide for inclusive recruitment and selection processes. **Entity:** Chartered Institute of Personnel and Development (CIPD) / + Explore
Implicit Association Test	• Cognitive assessment tool that measures unconscious biases, applying statistical criteria to the tendency of the brain to associate or dissociate two concepts received by visual stimuli (images or words) and measured by comparing the time it takes to relate them. **Entity:** Harvard University / + Explore

Source: own elaboration.

4.2.4 Case studies

Global and regional business practices.

GLOBAL

Limak

Strengthening the talent pipeline of women in STEM disciplines through partnerships with schools and universities and the generation of employment opportunities.

- **Industry:** Infrastructure and urban development.
- **Country:** Global, based in Turkey.

In 2015, Limak launched the flagship ***Engineer Girls of Turkey*** (EGT) project with the aim of encouraging female university students in Turkey to pursue a career in STEM with a focus on engineering. The project expanded to Kuwait in 2017. Designed and implemented in collaboration with local schools, governments and NGOs, the initiative seeks to create a strong pipeline of female talent in these disciplines to link them with job opportunities in industry through scholarships, training, mentoring and employment. 53,000 high school students and 710 university students participated in the program. Eighty-four percent of the university graduates obtained full-time employment, the majority of them in the engineering sector. Limak employed 16% of these women.

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2023 report.

REGIONAL

DHL Express Ecuador

Promoting the inclusion of women in operational areas, through training and redesign of attraction and selection processes.

- **Industry:** Logistics and foreign trade services.
- **Country:** Global, the company belongs to Deutsche Post DHL Group.
- Member company of the IPG Leadership Group in Ecuador.

In June 2022, the company launched the ***Women in Operations*** program, when the company's senior management made a commitment to balance the operational areas and include women in core processes, with special emphasis on the OPS Ground sector. Through training and the redesign of attraction and selection processes, the company was able to increase the presence of women in operations from 7% to 12%. The target for women's participation by 2025 is 20% in operations and 40% in the total workforce.

See the complete case study of this company in Annex 5.1.

Holcim Ecuador

Supporting the training and certification of women in handling heavy vehicles for their inclusion in professional driving.

- **Industry:** Construction supplies.
- **Country:** Global, part of Holcim International Group since 2004.
- Member company of the Leadership Group at IPG of Ecuador.

In 2022, the company launched ***Women at the Wheel***, the first professional driving school for women in transportation and heavy equipment. The initiative was created globally by Holcim Group International (Women on Wheels) and adapted locally by Holcim Ecuador to increase the number of women trained in heavy vehicle driving. Through alliances with different institutions and companies, they generate technical training spaces for women to acquire competencies in these areas. The program operates through scholarships that cover 90% of the cost of the training required to obtain the licenses. Fifty-two women obtained professional licenses and 86% of them found employment.

Fundación ManpowerGroup

Mejorando las condiciones de empleabilidad de grupos poblacionales vulnerables para su integración en la fuerza laboral.

- **Industry**: Human capital services and solutions.
- **Country:** Mexico.
- Member company of the IPG Leadership Group in Mexico.

The ManpowerGroup Foundation promotes programs to support the employment and training of people with employment difficulties. The ***Caminemos Juntos*** Program works with vulnerable groups such as women with low levels of education, young people without work experience, LGBTQ+ people, refugees, people with serious illnesses, victims of human trafficking, seniors, people with disabilities and former prisoners. This program, started 19 years ago in ManpowerGroup Mexico, has expanded globally as part of its focus on diversity. Although the program is not-for-profit for the beneficiaries, companies pay a moderate cost for the training of these individuals. The proceeds are used for corporate responsibility initiatives. Since 2004, the Foundation has been able to insert more than 14,000 people in vulnerable situations into formal employment.

See the complete case study of this company in Annex 5.1.

Komunika Latam

Formalizing tools for talent management with a gender perspective.

- **Industry:** Management consulting services specializing in strategy and communications.
- **Country:** Panama.
- IPG member company in Panama.

As a certified B company, Komunika Latam has adopted a diversity and inclusion strategy to strengthen its talent management policies. After an organizational diagnosis conducted in 2021, the company was able to identify areas for improvement in recruitment, performance evaluation and professional development, and decided to implement measures to promote equal opportunities and avoid cultural and social biases in decision-making. To document these processes, it created a ***Personnel Management Manual with a Gender Perspective*** based on the findings of the diagnosis and the review of good business practices. The manual establishes specific guidelines to avoid any form of discrimination in talent management processes.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2023 report of the World Economic Forum and information provided by the companies.

DIMENSION 3

Women's development and leadership

4.3 Women's development and leadership

Even if they have the necessary competencies and skills, women continue to face barriers that limit their opportunities to occupy leadership roles.

4.3.1 Context and evidence

Despite the progress made in recent decades, much remains to be done in the region to ensure equitable representation of women in leadership positions, both in business and in government and the public sector. **The lack of women in these spaces not only has direct costs for them, but also has broader consequences in terms of efficiency**, since despite having the necessary skills or even more training, many women are systematically excluded from leadership in the areas in which they operate. This phenomenon is often referred to as the glass ceiling, i.e., an invisible but insurmountable ceiling that limits women's career advancement (see Box 5).

In Latin America and the Caribbean, women have higher levels of education than men. However, **the unequal burden of domestic and child-rearing tasks, the lack of childcare services, and social and organizational norms are some of the obstacles that limit their labor trajectory**. These barriers are even deepened in specific groups of women due to intersectionality. For example, migrant, indigenous, Afro-descendant, LGBTQ+ and/or disabled women face greater challenges. In addition, lack of career progression and underrepresentation in the higher ranks becomes a key determinant of the gender pay gap (section 4.4).

One of the main factors associated with the lower presence of women in the leadership of companies is family formation. **With the arrival of children, women (unlike men) suffer penalties in the labor market**. The effects of motherhood on employment have been empirically documented in developed countries such as Austria, Denmark, Germany, Sweden, the United Kingdom and the United States (Kleven et al., 2019). Emerging evidence in the region suggests a similar effect, although regional differences aggravate these effects, as **many women fail to re-enter the formal sector, seeking greater flexibility in informal jobs to reconcile their family and work tasks**.

In all economies in the region, women are underrepresented in these positions, although there are differences between countries. According to Flabbi et. al (2016), **women represent on average 5.6% of CEO positions and 10.6% of board members in listed companies in the region**. Caribbean countries have a higher representation, with 6.7% and 20.1% respectively, while Southern Cone countries are below regional averages (3.9% and 7.3%).

Likewise, IDB estimates based on data extracted from LinkedIn in 2023 show that, although more than 45% of entry-level positions in the region are held by women, just over 20% of senior management positions are held by women. **The higher the rank in a company, the lower the proportion of women at the top** (IDB, 2023)[9]. Other research in large companies in the United States and Canada finds a marked disparity

9. For these estimates, IDB staff used 2023 data obtained through LinkedIn via the Data for Development Partnership.

in initial promotions up the hierarchical ladder, which translates into a narrower talent pipeline of female candidates to occupy the upper levels of organizations (McKinsey and LeanIn, 2023).

Emerging studies have attempted to identify the impact on company performance of increased representation of women on boards and in executive management. These studies find that their effect on performance is positive, especially when there is a sufficient number of women in the companies.

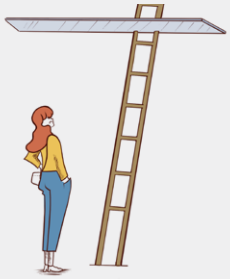
The study by Flabbi et al. (2016) identifies a **positive correlation between the proportion of women on the boards of regional companies and their financial performance**, especially when a critical mass of women above 30% is reached in these spheres of influence. At the international level, a study conducted in the manufacturing sector in Italy points to positive effects on business performance when executive leadership changes in favor of a woman: sales per employee increase between 3.2% and 18.5% as the proportion of women in the organization increases (Flabbi et al., 2019).

While cultural and societal barriers limit women's career goals and hinder their trajectories, today's work environments can provide opportunities to overcome these challenges and promote gender equality in leadership roles. **The reality is that there is no shortage of women with the qualities to be leaders; what is often absent are the opportunities for them to fill these roles**. Technological changes, flexible work arrangements and the advancement of the gender agenda are some of the factors that can reshape the opportunities and the way women lead in their workplaces. Organizations can promote more inclusive cultures that support equity in leadership and provide the necessary tools for women to occupy these spaces.

BOX 5

SIX CONCEPTS THAT ILLUSTRATE GENDER INEQUALITIES IN THE WORKPLACE

When talking about promoting diversity, equity and inclusion in the workplace, it is common to hear about the need to eliminate glass ceilings and walls or broken staircases. But what do these terms mean and how do they impact women's professional development?

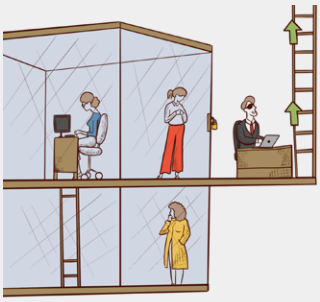


GLASS CEILINGS

An intangible barrier within the scale of an organization that hinders the promotion and development of women to leadership positions; women's participation decreases as the hierarchical level increases.

CEMENT CEILINGS

Alludes to the limited opportunities for women to access leadership positions in highly masculinized industries.



GLASS WALLS

Invisible barriers within an organization that pigeonhole women in certain functions (for example, in administrative support areas), preventing them from accessing more strategic and influential spaces in the organization.

GLASS CLIFFS

Refers to situations in which women are promoted to higher positions when the context indicates a higher probability of failure. For example, this may occur during times of crisis, political tension or in the face of an economic recession.

BROKEN STAIRWAYS

This refers to the interruption of women's labor trajectories and professional careers due to the need to assume tasks associated with the unpaid care of children and dependents.

STICKY FLOORS

This phenomenon can occur when women are stuck in lower-skilled, less valued or more precarious positions.

Beyond the particularities of each case, these concepts describe the barriers that limit women's access, participation and development in the labor market, and reinforce the need to promote initiatives to move towards closing these gaps in organizations.

Source: own elaboration..

4.3.2 Potential actions

Addressing Gender Gaps in Leadership

The following are some flexible guidelines that companies can adapt to their particular contexts and realities to promote women's leadership in their organizations.

A Mentoring, skills development and networking

Mentoring and role modeling. Mentoring is a broad concept that encompasses a variety of activities, such as sharing information, offering professional advice, facilitating learning instances and providing a role model. Through these activities, senior members of an organization can increase the productivity and growth possibilities of the lower-level members with whom they interact. **Mentoring policies have become widespread in many organizations and can be a promising way to support women's career development**. However, systematic evaluations of these programs are rare, especially in the region.

Some research, such as a study by Athey et al. (2000), has analyzed the effects of mentoring programs implemented specifically among people of the same gender. These studies argue that such practices constitute a powerful mechanism to explain the lack of women in leadership positions. However, they can also be an important political tool if used intentionally to reduce this underrepresentation. That is, although men's tendency to mentor other men may contribute to the shortage of women in leadership roles, this same strategy can be used to address the problem. **When women in leadership roles act as mentors to other women and become role models, female representation in these positions can be increased with positive effects on the next generation of leaders**[10].

- **Sponsorship.** In the professional context, sponsorship refers to the active support that a person with power of influence provides to another to help her advance in her career and open new opportunities for career development. This practice, generally promoted by high-level leaders with extensive experience, is a promising instrument to make visible and highlight the contributions of women inside and outside the organization and can facilitate access to connections in professional and social networks.
- **Leadership training.** Combining different instances of training and support can enhance learning. In addition to mentoring and sponsorship, **leadership courses, whether face-to-face or virtual, offer another possibility for strengthening women's capacities and skills**. The virtual method allows for greater scalability and flexibility, making it easier to reconcile these trainings with family and personal responsibilities. These types of programs can be complemented with face-to-face instances to maximize their effectiveness.
- **Networking.** Companies can also facilitate and encourage women to establish contacts that will enable them to expand their professional networks, both within and outside the organization. Women tend to participate less in networking events than men, either because they are not invited or because these events are scheduled at inconvenient times due to their family and domestic responsibilities, which often excludes them from these opportunities and from professional socialization.

10. As a result of this perspective, mentoring among women has been explicitly promoted within companies and organizations to reduce female underrepresentation in leadership positions. See, for example, Hansford, Ehrich and Tennent (2004), Allen et al. (2004) and Hezlett and Gibson (2005).

B Representation in spheres of influence, promotions and opportunities in non-traditional positions

- **Quotas.** Quota policies for leadership positions in companies are a fairly widespread initiative. The most commonly used approach tends to focus on **board positions, as these are the most influential areas in organizations and where the underrepresentation of women is generally more noticeable**. Quotas are usually supported by regulations or public policies and may entail legal or administrative consequences if they are not complied with.

  While these practices specifically increase the proportion of women on corporate boards, the evidence is inconclusive as to whether they promote greater female representation in general. However, their implementation in the region is somewhat recent, so it may be premature to clearly assess and identify these effects.

  In Latin America and the Caribbean, some countries have implemented mandatory quotas by law, especially on the boards of directors of public companies and state-owned entities. However, a growing number of countries are promoting voluntary quotas for private companies (see Box 6). Voluntary quotas represent goals that do not imply penalties if they are not met; however, it is key for organizations to identify and address the obstacles that hinder compliance and develop effective strategies to move toward these goals.
- **Promotions.** Succession or development plans are tools that help identify key positions and leadership profiles in companies. However, **it is important to ensure that performance and potential evaluation processes are fair and free of gender bias, to prevent these instances from negatively affecting women's promotion opportunities**. For example, during extended leaves such as maternity leave, it is important to reconsider previously established objectives and deadlines, adjusting them to the time actually worked. This helps to avoid unfair penalties in women's performance evaluations that could negatively impact their promotion opportunities.

  On the other hand, quota policies in promotions represent a more recent measure in companies. Although the evidence is incipient, research indicates positive effects on the representation of women in leadership roles, without compromising efficiency factors.
- **Non-traditional positions.** Promoting the inclusion of women in central or strategic areas of the organization, such as operational, financial and technical areas, can be beneficial to improve the pipeline of women to leadership positions. **Having experience in these areas, mainly in masculinized industries, provides greater knowledge of the specific activity, a factor that is usually highly valued for access to hierarchical positions**. Alliances and agreements with universities and technical schools can support the training of women for their inclusion in these industries.

C Retention in leadership positions

- **Flexibility.** Flexible work arrangements can promote a change in social norms and balance opportunities in the workplace, but **only if they encourage equal adoption between men and women**. When these schemes are exclusive or disproportionately geared toward women, they can inadvertently reinforce gender roles and keep women away from high-level positions, salary increases, career development opportunities, and networking spaces.

A study of U.S. and Canadian companies identifies that one in five women believe that flexibility has been critical to keeping their jobs (McKinsey and LeanIn, 2023). Other studies also indicate that, after maternity leave, women are more likely to return to full-time work and apply for more senior roles when they can adopt a hybrid format (International Workplace Group, 2023). These schemes can improve work-life balance for all employees, and meet the expectations of younger generations, who are increasingly interested in prioritizing their personal and family life without sacrificing their career growth and development goals.

- **Awareness-raising.** To ensure recognition of initiatives and programs aimed at promoting women's leadership, it is important to disseminate them among all personnel, as well as to raise awareness of gender biases and non-restrictive masculinities. Involving men, who occupy the majority of leadership positions, as allies in gender equality can be a catalyst for change toward more equitable cultures that promote women's access to and retention in leadership positions.
- **Professional networking.** Professional networking is an increasingly popular tool that can influence expectations, perceptions and social norms about women leaders in fields such as science, politics, sports, medicine and technology. These networks leverage social networks and online networking to create platforms that promote and highlight the work of women leaders in their respective fields of influence.

BOX 6

QUOTA POLICIES IN COMPANIES: INTERNATIONAL AND REGIONAL EXPERIENCES

INTERNATIONAL EXPERIENCES	
Norway	In 2003, it was a pioneer in establishing a mandatory 40% quota for women on the boards of directors of publicly traded companies, with severe penalties for non-compliance. This law was very influential, driving similar rules in Europe and other parts of the world.
European Union	The European Union Directive, proposed in 2012 and approved a decade later in 2022, requires 40% female representation on the boards of listed companies.
U.S. and UK	Both countries promote voluntary compliance with gender quotas in large companies. However, some U.S. states opted for the European approach of mandatory quotas. California became the first state to require a gender quota on boards of directors in 2003.
Australia	Australia was one of the first countries to adopt disclosure reporting in 2012. Companies with more than 100 people employed are required to report the gender composition of their boards. Australia's approach has been more similar to that of the U.S. and U.K. than that of the European Union, as it does not impose explicit numerical quotas.
REGIONAL EXPERIENCES	
Brazil	Through Law 12,846 of 2014, it established the obligation to report gender composition of the boards of directors of public companies. This law does not impose a mandatory quota but promotes transparency and gender equality in corporate leadership.
Chile	Implemented a quota of at least 40% women's participation in the boards of directors of public companies and state-owned corporations through Law 21202 of 2019. However, these percentages are targets and not thresholds to be met immediately.
Colombia	Established a 30% quota for women's participation in the boards of directors of public companies through Law 1413 of 2010.
Costa Rica	Implemented a 50% quota for women's participation in the boards of directors of public companies through Law 9343 of 2016.
Ecuador	Through the Organic Law for Gender Equality of 2022, it established that boards of directors of private companies with at least three seats must reserve at least one for a woman,
Mexico	As of the 2019 constitutional reform, it implemented a policy of mandatory disclosure of gender composition on boards of directors of listed companies.
Panama	Established a 30% mandatory representation of women on the boards of directors of state-owned companies and the financial sector, through Law 56 of 2017.
Peru	Established a 30% quota for women's participation in the boards of directors of public and private companies through Law 30309 of 2015.

Source: own elaboration.

4.3.3 Tools and resources

GUIDES AND PROGRAMS	
Women's Leadership: Boost your skills and drive change	• Leadership training course for professional women. Provides practical tools and knowledge to develop and strengthen women's leadership skills and abilities. The program is led by experts from the IDB Group and the INCAE Business School. It is free, online and has a duration of 20 hourss. **Entity:** IDB / + Explore
A Roadmap for Women's Leadership Development in Latin America and the Caribbean	• Toolkit for developing and implementing a women's leadership program. It also offers practical advice and recommendations for actions to support gender equality in the workplace. **Entity:** IDB, IDB Invest / + Explore
School of Directors	• Executive program for the training of professional corporate directors launched by the Business School of the Universidad de las Américas (UDLA) in Ecuador with the support of IDB Invest. This program incorporates a gender perspective in order to strengthen the technical skills of women and encourage their participation on boards of directors. **Entity:** UDLA / IDB Invest + Explore
Mentoring in the Workplace	• This guide is based on international practices for developing and implementing a customized mentoring program within organizations. **Entity:** UN Mujeres / + Explore
Flexible Work Policy Template	• Template or model flexible work policy to support WEP signatory companies and organizations in establishing a remote work system. **Entity:** UN Mujeres / + Explore
ALLIANCES AND COMMUNITIES	
30% Club	• Global campaign led by company presidents and directors to increase the presence of women on boards of directors and executive committees. It is present in more than 20 countries worldwide, including Brazil, Chile and Mexico. Its mission is to achieve at least 30% female representation in these spaces worldwide. **Entity:** 30% Club / + Explore

Source: own elaboration.

4.3.4 Case studies

Global and regional business practices.

GLOBAL

Shiseido

Accelerating gender parity in senior management through inclusive labor policies and skills development.

- **Industry:** Cosmetics.
- **Country:** Global, based in Japan.

In 2017, Shiseido launched a campaign to achieve 40% representation of women in senior management positions in Japan by 2020, with a multifaceted initiative focused on the career advancement of its female employees. The initiative's internal solutions included skills development and mentoring for female employees, anti-bias training for the entire organization, and changes to hiring and work policies to address existing barriers. The initiative was particularly successful thanks to the CEO's leadership and direct contribution to the program, as well as strong accountability mechanisms with impact on compensation for senior leaders based on results achieved in the proportion of women in senior positions. Shiseido also collaborated with leading companies to work toward gender parity in the Japanese business community. Between 2017 and 2022, the company achieved a 24% increase in the proportion of women leaders, raising its target to 50% by 2030.

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2023 report.

REGIONAL

FEMSA

Improving the representation of women in leadership roles, through training and personalized coaching.

- **Industry:** Beverage industry and retail trade.
- **Country:** Global, based in Mexico.
- Member company of the IPG Leadership Group in Mexico.

As part of the company's global Gender Equity strategy, in 2019 FEMSA launched the ***For you, for everyone*** program, an initiative that provides training and personalized coaching to enhance the professional development of women in various business units and countries where the company operates. It is based

on experiential learning and group experience, with a duration of 6 months, and includes face-to-face workshops and individual coaching sessions. Its objectives include strengthening leadership, addressing work-life balance, identifying internal and external barriers to advancement in the organization, and defining individual career development needs. Since its inception, 90 women have participated in the program. In the last 3 years, the company increased the number of women in leadership roles by 9 percentage points, reaching 30%. With this progress, the goal is to reach 40% by 2030.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2023 report of the World Economic Forum and information provided by the companies

DIMENSION 4

Equal compensation

4.4 Equal compensation

The gender pay gap is not an independent phenomenon, but a reflection of multiple social, cultural and labor inequalities.

4.4.1 Context and evidence

One of the most striking facts about gender disparities in the labor market is that, i**n all countries of the world, women earn on average less than men**. Latin America and the Caribbean are no exception. What factors explain these gaps?

In the region, women earn 12% less than men on average. However, this difference does not take into account the fact that women attain a higher level of education. **When adjusting the data to account for differences in educational level, field of study, work experience and other related factors, the gender wage gap rises to 22%** (IDB, 2022)[11]. This gap has widened by 2 percentage points since the early 2000s, as the education gap grew in favor of women.

These inequalities are even more pronounced among certain groups of female workers. **Women entrepreneurs, those working in the informal sector or those with part-time jobs face greater wage disparities**. Self-employed women earn about 24% less than men, informal women workers 26% less, and women working part-time 36% below (IDB, 2022)[12].

The review of evidence does not reveal the existence of a manifest problem of wage discrimination in the labor market that could explain these gaps; that is, it is not observed that women systematically receive lower wages than men for the same jobs; although it is likely that women may be affected in the negotiation and/or wage review processes in certain positions and/or roles (see Box 7).

Part, although not the most significant part, of the gender wage gap is explained by the **overrepresentation of women in lower-paying sectors and occupations**, such as health services, welfare and education[13], and their lower representation in high-income activities such as engineering, science and technology. This segmentation begins in the educational system. Women represent 74% of graduates in health, welfare and education, while they are only 32% in engineering and 27% in information and communication technologies (IDB, 2022).

However, factors linked to occupational segregation explain only a minor part of the gender wage gap. The most important factor contributing to these inequalities between men and women is the stage of family formation. **With the arrival of children, women (unlike men) suffer penalties in the labor market**. The effects of motherhood on employment have been empirically documented in developed countries such as Austria, Denmark, Germany, Sweden, the United Kingdom and the United States (Kleven et al., 2019).

11. Harmonized Household Surveys of Latin America and the Caribbean.
12. Harmonized Household Surveys of Latin America and the Caribbean.
13. Although these sectors have other comparative advantages in relation to other occupations, such as a higher proportion of working people contributing to social security (Cruz Aguayo et al., 2019).

Emerging evidence in the region suggests similar effects, **with a decrease in women's labor participation and wage gaps that start to become evident after childbearing**.

Because of childcare and child-rearing responsibilities, many women are forced to abandon their jobs, interrupt their career paths, reduce the hours dedicated to paid work (which implies a reduction in income), or adapt to more flexible occupations, often in the informal sector. **These factors affect their career progression and their inclusion in higher positions, which becomes a key determinant of the gender pay gap**.

According to Querejeta and Bucheli (2021), women's monthly salaries in Uruguay fall 19% one year after the birth of the first child and this effect is not reversed, reaching 36% after 10 years, mainly due to a reduction in formal employment. The study by Berniell et al. (2023) finds that in Chile, Mexico, Peru and Uruguay motherhood implies a 17% to 20% drop in employment in the short term, which persists 4 years after the birth of the first child. **Maternity changes the occupational structure of women towards more flexible but more vulnerable forms of employment: part-time jobs, self-employment and informal employment**.

The transition of women to the informal sector after childbearing is especially notable in the region, due to the high prevalence of informality (Villanueva and Ken-Hou, 2020). It has been shown that, were it not for this sector, the gender gaps would be even larger. However, this transition to the informal sector has significant costs for women, not only in terms of their professional careers, but also in the long term, increasing the risk of falling into poverty in old age because they have not contributed to the social security system.

Given the magnitude and complexity of these inequalities, it is crucial that both public policies and private initiatives focus on mitigating these effects. **In particular, it is essential to implement measures that promote co-responsibility in caregiving**. This will allow a more equitable sharing of childcare and childrearing responsibilities, **making it easier for women to develop their careers on equal terms with men**. In this way, women will be able to improve their chances of sustaining their professional careers and gain access to leadership positions and better salaries. These measures will not only help reduce gender gaps but will also enable organizations to better retain and leverage women's talent. For more information, see section 4.5.

BOX 7

EQUAL PAY, GENDER PAY GAP AND REGULATORY FRAMEWORKS

Pay equity and the gender pay gap are related but distinct concepts. Equal pay refers to men and women receiving equal pay for equal work or for tasks of comparable value. In contrast, the gender pay gap measures the difference between men's and women's average pay, expressed as a percentage of men's pay.

These differences can deepen when considering total compensation, which includes not only base salary, but also discretionary components of compensation, such as benefits and bonuses. These elements are often agreed upon in individual salary negotiation processes, where women may face additional challenges compared to men in defending their market value. This can affect women's employment income, especially at middle and senior levels. Tracking the gender pay gap is a relevant tool for assessing an organization's progress towards gender equality.

International and regional framework on equal pay

Convention No. 100 known as the Equal Remuneration Convention (ILO, 1951) and Recommendation No. 111 concerning Discrimination in Employment and Occupation (ILO, 1958) establish the principle of equal pay for work of equal value. According to this principle, jobs that are equal and those that provide similar value should be remunerated in the same way, regardless of the gender of the person performing them. This Convention has been ratified and is in force in more than 170 countries, including all Latin American and Caribbean countries.

However, different approaches have been adopted to incorporate these provisions. While some give constitutional status to equal pay, such as Argentina, Costa Rica and Mexico, only Bolivia, Ecuador and the Dominican Republic explicitly reflect the principle of equal pay for work of equal value in their constitutions. Other countries, such as Brazil, Chile and Uruguay, include general provisions on equal pay without clearly specifying this principle.

Despite advances in legislation, the practical implementation of equal pay continues to face challenges. Many national laws lack concrete measures and specific sanctions to guarantee this right. Some countries, such as Chile (2009), Colombia (2011) and Peru (2017), have enacted specific enforceable laws to address these constraints and promote equal pay, with amendments to their labor codes (ILO, 2019).

4.4.2 Potential actions

Strategies to reduce gender wage inequalities

Companies can implement and combine different strategies to reduce pay inequalities. These strategies include both initiatives focused on ensuring the principle of equal pay for work of equal value, as well as specific measures that address the structural factors that determine gender pay gaps.

A Actions to promote equal pay

- **Establish a formal commitment.** Companies can institutionalize a policy of equal pay for work of equal value, in line with the international regulatory framework and national legislation applicable in each case.
- **Define a compensation system with clear and objective criteria.** These criteria may include factors such as required skills, level of effort, working conditions, and the responsibility associated with each position.
- **Communicate to employees the compensation criteria defined** and provide access to explanatory documents.
- **Review salary structures and compensation practices and** implement mechanisms to correct any inequalities detected.
- **Ensure collaborative processes in salary review instances,** between the benefits and compensation team and the corresponding area managers.
- **Include in climate surveys specific queries** on perceptions of pay equity and career advancement opportunities.

B Actions to reduce gender pay gaps

- **Monitoring.** Monitor employee salary data disaggregated by gender, including additional elements of compensation such as bonuses, incentives, benefits and allowances.
- **Measurement.** Periodically measure gender pay gaps by hierarchical levels and functional areas of the organization.
- **Analysis of systemic factors and corrective measures.** Analyze whether there are systemic problems in the work cycle, such as gender bias in the recruitment, selection, evaluation and promotion processes, and adopt measures to improve the balance in these stages. Refer to sections 4.2 and 4.3 of this guide and Box 8.
- **Specific measures for work-life balance and co-responsibility.** To reduce gender pay gaps in organizations, it is key to address the structural barriers that limit women's career paths and hinder their access to higher-paying positions. Companies can implement actions that promote work-life balance and, fundamentally, measures that support co-responsibility in caregiving. Encouraging co-responsibility not only contributes to improving the distribution of domestic and child-rearing responsibilities between fathers and mothers, but also improves women's job opportunities and moderates the penalizing effects associated with motherhood. Specific actions to support these dimensions are detailed in section 4.5.

BOX 8

KEEP IN MIND: SOME GUIDING QUESTIONS ON PROCESSES THAT IMPACT GENDER WAGE GAPS

- Is there gender balance in hiring?
- For what roles and functions are men and women being hired?
- Are performance ratings gender balanced?
- Are salary adjustments granted equally between men and women?
- Are bonuses and benefits gender balanced?
- Is equal support provided for assuming care and parenting responsibilities between men and women?
- Are family leave schemes balanced?
- Do flexible work arrangements apply to both men and women?
- Are women on maternity leave included in salary reviews and adjustments?
- Are there any penalties in terms of salary or promotion opportunities associated with motherhood?
- Are the work objectives of women returning from maternity leave adjusted so as not to affect their performance evaluations?
- Is there gender balance in succession and promotion planning?

Source: own elaboration.

4.4.3 Tools and resources

GUIDES AND METHODOLOGIES	
Equal Pay Diagnostic Tool [DIR]	• Self-assessment tool developed by UN Women to support companies and organizations in assessing whether they are applying the principle of "Equal Pay for Work of Equal Value", in line with ILO Convention No. 100. **Entity:** UN Women / + Explore
A guide to measuring the gender pay gap	• Proyecto liderado por la Embajada Británica en México. Metodología para medir la brecha salarial de género a partir de una adecuación de la metodología utilizada en Reino Unido. **Entity:** British Embassy in Mexico / + Explore (*Available in Spanish*).
A Guide to Gender Pay Gap Analysis	• Guide for analyzing salary components, with the objective of identifying the factors that contribute to gender gaps in remuneration. **Entity:** WGEA / + Explore
A Guide to Closing the Gender Wage Gap	• Guide to identify and address the main factors involved in gender wage gaps. **Entity:** Champions of Change Coalition / + Explore
ALLIANCES AND COMMUNITIES	
International Equal Pay Coalition	• Initiative led by ILO, UN Women and the Organization for Economic Co-operation and Development (OECD). This coalition collaborates with governments, the private sector, civil society and academia to implement concrete measures to accelerate the closing of the gender wage gap.. **Entity:** ILO, UN Women and OECD / + Explore

Source: own elaboration.

4.4.4 Case studies

Outstanding global and regional business practices.

GLOBAL

Schneider Electric:

Achieving pay equity across all offices in more than 100 countries.

- **Industry:** Energy.
- **Country:** Global, based in France.

Schneider Electric began its journey toward gender parity in 2014 with a working group sponsored by the CEO and country presidents. The group designed the ***Global Pay Equity*** (GPE) initiative to reduce the gender pay gap to less than 1% by 2025. The company assessed inequalities at key points in the employment cycle to identify where pay gaps originate and design solutions to close and mitigate their recurrence.

From 2015 to 2017, the company's decision was to progressively implement this approach in its operations worldwide, with proactive actions to correct and close gender pay gaps. Through a global-local compensation framework, backed by strong governance and automated analytics, the GPE initiative was implemented in all countries starting in 2018 and reached 99.6% of its total workforce by the end of 2020. Broader impact: improved pay equity helped move toward the company's 50/40/30 gender parity targets by 2025. As of Q3 2022, women accounted for 41% of new hires (vs. 34% in 2014), 27% of frontline management positions (vs. 24% in 2017), 27% of people employed in leadership roles (vs. 21% in 2017), and 34% of the overall workforce (vs. 30% in 2014).

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2023 report.

REGIONAL

Bagó Laboratories

Formalizing commitments to closing the gender pay gap.

- **Industry:** Pharmaceutical Industry.
- **Country:** Chile.
- IPG member company in Chile.

Since 2015, the company has obtained certification in Chilean Norm 3262 on Gender Equality and Conciliation. This certification, among other aspects, requires an annual evaluation of the gender pay gap in the company. Therefore, each year a diagnosis is carried out to analyze variations with the aim of progressively

reducing this gap. In addition, the company participates in various compensation studies to adjust its compensation based on the market. The company has managed to reduce the gender pay gap from 13.7% in 2021 to 9.2% in 2023.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2023 Report of the World Economic Forum and information provided by the companies.

DIMENSION 5

Conciliation and co-responsibility for care

4.5 Conciliation and co-responsibility for care[14]

Policies that promote work-life balance and co-responsibility in caregiving can help improve talent management and increase productive capacities.

4.5.1 Context and evidence

Gender is a defining characteristic of caregiving. **In Latin America and the Caribbean, men devote an average of 11 hours per week to household chores and unpaid care, compared to the 22 hours contributed by women** (Bustelo et al., 2024). This disparity is especially accentuated in households with young children, generating an overload for women that impacts their economic autonomy and limits their full integration into the labor market.

The context of the health emergency during COVID-19 accelerated the urgency of addressing care issues, highlighting the fact that women continue to be overexposed to multiple and simultaneous tasks. The new conjuncture provided an opportunity to become aware of the impact of this issue from a business point of view. The passage of the pandemic revealed the care crisis and its effects not only in social but also in economic terms.

According to data from the IDB Labor Observatory, **the region lost more than 31 million jobs in June 2020, 14% of total employment**. In relative terms, women lost more jobs than men. **The group under 25 years of age and/or with lower educational levels was the most affected, especially women in informal jobs** (Aguerrevere et al., 2022). The pandemic generated a prolonged school closure (more than 210 days in LAC), increasing care and education responsibilities in households. In this context, and despite representing 42% of the labor force, women suffered 56% of total job losses in the region as of March 2021 (Viollaz et al., 2022).

Unpaid domestic and care work (UHDW) has a very important weight in economic terms. According to estimates by the Central Bank of Chile, UHCW accounted for 25.6% of GDP in 2020. Women contribute 17.5 percentage points, devoting 2.8 times more time than men to these tasks. In Argentina, it is estimated that unpaid care tasks were 15.9% of GDP in 2019 and 21.8% in 2020, with 75% explained by the contribution of women. They allocate more than 96 million hours per day to these tasks, without receiving economic compensation (Ministry of Economy of Argentina, 2020).

Care needs in the population are diverse and multifaceted and must be recognized and addressed to accelerate gender equality. In recent decades, these needs have intensified due to longer life expectancy, demographic aging and the growth of the elderly population. **The lack of access to quality, accessible and affordable care services represents an obstacle to women's economic participation and labor market inclusion**.

The aging of the population increases the demand for care of older adults, a task that falls mainly on women within families. A study in Chile shows that, after a parent's first cancer hospitalization, daughters experience

14. Co-responsibility refers to the equitable sharing of caregiving responsibilities within the household, appealing mainly to the more active participation of men in their roles as caregivers.

a reduction in employment and income, but not sons. Parental health problems increase the gender pay gap by 9% and affect women even if they earn more than their partners or siblings. Moreover, **penalties are concentrated among women who are mothers, suggesting a correlation across the life cycle between caring for children and then for elderly parents** (Brito and Contreras, 2024).

I**nvestments in the care sector, both child and long-term care[15], are key to economic growth and have an impact on job creation in the formal sector**, particularly in the areas of education and health. On average, 89% of teachers, 84% of doctors and 86% of nurses in LAC contribute to social security. These proportions are higher than the average for other occupations (68%) (Cruz Aguayo et al., 2019).

According to IDB estimates, the region will need 10.3 million teachers, 2.4 million doctors and 6.2 million nurses in the next 15 years (Cruz Aguayo et al., 2019). This implies that employment in the education and health sectors will almost double, which will have a positive effect on women's employment, as currently three out of four professionals in these sectors are women.

Regarding family leave policies for maternity, paternity or parental leave[16], the regulatory frameworks in the region are lagging behind and support schemes that reinforce inequalities between men and women[17]. **The most common form of family leave in LAC is maternity leave**. Paternity leave, when available, is much shorter and parental leave is rare.

According to the study by Bustelo et al. (2024) **only 16 countries in the region offer fathers paternity leave with full pay**. In six of them, it is three days or less. Many men take vacation or unpaid leave to extend these periods. In contrast, maternity leave is more frequent and longer: **26 countries offer paid maternity leave with an average duration of 14 weeks[18]**. Comparatively, in OECD countries mothers have access to an average of 50 weeks of paid leave and fathers to an average of 10 weeks.

Schemes in the region are not only disproportionate and reinforce gender stereotypes about caregiving tasks, but also exclude other family configurations by referring only to traditional models of motherhood and fatherhood. This exclusion ignores, for example, the challenges faced by same-sex couples. Family leave policies must also adapt to demographic changes in the region: the rapidly aging population requires thinking about leave policies to care for older family members, including same-sex couples in these benefits.

In this context, companies can improve the starting points of legal frameworks and promote benefits that safeguard work-life balance, the right to care and co-responsibility. The co-responsibility approach implies the implementation of initiatives that challenge stereotypes of masculinity and actively promote the role of men as caregivers (see Box 9).

Although more rigorous research and evaluation is still needed in the region, **emerging evidence suggests that family-friendly policies in companies can contribute to a more balanced distribution of care and better talent management**. A 2017 study by UNICEF and the Latin American Justice and Gender Team (ELA) highlights that extended family leave and the provision of care services improve productivity and

15. Refers to the care of dependent elderly adults and people with disabilities who require care.
16. Parental leave is leave that may be divided between parents after the birth of a child.
17. Given the high levels of informality in Latin America and the Caribbean, paid family leave is available to only about half of working people.
18. Some LAC countries still offer maternity leave below the ILO standard of a minimum of 14 weeks (with a recommendation of 18 weeks).

firm performance by reducing work-life balance stresses, improving planning, and fostering employee engagement. In addition, other research in Mexico in 2014 found that the availability of care services for working women with children aged 0 to 3 years increased their labor participation and talent supply by 4.5 percentage points (Calderón, 2014).

Another study in the United States shows that companies that invest in childcare benefits improve their returns on investment (BCG, 2024). In addition, 2017 research from the International Finance Corporation (IFC) highlights that offering care benefits not only improves the quality of the profiles that apply and the speed with which vacancies are filled, but also has a positive impact on talent management: it helps preserve skills, reduce absenteeism and turnover, and increase retention and productivity rates.

BOX 9

NEW MANIFESTATIONS OF MASCULINITY: NON-RESTRICTIVE MASCULINITIES

Masculinity is a social construct linked to opinions about how men are expected to behave. These social norms have negative effects on both women and men. Men's conformity to rigid norms of masculinity can lead them to mental health problems, substance abuse, and harmful behaviors such as workplace bullying, sexual harassment, and gender-based violence (Heilman and Barker, 2018).

The new manifestations of masculinity, or non-restrictive masculinities, encourage reflection on stereotypes and assigned roles, making it possible to identify and make visible the costs and weight they also have for men. The aim is to promote attitudes, practices and behaviors that are beneficial for both men and their environment. According to a study by Equimundo's Center for Masculinities and Social Justice[19], men who adopt healthier perspectives on masculinity experience greater overall well-being, take better care of themselves and others, and improve their quality of life and interpersonal relationships compared to those who maintain restrictive attitudes (Equimundo, 2022).

Likewise, a set of experiences shared at the UNESCO 2015 conferences highlights the benefits of addressing **non-restrictive masculinities and their impacts in the work, social and family spheres**[20]. At the workplace level, they promote the reduction of sexual harassment cases and barriers related to gender stereotypes, facilitating the emergence of more inclusive leadership and men's access to roles traditionally associated with women. In the family environment, it encourages active fatherhood and greater involvement in household responsibilities, strengthening family ties and child development, as well as alleviating the disproportionate burden of tasks assumed by women. In the social sphere, non-restrictive masculinities contribute to reducing violent behavior and preventing gender-based violence, promoting healthier relationships.

Engaging and involving men as allies in promoting gender equality can drive the transformation of social and work environments. A 2023 study in Spain, analyzing the effects of extended paternity leave through a large-scale experiment in secondary schools[21], shows that children born after the policy change have more egalitarian attitudes towards gender and perceive less stereotypical social norms (Farré et al., 2023).

In terms of work environments, a 2020 study found that while companies in LAC are implementing measures to address gender equality, few are still engaging men as allies for change (IDB Invest, Mercer, Promundo and IPG, 2020). Given that men occupy the majority of senior management positions, they are in a unique position to implement changes to norms and practices that limit women's access and development in organizations.

Real cultural change involves rethinking and learning new patterns of behavior. Companies can work with their teams to reduce resistance to equality, create safe spaces for women and raise awareness of co-responsibility in care.

Source: own elaboration.

19. Equimundo (formerly Promundo) is an international non-profit organization that works to engage men and boys as allies in gender equality, promote healthy masculinity and prevent violencea.

20. Unesco, 2015. Linking men to the achievement of gender equality in LAC.

21. From 2021, paternity leave in Spain will be 16 weeks, matching the length of maternity leave. This scheme has been achieved through successive reforms that have increased the length of leave from 2 weeks before 2017 to the current 16 weeks.

4.5.2 Potential actions

Promoting a culture that safeguards the needs and right to care for all personnel

Here are some measures that organizations can consider and flexibly adjust to their contexts to promote work-life balance and strategies focused on co-responsibility and equal participation in parenting.

A Childcare leave and awareness-raising activities

Evaluate the possibility of extending paid childcare leave for men through mandatory leave. This measure can encourage co-responsibility in childcare, favor a more equitable distribution of these tasks in the home, and avoid the discretionary use of the measure and doubts about how the worker who requests it is viewed. However, in the case of extending these leaves optionally, it is recommended to promote their use and carry out awareness-raising actions on non-restrictive masculinities and the role of men as caregivers. On the other hand, it is recommended to ensure the ILO minimum standard of 14 weeks for leave granted to mothers.

It is important to consider an inclusive definition of caregiving leave, which can include non-traditional families, such as same-parent and single-parent households and adoptive parents. In this sense, the concepts of primary and secondary caregiver can be introduced, with leave being taken indistinctly by men and women. This approach reflects a paradigm shift towards co-responsibility in caregiving and recognizes the diversity of family structures (UNICEF, ELA, 2021).

In addition, leaves of absence may be contemplated for specific cases such as high-risk pregnancy, premature birth, birth of children with severe and/or chronic pathologies, perinatal and neonatal death and care of children with disabilities, as well as a support system with leave days for assisted fertility treatments and adoption processes.

B Renegotiation of objectives and monitoring of benefits

In cases of extended leave, such as extended maternity or paternity leave, the previously defined objectives should be reconsidered to avoid penalties in performance evaluations. On the other hand, it is important to monitor the use of leave by gender, especially when it has been extended and its use is not mandatory; and to measure the rate of return and permanence in order to know the effectiveness of the measures.

If it is identified that women are the ones who mostly make use of these leaves, awareness-raising actions can be reinforced on the importance of men's active participation in the upbringing and care of children, working with leaders to encourage the use of these leaves and to be examples to follow, or finally considering making these leaves mandatory for men.

C Labor flexibility

Work flexibility is a promising measure for a better distribution of caregiving tasks and to facilitate reintegration into the labor market after family leave. This includes schemes such as hybrid work, teleworking, reduced working hours or gradual return. Currently, both men and women consider work flexibility to be one of the main benefits offered by companies. As mentioned in the section on female leadership, the adoption of flexible work arrangements should be encouraged for both men and women to avoid reinforcing gender roles. It is also important to recognize that these schemes do not work in all industries and companies, as certain activities and operational processes require greater face-to-face presence.

An IDB study in Argentina, Chile, Colombia, Peru and Mexico in 2024 confirms that labor flexibility is a relevant factor in job search for both men and women, although women show a greater willingness to reduce their salaries in exchange for greater flexibility (Díaz et al., 2024). In addition, a study in the United States reveals that hybrid and remote work is perceived by both genders as a factor that improves work-life balance, although this perception is more important among women (McKinsey, LeanIn, 2023). Other research in the United States conducted in 2023 by Equimundo and MenCare finds that both men and women are willing to work less and prioritize time with their children. In the case of men, more than two-thirds of fathers who have taken paternity leave would consider reducing their workday if they had another child.

D Subsidized childcare services or day care at work

Companies can offer financial support through subsidies for childcare services or even establish childcare centers in the workplace. A study conducted in Chile identifies that having a childcare center near the home or in the workplace is positively related to an increase in women's labor force participation and lower turnover rates (Faculty of Economics and Business, University of Chile, 2012). However, it is important that these benefits are not limited exclusively to women, as they could increase the costs of hiring them and have unintended effects.

Other additional measures can also be evaluated, such as the installation of lactation centers and breastfeeding support policies, offering additional time for breastfeeding.

E Special licenses and formalization of measures

Contemplate the possibility of leave for family emergencies requiring care. It is suggested not only to address the care needs of early childhood, but also those of other members of the family group, such as elderly adults in a situation of dependency or people with disabilities who require care. In addition, flexible leaves may be included to attend school meetings and/or adaptation periods for school-age children.

It is recommended that all these measures be institutionalized in the organization and applied in a generalized manner for all personnel, in order to achieve a broader impact and avoid the discretionary use of benefits.

4.5.3 Tools and resources

GUIDES AND GUIDANCE DOCUMENTS	
White Paper on the Future of the Care Economy	• White paper that highlights the importance of prioritizing the care sector in the midst of the current global crises. It emphasizes how to overcome systemic inequalities and adapt to demographic and labor changes through strategic investments in the care economy, arguing for its ability to increase productivity and ensure gender equality. **Entity:** Global Future Council on the Care Economy, World Economic Forum / + Explore.
Guide for Employer-Supported Childcare	• A practical guide oriented to the private sector for the implementation of childcare measures supported by companies. It addresses various aspects including quality, financial sustainability and measuring the results of these actions. **Entity:** IFC / + Explore
Women main caregivers	• Online site that offers material, information and tools to facilitate companies to incorporate actions towards the reconciliation of family and work responsibilities. **Entity:** ILO / + Explore
Attracting and retaining talent through family-friendly policies	• Guidance note showing the benefits of investing in family-friendly policies. Provides recommendations for implementing these policies and supporting parents in the workplace, marketplace and community. **Entity:** UN Women / + Explore
Company support for early childhood education and care	• Guidance note for companies on early childhood education and care, benefits for companies and employees. **Entity:** UN Women / + Explore
New masculinities and their relationship with economic autonomy	• Training module. Includes theoretical framework, concepts, definitions and analysis tools. **Entity:** UN Women / + Explore (*Available in Spanish*).
SMEs that care	• Report that systematizes care policies and practices in small and medium-sized companies. **Entity:** UNICEF/ELA / + Explore (*Available in Spanish*).
Co-responsible Masculinities	• Material with modules to promote men's participation in care work. **Entity:** Institute of Masculinities and Social Change, UNDP / + Explore (*Available in Spanish*).
Engaging men in gender equality in the workplace	• Training manual to promote reflection on non-restrictive masculinities and the involvement of men in gender equality in energy companies. This manual has been used in companies in Colombia and the Dominican Republic. **Entity:** Equimundo and Engendering Industries Program of USAID. + Explore
Equality needs everyone: The role of men in gender equity, diversity and inclusion	• This publication analyzes the role that men can play in supporting gender equality. It includes a review of initiatives and campaigns, both regional and international, that engage men as partners in women's empowerment, and provides examples of good practices from the private sector. **Entity:** IDB Invest, Mercer, Promundo and IPG / + Explore

ALLIANCES AND COMMUNITIES	
Global Future Council on the Care Economy	• This Council is part of the World Economic Forum's Global Council Network, a leading global knowledge network dedicated to fostering innovative thinking to shape a more resilient, inclusive and sustainable future. The Global Council on the Future of the Care Economy brings together experts and leaders from diverse fields to address issues related to the care economy. **Entity:** World Economic Forum / + Explore
Global Alliance for Care	• Global community to address the care agenda. It is an articulation between governments, international organizations, civil society, private sector and other partners. It facilitates and fosters spaces for dialogue, analysis and exchange of experiences on care, its recognition as a need, a job and a right **Entity:** National Institute of Women of Mexico (INMUJERES) and UN Women / + Explore
MenCare Campaign	• Global campaign to promote the commitment of men, governments and employers to a fair and equitable redistribution of care work. The initiative is active in more than 60 countries and encourages adherence to the 50/50 Commitment, for the fulfillment of actions at the individual, governmental and corporate levels. . **Entity:** Equimundo / + Explore
Care Spaces (Manzanas del Cuidado)	• Public program implemented in the city of Bogotá, Colombia. It offers free care services for children up to 5 years of age, the elderly and people with disabilities, in addition to promoting the personal and professional development of women through study programs, training, job orientation, legal advice and psychological support. In partnership with the private sector, the program provides training, support for facilities and equipment, and facilitates job fairs to improve women's employability. **Entity:** District Care System of Bogota / + Explore
Companies that care (ECU)	• ECU is an initiative and digital platform that brings together companies committed to the care agenda and seeks to promote innovative practices in companies for their employees. **Entity:** UNICEF / + Explore (*Available in Spanish*).
Transforming MEN'talities Initiative	• Initiative that proposes to change mentalities and policies through practices on non-restrictive masculinities, involving men in gender equality. Aimed especially at *policymakers*. **Entity:** UNESCO / + Explore

Source: own elaboration.

4.5.4 Case studies

Outstanding global and regional business practices.

GLOBAL

McKinsey & Company

A re-entry program that provides support to men and women returning from parental leave.

- **Industry:** Research and business management services.
- **Country:** Global, headquartered in New York.

After analyzing its internal retention metrics, McKinsey observed higher turnover rates among mothers returning from leave compared to the rest of their colleagues. The company created a re-entry program that includes a customized plan, individual coaching, additional resources for the returning colleague's team during the first six months after leave, flexible work schedules, and parental benefits, such as subsidized childcare. The goal is to ensure that all colleagues (male and female) are supported in their return from leave of absence of more than 12 weeks. Since its inception, the program has seen a 20% decrease in the turnover of EU consultant mothers returning from leave.

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2024 report.

REGIONAL

BAC

Supporting employees in vulnerable socioeconomic situations with care solutions for their children, as part of the institution's sustainability strategy.

- **Industry:** Banking and Finance.
- **Country:** Costa Rica.
- IPG member company in Costa Rica.

In 2017, BAC, in collaboration with the ***Horizonte Positivo*** organization, implemented a pilot survey to learn about the situation of employees and their families by measuring multidimensional poverty. Based on these results, and as part of the Bank's sustainability strategy, the *Red de Cuido* program was created to offer safe and quality care solutions to children of the company's employees. With the support of senior management and the Sustainability team, this initiative seeks to prioritize childcare as a key corporate responsibility. The program focuses on meeting the needs of employees in multidimensional poverty with children under 6 years of age. In addition, it uses a co-payment system for care services between the company, the employees,

and the BAC Employees Solidarity Association (ASEBAC). Since the beginning of the initiative, 39 employees (37 women and 2 men) have been included in the program, meeting the care needs of 49 minors.

See the complete case study of this company in Annex 5.1.

Boston Scientific

Supporting safe and quality care alternatives for the development of employees' children.

- **Industry:** Medical device manufacturing.
- **Country:** Costa Rica.
- IPG member company in Costa Rica.

The company identified the need to care for children in early childhood as an important reason behind the voluntary departures of employees, especially women, which motivated the design of the ***CuiDAR*** program. This program is part of the company's DEI policy and is developed in collaboration with AED (Alianzas Empresariales para el Desarrollo), Fundación Dehvi and REDCUCI through the *Gane Tr3s* project. *CuiDAR* includes a life plan for each participant, sets education and health goals, and provides personalized training and mentoring. A minimum length of service in the company, good performance and a socioeconomic study are required, with priority given to the most critical employees.

Since the implementation of the initiative, 22 women and 2 men have been beneficiaries of the program; 12 families met their economic goal; 5 families in the area of education; 3 families in terms of health and 4 families in the improvement of their housing.

See the complete case study of this company in Annex 5.1.

Comfama

Engaging men in a collective construction of gender equity and promoting reflection on non-restrictive masculinities.

- **Industry:** Family Compensation Fund.
- **Country:** Colombia.
- IPG member company in Colombia.

In 2018, the organization created the ***Hombres que Cuidan*** program in response to the results of an analysis that identified glass ceilings in the organization. The program is supported by senior management and includes a masculinities laboratory that addresses the transformation of scenarios and practices that perpetuate stereotypical roles and gender-based violence. The program initially focused on influential leaders, but has now expanded to the entire organization, with participants becoming role models and mentors

for other men in the process of learning and reflecting on masculinity. More than 360 men have graduated from the Masculinities Lab.

See Annex 5.1 for a complete case study of this company.

Diageo

Supporting the right of all employees to plan and develop their careers and family life through a set of specific policies and benefits.

- **Industry:** Beverage marketing.
- **Country:** Panama.
- IPG member company in Panama.

Diageo has made significant changes to its policies and benefits to support the right of each individual to plan and develop both his or her career and family life. With this objective in mind, the company implemented the Family Planning program, which includes a series of policies and benefits designed to accompany and support employees.

- **Family leave policy.** Provides a minimum of 26 weeks paid leave for fathers and mothers, regardless of gender or length of employment. This leave includes the adoption of children. In the last 5 years, 18 men and 9 women have used this benefit.
- **Adoption Benefit.** Provides financial assistance for employees who have completed the adoption process of a son or daughter under 18 years of age.
- **Fertility Support Guidelines.** Provides support for company employees undergoing fertility treatment, regardless of gender, sexual identity and personal fertility experience.
- **Fertility support benefits.** Covers medical expenses for fertility treatments and egg freezing.

See the complete case study of this company in Annex 5.1.

Grupo Danone

Promoting co-responsibility in care, through parental leave with an inclusive approach.

- **Industry:** Food and beverage production and distribution.
- **Country:** Mexico.
- Member company of the IPG Leadership Group in Mexico.

The company has institutionalized a parental leave policy promoted from the head office and adapted locally by Danone Mexico, which promotes co-responsibility in caregiving and the reconciliation of work and family responsibilities. It was designed taking into account an inclusive approach that considers different

realities and family configurations. It includes the concepts of primary and secondary caregiver and offers benefits for men, women and adopting couples, with parental leave above what is established by law.

The primary caregiver has a paid leave of 18 weeks for birth and 14 weeks for adoption, including the weeks granted by law. In addition, 8 optional weeks are offered. The secondary caregiver has 10 days of paid leave and 4 optional weeks. Since the implementation of the initiative, 230 employees have made use of the parental policy, either as primary or secondary caregiver.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2023 report of the World Economic Forum and information provided by the companies.

DIMENSION 6

Working environments free of violence and harassment

4.6 Working environments free of violence and harassment

Companies have a responsibility to ensure safe environments. However, violence and harassment are not only legal issues, but also social problems rooted in gender inequalities. Addressing these issues is essential to fostering a culture of respect and inclusion.

4.6.1 Context and evidence

Gender-based violence (GBV) is a widespread and multifaceted social problem. **It refers to all violence directed against women, as well as violence against people based on their sexual orientation or gender identity**. GBV encompasses several types of potentially co-occurring expressions. Women and girls are the most affected by GBV, although this problem is aggravated when it coincides with more than one dimension such as race, ethnicity, disability, migratory status, sexual orientation, age, among others (see Box 10).

According to data from the World Health Organization, t**he average lifetime prevalence of physical and/or sexual intimate partner violence among women aged 15-49 years is 25% in Latin America and the Caribbean and 27% globally (WHO, 2021)**. Intimate partner or ex-partner violence has been recognized as the most widespread form of gender-based violence against women; however, the limited availability of data due to fear of stigmatization, shame or retaliation for reporting suggests that these figures may be underestimated. As for sexual violence by a third party (outside the intimate partner), estimates for LAC are high. The prevalence of this type of violence among women aged 15 years and older is 11%, compared to a global average of 6% (WHO, 2021).

GBV has multiple consequences that transcend the direct victims. **In addition to violating the human rights of these individuals, GBV has social and economic costs to them, their families, society and economies**. Victims of GBV suffer short- and long-term physical and mental health problems that affect their quality of life and overall well-being. In addition, GBV has adverse effects on victims' employment outcomes. Exposure to violence is reflected in difficulties finding work, maintaining employment, increased absenteeism, tardiness, and fewer hours worked.

With regard to violence in the workplace, the data reveals a priority challenge. According to an ILO survey conducted in 2021, almost 23% of employed people worldwide have experienced violence and harassment at work, whether in its physical, psychological or sexual form. In particular, **Latin America and the Caribbean shows the highest regional prevalence, with an average of 34.3%, and a higher propensity of women who suffer violence and harassment at work than men (39% compared to 31%)**.

On the other hand, analysis by type of violence reveals that men are more likely to have suffered repeated incidents of physical violence and harassment at work, while women are more likely to have suffered psychological violence. **Psychological violence is one of the most common forms of GBV in the region and one of the most difficult to measure and understand**, manifesting itself, for example, through insults, discrediting, humiliation, manipulation, isolation and threats (Roza and Martin, 2021).

The ILO study also identifies that **sexual violence and harassment has a more unequal impact on women throughout their working lives**: 8.2% compared to 5.0% in the case of men worldwide. The LAC region has a higher prevalence of this type of violence in both genders: 17.7% women and 7.2% men.

In terms of case reporting, only half of the victims of workplace violence have recounted their experiences, generally after having experienced multiple forms of violence. **Workplace violence and harassment is a recurrent and persistent phenomenon in the region:** more than three out of five victims of workplace violence and harassment report having experienced it several times.

Other sources of information confirm the prevalence of workplace violence in the region. In Ecuador, 20.1% of women aged 15 years or older experienced some type of lifetime violence in the workplace, of which 17.2% suffered psychological violence, 6.8% sexual violence and 1.2% physical violence (INEC, 2019). In Mexico, 11.2% of women aged 15 years or older who have ever worked were victims of sexual violence in their lifetime: 10.6% suffered emotional violence and 1.6% physical violence (INEGI, 2016). In Uruguay, 17.9% of women experienced situations of GBV in the workplace (INE, 2020). In Bolivia, a study of large companies found that 47% of female workers suffered psychological violence and almost 36% experienced some incident of sexual harassment at work (GIZ, 2022).

Preventing workplace violence and harassment is a fundamental responsibility of companies to ensure safe working environments. Failure to fulfill this responsibility can have negative consequences not only for victims, affecting their performance, career progression and overall well-being, but also for organizations. Reports of workplace violence and harassment can negatively affect a company's reputation and performance.

According to research conducted in the United States, **the reputation of organizations that face sexual harassment allegations is much more affected than that of organizations which have been reported for other, different transgressions, such as financial misconduct**. The general perception is that a sexual harassment complaint is indicative of a cultural problem in the organization, rather than a particular individual person or group (Harvard Business Review, 2018).

In terms of addressing domestic violence in the workplace, different studies have evaluated the economic costs associated with gender-based violence. In Ecuador, it is estimated that companies suffer an average loss of 10.5 working days per year for each female worker who is a victim of gender-based violence (GIZ, 2019). In Peru, violence against women generates an annual loss of more than 6.7 billion dollars, equivalent to 3.7% of GDP (GIZ, 2014). In the US, women who have suffered violence in the domestic environment work on average 10% fewer working days per year (IWPR, 2017).

BOX 10
DEFINITIONS OF GENDER-BASED VIOLENCE (GBV)

GBV is an umbrella term used to refer broadly to different manifestations of violence. GBV is a social problem that encompasses several types of potentially co-occurring expressions. Research and practice often distinguish different types of GBV according to the form in which they are exercised and the context in which they occur (Roza and Martin, 2021).

In terms of the form exercised, it is generally classified as **physical**, which includes all "acts that may physically harm the victim" (WHO, 2021); **sexual**, which refers to "being physically forced to have sex and other forms of sexual coercion such as sexual harassment" (WHO, 2021); **emotional**, which refers to "insults, constant humiliation, threats and intimidation (e.g., destruction of things)" (WHO, 2012); and controlling, which refers to actions that include "isolating a person from family and friends, monitoring his or her movements, and restricting access to financial resources, employment, education or health care" (WHO, 2012). In terms of the context in which it occurs, a distinction is generally made between **domestic violence**, which includes both intimate partner violence and family violence (Palermo, Bleck, & Peterman, 2014); **online gender-based violence**, which includes "any act of gender-based violence that is committed, assisted or aggravated in part or in whole through information and communication technologies, such as cell phones and smartphones, the internet, social networking platforms or email" (Morales, 2020); **workplace violence**; and **violence in public settings**, such as on the streets (Roza and Martin, 2021).

Microaggressions in the workplace

Microaggressions are a form of psychological violence rooted in everyday prejudices, often present in work settings, with a significant and lasting impact on the people who suffer them. These manifestations include comments and actions, often subtle but equally damaging, that belittle or dismiss people based on their gender, sexual orientation or other aspects of identity. This behavior denotes a lack of respect, generating stress and discomfort and negative consequences on both the health and employment opportunities of those who experience them. Research indicates that women face a greater number of microaggressions in the workplace than men, and for groups with intersectional identities, these situations tend to be more frequent.

Source: own elaboration.

4.6.2 Potential actions

Organizations and leaders committed to workplaces free of violence and harassment

The following are some of the measures that can guide companies in preventing and addressing violence and harassment in the workplace. Different axes are suggested for a comprehensive approach that companies can consider and adapt to their particular contexts and needs.

A Commitment

- **Implement a zero-tolerance policy on GBV that covers all levels of the organization, endorsed by the highest authority in the company and supported by the entire management team.** It is key that this policy extends throughout the value chain, promoting transparency among organizations and establishing effective prevention and response systems.
- **Define a comprehensive approach strategy** that includes programs to prevent GBV, action protocols, clarity on roles and responsibilities of employees, leaders and the company, reliable and confidential reporting channels, investigation procedures and protection mechanisms.

B Prevention

- **Establish a committee or team with senior staff** and organizational leaders to define a strategy to prevent and address GBV.
- **Conduct a baseline study,** considering, for example, a survey directed to all employees, inquiring about knowledge of GBV, confidence in reporting channels, experiences of violence lived or witnessed in the company, etc.
- **Rely on external specialists** to map and monitor internal and external vulnerabilities. Identify work practices and groups of workers who are most at risk, such as interns, contractors, employees working in specific locations outside the office or in remote areas, etc.
- **Implement risk prevention and mitigation measures** to increase workplace safety, mainly in companies with field operations. Adapt aspects of infrastructure such as gender-differentiated restrooms, locker rooms and dormitories, safe transportation for all employees, security equipment such as monitoring cameras and alarm systems, security guards to monitor areas of greatest vulnerability, security in common areas and adequate lighting (USAID, 2022).
- **Integrate GBV prevention in risk management systems and processes and in the company's health and safety committees,** ensuring equal participation of women in these spaces. Ensure that psychological violence is included in risk assessments.
- **Offer periodic trainings to sensitize all employees** on the importance of recognizing GBV in all its forms, and specific training for leaders on prevention and case management.
- **Coordinate efforts with other companies in the sector to generate joint diagnoses ,** that will allow for a more complete and detailed vision of the problems in the specific industry.

- **Work collaboratively with the sector's unions and trade associations to incorporate specific clauses** in collective bargaining agreements or internal regulations on the prevention and eradication of violence in the workplace.

C Protection

- **Ensure reporting channels that safeguard confidentiality and anonymity,** and establish special mechanisms for high-profile cases. Define different channels for queries and complaints, including: hotlines, e-mail, text message and/or online systems.
- **Establish an action protocol.** Provide confidential and anonymous support through a committee of specialists, internal or external, and an assistance program for affected persons. Ensure anonymity and protection against retaliation and guarantee that cases are recorded, acted upon and monitored, ensuring efficient resolution times.
- **Train and support leaders** to recognize, respond to and refer GBV cases that may arise in their teams.
- **Establish disciplinary actions with clear, documented and known processes,** which include measures proportional to the seriousness of the case and are implemented consistently, for greater procedural confidence.
- **In serious situations, it may be necessary to inform the authorities, subject to the consent of the person concerned,** in order to take appropriate legal action, both criminal and civil. It is recommended to provide adequate psychosocial support during this process and to collaborate with civil society organizations to connect women to specialized services.

D Transparency, registration and monitoring

- **Make GBV policies transparent** and inform employees and stakeholders of any actions taken to reduce GBV.
- **Record the number of cases of violence and harassment disaggregated by gender** and track their progress.
- **Evaluate the effectiveness of implemented policies and programs** through regular employee surveys. Share key findings with employees and stakeholders. Ensure feedback mechanisms for employees to share their ideas.
- **Consider developing monitoring and evaluation processes together with universities and organizations specialized in GBV.**

E Collaboration

- In certain male-dominated industries and with work in field operations, it may be necessary to **raise standards within the value chain** to build a stronger ecosystem for preventing and addressing GBV. Some workplaces are home to employees and their families, so the company's responsibility extends to homes, suppliers and the community.

- **Identify stakeholders with whom to work in partnership,** such as medical service providers, police, transportation, local governments, specialized NGOs, etc. Develop policies and programs to prevent and address GBV with relevant stakeholders.
- **Create sectoral networks to agree on joint principles and actions across the supply chain** and facilitate peer-to-peer learning. In addition, collective agreements can be made between multiple employers.
- **Train suppliers and publicize anti-GBV policies.** Purchasing power can be used to demand changes in behaviors, practices and/or the development of specific policies.
- **Work with investors to include GBV as a risk criterion in their environmental and social performance standards.**

F Domestic violence[22]

Domestic violence is a problem that also affects the workplace, as it impedes women's full participation in employment and their professional advancement, with profound physical, economic and psychological repercussions for those affected.

To support women and other groups in situations of domestic violence, companies have begun to broaden their commitment to addressing domestic violence in the workplace, as recommended by ILO Convention 190 (see Box 11). As specific measures, companies can implement an action protocol and work proactively to identify warning signs at early stages of risk. In this regard, the Recognize, Respond and Refer framework can be a useful approach for leaders and organizations (Vodafone Foundation, 2020).

- **Recognize signs of domestic violence.** Watch for changes in individual behaviors, decreased work attendance and performance and physical changes, such as injuries, visible bruises, etc.
- **Respond with appropriate instruments.** Ensure that policies, protocols and/or procedures provide appropriate support to victims, such as: paid leave, confidentiality, leave days, financial support, legal advice and psychological support.
- **Referrals to specialized services.** Facilitate the orientation of employees to confidential in-house services through communication strategies such as general e-mails, posters in common areas, rest areas, restrooms, etc. In addition, provide information about specialized domestic violence sites, such as crisis centers and safe shelters.

22. Domestic violence refers to any behavior within an intimate or family relationship that causes physical, sexual or psychological harm, including physical aggression, sexual coercion, psychological abuse and controlling behaviors (UN).

BOX 11
INTERNATIONAL STANDARDS ON GBV

In 1992, the Committee on the Elimination of Discrimination against Women (CEDAW) declared, through Recommendation No. 19, that violence against women is a form of discrimination directed against women because of their gender and that it affects them disproportionately. In 2017, in Recommendation No. 35, the CEDAW Committee recognized that the prohibition of gender-based violence against women has evolved into a principle of customary international law.

In 2019, the ILO adopted Convention No. 190 and Recommendation No. 206 to combat violence and harassment, including gender-based violence and sexual harassment, at work. These standards are binding instruments that establish a clear framework and global mandate to prevent and address violence and harassment. They recognize the right of everyone to a workplace free from violence and harassment and define that these situations can occur in an isolated or repetitive manner, impacting mostly women and diverse groups. Their scope is broad, applying to all workers, public and private sector, formal and informal employment, and urban and rural areas.

Convention 190 has been adopted by 11 countries in LAC: Antigua and Barbuda, Argentina, Bahamas, Barbados, Ecuador, El Salvador, Mexico, Panama, Peru and Uruguay. In the case of Chile, although the Convention has been ratified, it has not yet entered into force. With respect to employer organizations, the Convention calls for the adoption of tools to prevent and address violence and harassment in the workplace. It emphasizes the importance of carrying out diagnoses to determine where the company stands. It promotes employee training and the institutionalization of policies and protocols against violence and harassment and stresses the need to recognize and address the impact of domestic violence in the workplace.

Background in LAC

In 1994, the General Assembly of the Organization of American States (OAS) approved the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, also known as the Convention of Belém do Pará. Recognizing the right of every woman to a life free of violence, in both the public and private spheres, the Convention of Belém do Pará is the first instrument of the Inter-American system to address violence against women. Although the Convention uses the term "violence against women," social and cultural advances have made it possible to broaden the concept and understand it as GBV, also encompassing diverse groups.

Source: own elaboration.

4.6.3 Tools and resources

GUIDES AND GUIDANCE DOCUMENTS	
Organizational survey for sexual harassment - ELSA	• Digital diagnostic and intervention tool to prevent sexual harassment in the workplace. Seeks to promote a culture of prevention and learning that contributes to consolidate workplaces free of sexual harassment. **Entity:** IDB / + Explore
Violence and harassment in the workplace. A practical guide for companies	• A guide with practical advice for companies and leaders to develop policies and systems to manage issues related to workplace violence and harassment. **Entity:** ILO / + Explore (*Avalaible in Spanish*).
How Can Business Tackle Gender Based Violence in the World of Work: A Toolkit for Action	• Toolkit with five-step action framework to help companies address gender-based violence in the workplace. Includes suggestions, diagnostic tool and case studies. **Entity:** UN Women / + Explore
Gender-Based Violence and Workplace Harassment Policy Model	• Policy model and template to address gender-based violence and harassment in WEP-Signatory Companies. It helps identify and assess risks associated with these situations in the workplace and develop specific policies. **Entity:** UN Women / + Explore
Domestic Violence Policy Template	• Model policy and procedural template for addressing domestic violence in WEP signatory companies. Provides guidance for detecting signs of domestic violence. **Entity:** UN Women / + Explore
Small steps, big differences	• This report analyzes the best practices of the companies that make up the FTSE 100, the benchmark stock market index of the London Stock Exchange comprising the 100 companies with the largest market capitalization in the United Kingdom. **Entity:** UN Women, Heforshe, 2024 / + Explore
Toolkit on domestic violence and abuse at work: Recognise, respond and refer	• Toolkit for addressing domestic violence in the workplace, through the Recognize, Respond and Refer framework. **Entity:** Vodafone Foundation / + Explore
PreViKit: Business toolbox to prevent violence against women	• PreViKit is a toolkit to address violence against women. It enables capacity building and facilitates strategies, measures and actions at the corporate level. **Entity:** German Society for International Cooperation (GIZ) and Ministry of Justice and Institutional Transparency of Bolivia / + Explore (*Avalaible in Spanish*).
Guidelines for addressing GBV in the world of work	• How companies can address gender-based violence in the world of work: a guide for action (2019)) / + Explore • Addressing gender-based violence and harassment: Emerging good practices for the private sector (2020) / + Explore **Entity:** IFC

ALLIANCES AND COMMUNITIES	
Spotlight Initiative	The Spotlight Initiative is a joint campaign of the European Union and the United Nations aimed at eliminating all forms of violence against women and girls. **Entity:** European Union and UN Women / + Explore
White Ribbon Campaign (White Ribbon)	Initiated in Canada in 1991, this campaign is one of the largest movements against gender-based violence led by men, focused on their active commitment to eradicating it. **Entity:** White Ribbon Campaign / + Explore
Sexual Violence Research Initiative	Global research network on violence against women and girls, bringing together researchers, practitioners, donors, activists and policy makers. **Entity:** Sexual Violence Research Initiative / + Explore

Source: own elaboration.

4.6.4 Case studies

Leading global and regional business practices

GLOBAL

Tata Steel

Advancing gender parity in non-traditional industries through inclusive and safe workplaces..

- **Industry:** Mining and Manufacturing.
- **Country:** Global, based in India.

Focusing on improving gender diversity in key mining and manufacturing roles, the organization set out to make both the physical environment and equipment more inclusive. Tata Steel increased safety protocols at the mines by including camera monitoring, female security guards and GPS-enabled transportation for women on their shifts. It also built childcare facilities, gender-neutral restrooms, sanitary napkin vending machines and other inclusive measures in certain offices.

In terms of culture, it designed awareness-raising actions for its 35,000-strong workforce to address biases that negatively affect women and appointed compliance officers to create a direct channel for queries regarding non-inclusive behavior. The company achieved an 18% increase in its overall diversity between 2020 and 2022, an 88% increase in the hiring of women in management positions, and 95% growth among women applying for the engineering scholarship program.

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2023 report.

REGIONAL

Gildan

Monitoring and supervision of labor practices to ensure respect for human rights and the prevention of violence, through social compliance programs and confidential communication mechanisms.

- **Industry:** Textile and Apparel Industry.
- **Country:** Honduras.
- Member company of the IPG Leadership Group in Honduras.

The ***Social Compliance Program*** arose from the need to supervise and monitor the company's labor practices, ensuring respect for human rights and compliance with codes of conduct and local and international laws by plants, contractors and external suppliers. In addition, the ***Communication Mechanisms Program*** provides confidential channels for both internal and external communication, in line with the principles of

the company's Code of Conduct. These initiatives are part of the company's global strategy in relation to environmental, social and governance (ESG) issues.

See the complete case study of this company in Annex 5.1.

Bagó Laboratories

Addressing domestic violence in the workplace, with monitoring programs and voluntary employee training for prevention and support.

- **Industry:** Pharmaceutical Industry.
- **Country:** Chile.
- IPG member company in Chile.

Since 2009, Laboratorio Bagó has implemented a labor protocol to address domestic violence, motivated by a case of femicide of a female employee. This event aroused the concern of the company's leaders, who believe in the role that the workplace can play in preventing and addressing this scourge. Bagó has trained its personnel in preventive measures and offers support and assistance services to people in situations of domestic violence. It also provides leave, financial support and geographical relocation to safeguard the physical and psychological integrity of victims. The company has initiated a training program for internal volunteers, who will be ***Domestic Violence (DV) Monitors***, with the objective of leading in the prevention of this type of violence, providing information, answering questions and referring cases to specialized personnel in People Management as needed. Under this program, 8 women and 4 men have been trained as DV monitors, detecting 4 cases of domestic violence among employees.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2023 report of the World Economic Forum and information provided by the companies.

DIMENSION 7

Inclusive product and service design

4.7 Inclusive product and service design

Integrating a gender approach into the design of products and services can open up new business opportunities and generate profitable solutions for under-explored market segments.

4.7.1 Context and evidence

Developing solutions tailored to women's needs and preferences can generate new business opportunities by more effectively tapping into available market potential. **Women control approximately one-third of the world's wealth (BCG, 2013) and influence up to 80% of purchasing decisions** (Deloitte, 2020).

Although accurately measuring different market segments is a complex task, there is a potentially attractive opportunity to expand companies' product and service offerings from a gender perspective. However, many organizations may be overlooking this possibility, with an opportunity cost of neglecting certain market segments.

According to a 2024 study by IDB Invest and the Women Entrepreneurs Finance Initiative (We-Fi), **only 25% of financial institutions in Latin America and the Caribbean understand that female clientele would allow them to expand their client base or differentiate themselves from the competition**. The research concludes that while programs targeting women in financial institutions are quite widespread, **most market proposals arise from a social and developmental mission, rather than having a commercial value-based approach**[23]. Only financial technology or fintech companies stand out as an exception, since the majority (67%) consider the female market as a business opportunity, prioritizing investments in this segment.

In particular, financial institutions that recognize the commercial value of the female market emphasize that the offer and use of non-financial services (a common need among this group) strengthens loyalty to the institution. This, in turn, stimulates demand for financial products and facilitates cross-selling with other services, such as insurance.

In addition to the frequent lack of recognition of the business value or rationale for adopting a differentiated approach to products and services, there are other challenges that can hinder a segmented market strategy. These include a lack of understanding of the needs and preferences of a broader audience of consumers, limited availability of market data disaggregated by variables such as gender, age, etc., and a shortage of internal resources and structures for targeted product development and marketing campaigns aimed at new customers.

The decision and commitment of top management to explore new market segments and learn from the experiences of other companies that have successfully integrated a gender approach into their business strategies are key elements in addressing these barriers.

23. This study analyzes data from more than 240 financial institutions in 13 LAC countries.

BOX 12

UNBIASED COMMUNICATION IN DIFFERENTIATED PRODUCT AND SERVICE STRATEGIES

Practicing unbiased communication can boost both brand reputation and reach to other market segments, improving business metrics. According to 2018 research conducted by the Association of National Advertisers (ANA), the oldest and largest association in the U.S. advertising industry, as part of its #SeeHer, initiative, brands that opt for gender bias-free ads have been shown to be linked to higher purchase intent, exceeding 25% among all consumers and 45% when specifically targeting women[24].

Different studies point out the benefits of including the gender perspective in commercial and advertising strategies, recognizing its influence on the market and the importance of aligning shared values with consumers. However, there is still ample room for companies to improve marketing aspects and their communication strategies. According to a 2017 survey conducted by IPSOS[25] and UN Women in 26 countries around the world, 60% of respondents noted that there are still too many traditional gender roles in advertisements. In addition, 63% of respondents believe that these representations have an impact on young people's perception and assimilation of roles.

Therefore, it is important for companies to delve deeper into the aspects of unbiased communication and work closely with external agencies to promote more inclusive and stereotype-free campaigns. This involves ensuring that the language, images, graphics and other elements used in communication reflect diversity, including the representation of people of different gender identities, ethnicities, sexual orientation, age, etc.

Source: own elaboration.

24. ANA, 2018. What marketers need to know.
25. Market research company.

4.7.2 Potential actions

New market opportunities through inclusive product and service design

To incorporate a gender perspective in the development of products and services, different actions can be implemented and combined. These range from the identification and analysis of a segment's preferences and needs, to the formation of design and sales teams, as well as the development of marketing campaigns and aspects of unbiased communication. Some flexible strategies are presented below.

A Segment analysis and identification

- **Define the target population and identify the segment's specific preferences and needs** that are not being met.
- **Use different tools such as surveys, market studies and/or focus groups,** among others, to learn about the consumption patterns of this population group.
- **Build alliances and collaborations with organizations and communities that represent these groups** and have specific knowledge of their needs and/or preferences.

B Product and service design and marketing

- **Encourage diversity in creative teams and commercial areas,** to broaden perceptions of the needs and preferences of a wider audience of consumers.
- **Ensure that the design of the product or service does not reproduce gender stereotypes and/or stereotypes linked to diverse groups.**
- **Train sales teams to avoid unconscious bias** and enhance the product or service reaching the target audience.
- **Conduct usability testing and proof-of-concept testing of the product or service with the target population** to obtain direct feedback on its design, functionality, distribution and access.
- **Consider accessible formats for people with disabilities in the design of the product or service.**

C Marketing and communication

- **Explore marketing and communication strategies that have a positive effect on the target segment.**
- **Ensure that these strategies do not reproduce gender stereotypes and/or stereotypes linked to diverse groups.**
- **Develop an unbiased communication guide that includes guidelines for verbal, written and visual language.** When collaborating with external agencies, it is important to share this resource and prioritize those organizations that demonstrate prior experience in this area.

- **Offer product or service information in formats accessible to people with** visual or hearing **disabilities** and non-verbal communication options. Also consider translation into different languages.

D Measurement and transparency

- **Measure and analyze revenue and profit data derived from the development of the specific segment.**
- **Inform stakeholders** about the revenues and benefits obtained through this segment.

4.7.3 Tools and resources

GUIDES AND GUIDANCE DOCUMENTS	
How banks can benefit from the female economy	• This study analyzes the market potential of banking services oriented towards the women's segment. What is the value of these propositions and why are they important. **Entity:** Financial Alliance for Women / + Explore
Women Rising: A study of the growing financial power of the women's market in LAC, and what this means for financial institutions	• This research explores how financial institutions can harness the potential of women's banking in Latin America and the Caribbean. **Entity:** IDB Invest and Women Entrepreneurs Finance Initiative (We-Fi) / + Explore
Advertising and stereotypes: a high-risk relationship	• This study investigates how and how much sexist messages can affect brands and their commercial image. Conducted in Argentina, through a self-administered online survey with a sample of 1,000 advertising cases. **Entity:** UN Women / + Explore
Guidelines for the use of gender-inclusive language	• Guide on writing, editing and translating gender-sensitive documents. **Entity:** UN Women / + Explore
A guide to progressive gender portrayals in advertising	• Guide for the advertising industry. Provides evidence and tools for the industry to adopt inclusive practices regarding gender representation in advertising. **Entity:** World Federation of Advertisers (WFA)) / + Explore
ALLIANCES AND COMMUNITIES	
Unstereotype Alliance	Initiative promoted by UN Women, which brings together leaders from the marketing and advertising sector to eliminate gender stereotypes in advertising media. **Entity:** UN Women / + Explore

Source: own elaboration.

4.7.4 Case studies

Outstanding regional business practices.

REGIONAL

Banco Pichincha

Closing the financing gap between men and women through internal policies, the design of specific products and services for women, and the issuance of gender bonds for women entrepreneurs..

- **Industry:** Banking and Finance.
- **Country:** Ecuador.
- Member of the IPG Leadership Group of Ecuador.

Since 2011, Banco Pichincha has collaborated with international organizations in the design of an institutional strategy focused on gender equity. Initially, it was identified that only 43% of women in Ecuador had access to a bank account. The company saw the growth of its female market segment as a business opportunity, but also as a means to drive impact and financial inclusion in the communities with which it collaborates.

To address gender disparities in access to its products and services, Banco Pichincha has implemented a series of internal and external policies. For married women applying for financing, the creditworthiness requirement for their husbands was eliminated. In addition, a variety of financial products and services designed for women were introduced, including a US$100 million gender bond for financing women entrepreneurs. Between December 2020 and May 2023, the company reduced the financing gap between men and women by 16%. Women now account for 48% of the bank's clients, representing a 54% increase in the women's SME portfolio.

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2024 report.

BHD

Establishing itself as a regional and international leader in the women's banking segment.

- **Industry:** Banking and Finance.
- **Country:** Dominican Republic.
- Member company of the IPG Leadership Group in Dominican Republic.

As part of its Women's Gender Strategy, BHD created the ***Mujer Mujer Program*** to address the financial and non-financial needs of women in a differentiated manner, offering value propositions that contribute to their development. This program emerged as an extension of the gender focus previously explored by

the bank with the creation of the ***Tarjeta Mujer*** (Women's Card) in 2013. This is a flagship and innovative product that includes competitive interest rates and assistance for solutions in multiple areas of interest to women, such as health, education, home, transportation and business. BHD has positioned itself as a leader in financial services for women and has increased its client base in all segments of the bank.

Since the beginning of the strategy, the bank has reached more than 125,000 new customers, with average annual growth rates of more than 13%. In addition, the average number of products per client increased from 1 to 3, and financial knowledge was increased, which has had an impact on variables such as balances and the portfolio of female clients.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2024 report of the World Economic Forum and information provided by the companies.

DIMENSION 8

Inclusive value chains

4.8 Inclusive value chains

Integrating a gender perspective into value chains not only benefits companies, but also fosters equity in markets, promoting fairer and more sustainable trade.

4.8.1 Context and evidence

Despite progress in implementing gender equity policies within companies, **it remains a challenge to expand these practices throughout the organizational ecosystem**. To address this challenge, several strategies can be considered: i) Extending and enforcing gender standards and policies to suppliers, contractors and business partners; ii) Diversifying the pool of supplier firms, including women-owned companies and those with inclusive practices; and iii) Designing products and services with a gender focus, as detailed in sección 4.7.

Integrating women-owned businesses and those that follow inclusive practices into the value chain can be a differential factor that adds value to the products and services offered. In addition, developing a diversified supplier base favors the availability of supplies, facilitates the acquisition of specialized products and the introduction of new solutions.

However, despite the potential benefits, there are significant challenges that may hinder the integration of this approach in the commercial world, especially with regard to the inclusion of women-led or owned businesses in the value chain.

About a quarter of all businesses in the region are run by women. These firms are about three times smaller than those run by men and are mainly concentrated in less innovative sectors such as retail and services. They also **have a higher propensity to operate informally and to emerge out of necessity** due to limited job opportunities (Cuberes and Teignier, 2017).

According to the 2023-2024 report of the Global Entrepreneurship Monitor (GEM)[26], which compiles information on entrepreneurship in both the formal and informal sectors, **LAC shows high rates of female entrepreneurship compared to other regions, but in the early stages. Ecuador, Chile, Guatemala, Panama and Colombia stand out for their levels of entrepreneurial activity at this stage**.

This translates into low inclusion in value chains and limited participation in the procurement processes of large companies. **Only 1% of the expenditure associated with the procurement processes of large companies corresponds to firms owned by women (López and Persson, 2023). Among exporting companies in LAC, only 14% are owned by women**; the boards of directors have 15% female participation; and in only 11% of the companies is the position of manager headed by a woman (Basco et al., 2021).

26. The Global Entrepreneurship Monitor research project is an annual assessment of the national level of entrepreneurial activity in multiple and diverse countries. Today the study involves 115 countries and longitudinal data going back more than 20 years.

Women entrepreneurs and businesswomen face multiple barriers, including gender bias, difficulties in creating business networks, and limited access to financing. These difficulties are exacerbated by the prevalence of informality, the small size of their businesses, and the lower availability of collateral and financial literacy. A study of the Chilean retail credit market found that women were 18% less likely to have their loan applications approved, even when those applications were identical to those of men (Montoya et al., 2020).

In addition to financial challenges, women entrepreneurs face security risks. A study in Honduras revealed that women entrepreneurs experience various forms of violence and discrimination. **This includes stigma within their families and communities for working outside the home, as well as vulnerability to sexual harassment by professional contacts and colleagues**. These barriers operate at the institutional, community, family and individual levels, hindering both their personal development and the growth of their businesses (De Filippo et al., 2022).

Overcoming these limitations and **strengthening the productive capacities of women entrepreneurs would not only facilitate their inclusion in trade but would also improve the quality of the products and services offered in local, regional or global chains**.[27] The inclusion of companies led or owned by women in value chains not only diversifies the pool of suppliers, but also strengthens organizational resilience in the face of market challenges.

27. The IDB has developed the *Mujeres ConnectAmericas* platform to promote the export capacity of women entrepreneurs in LAC and their inclusion in global markets. https://connectamericas.com/es/mujeres.

BOX 13

TAXONOMY OF COMPANIES OWNED OR MANAGED BY WOMEN

The classification of firms owned or managed by women is the first step in improving internal records and assessing the possibility of offering specific treatment to these companies in supply chains. Although there are different definitions, the most commonly used criteria focus on aspects of ownership, control, management and independence of the company.

The International Organization for Standardization (ISO) highlights the following definitions:

- **Women-owned enterprise:** more than 50% is owned by one or more women, its management and control is vested in one or more women, and a woman is a signatory to the enterprise's legal documents and financial accounts. The organization is operated independently of businesses that are not owned by women.
- **Women-led enterprise:** at least 25% is owned by one or more women, it is managed and controlled by one or more women, at least one-third of the board of directors is composed of women (if such a body exists), and a woman is a signatory to the company's legal documents and financial accounts. The organization is operated independently of companies that are not owned or managed by women.

+ Explore

On the other hand, it is important to highlight the criteria that IDB Invest applies in its operations with the business sector, as well as in tools designed to measure and quantify gender bias. A company is considered to be led by women when at least 51% of its ownership is in the hands of women (majority shareholder control), or when it has a woman in a position of maximum responsibility, such as Chief Executive Officer (CEO), Chief Operating Officer (COO), General Manager, President or other similar position.

Source: own elaboration.

4.8.2 Potential actions

Enhancing gender equality efforts with interested parties or stakeholders

Below are some flexible guidelines for integrating a gender approach into value chains. These recommendations can be adapted by companies according to their specific context and reality:

A Standards for suppliers, contractors and business partners

Companies can multiply the impact of their gender equality efforts by encouraging the adoption of this perspective in their value chain. In this way, companies can extend and enforce their gender standards and policies to suppliers, contractors and business partners. Among these actions, the following are suggested:

- **Request adherence to the company's code of ethics and gender equality policy.**
- **Encourage the adoption of a comprehensive gender equality strategy or program in the value chain,** that includes the relevant dimensions of this agenda.
- **Extend the commitment of zero tolerance** to any type of violence and harassment in the workplace to suppliers, contractors and business partners.
- **Evaluate suppliers, contractors and business partners to understand their organizational culture.** Audit products, services and facilities to ensure that they are not being used for labor or sexual exploitation.
- **Recognize and value seals and certifications** that demonstrate that suppliers, contractors and business partners follow inclusive practices.

B Diversify the supply chain with women-owned businesses and businesses with inclusive practices

Facilitating the inclusion of women-owned businesses and businesses with inclusive practices in the supply chain can strengthen the resilience of these processes by diversifying the supplier pool and adding new perspectives and skills to supply management. Some suggested measures include:

- **Establish gender-sensitive procurement programs and expand business relationships with women-owned businesses.** Support the development of their productive capacities and improvements, providing technical and financial assistance and business counseling.
- **Know the composition of the supplier base.** Classify and categorize companies by ownership, develop records and measure progress. Identify and recognize suppliers that follow inclusive practices.
- **Consider including targets that include a percentage of purchases from women-owned or women-led businesses.**
- **Simplify application procedures and requirements,** without compromising quality standards. Streamline, standardize and consolidate application and contracting procedures to facilitate management.
- **Limit, as much as possible, the size of contracts** to avoid bundling multiple requirements that make access difficult for women-owned businesses.
- **Establish award criteria that are governed not only by price, but also by the overall value provided by the proposals.**

- **Train the procurement area and make the necessary adjustments to the systems and processes involved.** Consider the use of systems to identify women-owned businesses.
- **Communicate and disseminate established procurement and contracting strategies, programs and objectives.**
- **Support strategies to improve information channels for women-owned businesses** (participation in supplier fairs, public dissemination of procurement policies and procedures, etc.).
- **Consult international information sources and databases,** such as those provided by WEConnect, on women-owned businesses (see section 4.8.3).
- **Support the formalization of enterprises led by women.** Facilitate training and advisory services for informal enterprises and businesses linked to the value chain. These instances may include: a) Training in accounting, tax and legal processes, according to the specific regulations of each country; b) Training on procurement and purchasing processes; c) Workshops on experiences and examples of good practices in business management; and d) Information on the most up-to-date technological tools for business management and administration.

4.8.3 Tools and resources

GUIDES AND GUIDANCE DOCUMENTS	
The power of acquisitions: How to buy products and services from women-owned businesses	• Guide on gender-sensitive procurement for companies. Includes practical recommendations on the purchase and sale of products, contracting and selection of supplier companies led or owned by women. **Entity:** UN Women / + Explore
WEPs Gender-Responsive Procurement Assessment Tool	• Self-assessment tool for WEPs signatory companies, consisting of 31 questions, which allows the analysis of progress in gender-responsive procurement policies and practices. This tool is designed to guide companies in implementing WEPs Principle 5: Enterprise development, supply chain, and marketing practices. **Entity:** UN Women / + Explora
Gender-sensitive procurement	• Guidance note on gender-responsive procurement. Provides guidelines on different factors to consider when transforming the procurement process: people, policies, practices, communication, knowledge and stakeholder management. **Entity:** UN Women / + Explore
Principle 5: Business development, supply chain and marketing practices	• Webinar on how to implement inclusive practices in the supply chain, and also work on marketing and communication aspects to change perceptions and beliefs. Includes case studies. **Entity:** UN Women / + Explore (*Available in Spanish*)
Provision of services with a gender perspective	• Guide for financial and business development service providers. **Entity:** ILO / + Explore (*Available in Spanish*).
Engineering Inclusivity: Infrastructure for everyone	• Toolkit for gender equality and inclusion in the infrastructure sector. Tools, strategies and case studies for different aspects of operations. Includes resources and guidance notes for developing business relationships with women-owned businesses and suppliers with inclusive practices. **Entity:** IFC / + Explore
PLATFORMS, NETWORKS AND DIRECTORIES	
WEConnect International	• Global business network dedicated to connecting women-owned businesses with buyers worldwide. Identifies, trains, registers and certifies women-owned businesses. **Entity:** WEConnect International / + Explore
Connect Americas	• Business network for LAC created by the IDB, dedicated to promoting foreign trade and the international inclusion of companies. Facilitates access to information on activities, business programs, specialized services, purchase announcements, etc. **Entity:** IDB / + Explore

Women Connect Americas	• Linkage platform created by the IDB to promote the export capacity of women entrepreneurs in LAC and their inclusion in global markets. **Entity:** IDB / + Explore (*Available in Spanish*).
Inclusive Trade A new possible agenda	• Website focused on international trade and gender in Latin America and the Caribbean. Includes publications, events and outstanding testimonials, among other materials of interest. **Entity:** INTAL IDB / + Explore (*Available in Spanish*).
Women's Entrepreneurship Finance Initiative (We-Fi)	• Partnership to promote and unlock finance and market access for women-owned or led businesses. We-Fi is an international program with 14 governments and 6 multilateral development banks as implementing partners: IDB, World Bank, Asian Development Bank, Asian Development Bank, Islamic Development Bank, European Bank and African Development Bank. • Within the framework of this initiative, the Financing Code for Women Entrepreneurs (WeCode) is being implemented, with the aim of expanding funding for MSMEs led by women globally. IDB Invest is supporting its implementation in Latin America and the Caribbean. **Entity:** We-Fi / + Explore / + WeCode

Source: own elaboration.

4.8.4 Case studies

Outstanding global and regional business practices.

GLOBAL

Baker Hughes

Committed to supporting women-led businesses and diverse groups in the supplier network.

- **Industry:** Energy.
- **Country:** Global, based in the United States.

In 2019, Baker Hughes implemented a global supplier-focused diversity program aimed at supporting local and global companies that are owned and/or controlled and operated by women and diverse groups. The program focuses on two main components: expanding diversity within the supplier network and providing support to companies to implement or improve their internal diversity and inclusion practices. In addition, in a complementary effort, Baker Hughes committed $50 million to support Minority Depository Institutions (MDIs), and to promote the growth of small businesses owned by African Americans, Hispanics, and Latinos. Since 2023, the company has increased opportunities for small and diverse businesses in its supplier network from 1% to 3% and has recorded 181% growth in direct spending with these businesses, from $83 million in 2021 to $233 million in 2022.

The full case study for this company is available in the World Economic Forum's DEI Lighthouse 2024 Report.

REGIONAL

Cervecería Nacional

Alliance between leading companies in the mass consumer industrial sector in LAC, to promote the employability and inclusion of women in operations.

- **Industry:** Processing, distribution and sale of beverages.
- **Country:** Dominican Republic.
- IPG member company in the Dominican Republic.

The ***Inclusion in Action Alliance*** was promoted in March 2023 by Cervecería Nacional, together with 11 other leading organizations in the mass consumption sector in LAC. It is a high-level commitment that seeks to improve the employability of Dominican women in operational areas, in addition to promoting safe work environments and gender equity in access to development opportunities. It focuses on four objectives: 1) increase female participation at different levels of the organization, 2) guarantee salary equity, 3) prevent violence and harassment at work, and 4) create allies of inclusion through awareness-raising and training.

Cervecería Nacional offers allied companies video capsules with material on the inclusion of women, non-restrictive masculinities, people with disabilities, and the LGBTQ+ community. In 2023, the company increased the hiring of women in operations by 11 percentage points, from 14% to 25% of new hires.

See the complete case study of this company in Annex 5.1.

Elcatex

Strengthening the capacities of women-owned or led supplier companies to promote their inclusion in the textile industry value chain.

- **Industry:** Textile.
- **Country:** Honduras.
- Member company of the IPG Leadership Group in Honduras.

With the support of IDB Invest and the Women Entrepreneurs Finance Initiative (We-Fi) program, Elcatex has implemented a gender strategy since 2019 to increase the participation of women-led or women-owned businesses in its supply chain. This involved a detailed supplier analysis to identify and map women-led SMEs, as well as the improvement of technological tools and data parameterization in procurement. In 2020, two consultancies were carried out with Fundex and WeConnect to sensitize the purchasing team and strengthen the skills of women entrepreneurs as suppliers, with the active engagement of senior management and technical employees. The selection of suppliers is monitored according to criteria such as women's ownership in the company, the gender composition of the workforce, and the presence of women in management positions and on the board of directors.

The company has succeeded in including 79 women-led or women-owned SMEs in its supply chain, surpassing the 2023 target of 56 firms. The company increased the number of operations, purchasing volume and invoicing with these organizations.

See the complete case study of this company in Annex 5.1.

Ecopetrol

Supplier Diversity, Equity and Inclusion Strategy

- **Industry:** Energy.
- **Country:** Global, based in Colombia.
- Member company of the IPG Leadership Group in Colombia.

Ecopetrol promotes performance improvement in Diversity, Equity and Inclusion among suppliers and contractors through:

- Adherence to the company's DEI policy.
- Promotion of inclusive employment, with gender and diversity objectives.
- Support for businesses run by women and other vulnerable populations.
- Creation of DEI schools for suppliers and entrepreneurs.
- Recognition of DEI practices and sustainability through awards such as the *Iconic Supplier and Sos-Tecnible*.
- Promoting inclusive rural development and supporting business incubation.

See the complete case study of this company in Annex 5.1.

Source: Prepared by the authors, based on the DEI Lighthouse 2024 Report of the World Economic Forum and information provided by the companies.

5 Annexes

5.1 Case studies of companies adhering to the IPG in LAC

Summary of practices surveyed by dimension

DIMENSION	COMPANY	INITIATIVE	IMPACT
Engagement and strategy development	Ecopetrol IPG Colombia	**Without Borders** A commitment today for the future: from childhood to the Board of Directors. A program within the company's DEI strategy, which encompasses different actions throughout the entire life cycle of women, from childhood to the Board of Directors.	Increased participation of women at all levels: endowment, leadership and board. • 12.4 percentage point increase of women in mid-career in 4 years, reaching 30%. • Increased representation of women in the high potential (36% to 48%) and succession talent (30% to 36%) programs.
	BHD IPG Dominican Republic	**Women's Gender Strategy** Program institutionalized through a high-level steering committee, led by the bank's President. It includes 3 axes: internal culture, value proposition of products and services for women, and recognition of women's social work.	Increased customer base in all segments of the bank. • +125,000 new customers, with average annual growth rates of 13%. • Positioning the bank as a benchmark in financial services for women.
Inclusive talent attraction and selection	DHL Express IPG Ecuador	**Women in Operations** Inclusion of women in operational areas, through training and redesign of attraction and selection processes.	• 12% de mujeres en operaciones en 2023 vs. 7% al inicio del programa.
	Holcim IPG Ecuador	**Women at the Wheel** Training and certification of women in the operation of heavy vehicles for their inclusion in the construction industry.	• 52 female scholarship recipients obtained professional licenses. • 86% of certified women entered the labor market.
	KOMUNIKA LATAM IPG Panama	**Personnel Management Manual with a Gender Perspective** Formal procedure to promote equal opportunities in access, promotion and professional development of personnel.	The company has managed to strengthen a climate of integration and inclusion in its teams, ensuring respectful work environments.
	Manpower Group IPG Mexico	**Let's Walk Together Program** Aimed at training and integrating people in vulnerable situations into the labor force, through the participation of companies, civil society organizations and government.	• 14 thousand people in vulnerable situations have been able to find formal employment since 2004.

DIMENSION	COMPANY	INITIATIVE	IMPACT
Women's development and leadership	FEMSA IPG Mexico	**For you, for all** Personalized training and coaching program for women in the company, aimed at enhancing their opportunities for professional growth and development.	• +90 women have participated in the program since 2019. • 10 percentage point increase in the representation of women in the company in 3 years. • Definition of a public goal of 40% of women in management positions by 2030 (vs. 20% in 2022).
Conciliation and co-responsibility in caregiving	BAC IPG Costa Rica	**Care Network** Program framed within the social dimension of the corporate sustainability strategy. Its objective is to provide support to personnel who are in a vulnerable socioeconomic situation and need a care solution for their children.	• 37 women and 2 men assisted under the program since its implementation. • These people identify a decrease in absences and late arrivals, greater well-being and productivity, better work-life balance and more space to resume their studies
	Boston Scientific IPG Costa Rica	**CuiDAR Program** Safe and quality care services program for the children of the company's employees.	Reduced absenteeism, increased talent retention and improved performance. . • 24 beneficiaries (22 women and 2 men) • 100% retention of this talent.
	Comfama IPG Colombia	**Men who care - Laboratory of new masculinities** Program focused on involving men in the collective construction of gender equity and in the reflection on masculinities, with the objective of transforming the scenarios and practices that perpetuate gender violence.	• +360 male graduates of the masculinities laboratory. • Improvements in preventive factors of gender violence and men involved as promoters of change in the organization.
	Diageo IPG Panama	**Family Planning** A set of policies and benefits offered to all employees to support their right to plan and develop their careers and family life.	In the last five years, 18 men and 9 women have used the family leave benefit, a positive sign towards co-responsibility in the care of children.
	Danone Group IPG Mexico	**Parental Leave Policy** Inclusive childcare support practice that recognizes primary and secondary caregivers, regardless of gender, and offers benefits to men, women and adoptive couples above and beyond what is established by law.	Men, women and non-binary individuals have accessed the license as primary caregivers, fulfilling the policy objective.

DIMENSION	COMPANY	INITIATIVE	IMPACT
Working environments free of violence and harassment	Gildan IPG Honduras	**Social Compliance Program and Communication Mechanisms Program** These programs ensure respect for human rights at all stages of operations and provide safe and confidential communication channels for all employees and stakeholders.	• Increased capacity to identify risks and timely remedy any human rights violations. • Improved work environment and brand reputation. • More empowered workforce • More efficient and effective operations.
	Bagó Laboratories IPG Chile	**Prevention of Domestic Violence Monitors** Voluntary training program to prevent and address domestic violence in the workplace.	Prevention of domestic violence and identification of cases in early stages of risk. • 8 women and 4 men trained as DV monitors. • 4 cases of domestic violence among personnel detected.
Equal compensation	Bagó Laboratories IPG Chile	**Measuring the gender pay gap** As part of the Chilean Standard 3262 Certification for Gender Equality and Conciliation, the company annually measures the gender pay gap and conducts diagnostics to progressively review and reduce inequalities.	Gradual reduction of the gender wage gap: • 13,7% (2021) • 11.3% (2022) • 9,2% (2023)
Inclusive products and services design	BHD IPG Dominican Republic	**Women-Women Program** Within the framework of its Women's Gender Strategy, BHD created the Women-Women's Program to address the financial and non-financial needs of women in a segmented and specific manner, offering value proposals that contribute to their development.	• +125,000 new customers, with average annual growth rates of 13%. • Since the beginning of the initiative, the average number of products per client has increased from 1 to 3, and financial knowledge has increased, which has had an impact on variables such as balances and the portfolios of female clients.
Inclusive value chains	Cervecería Nacional IPG Dominican Republic I15I	**Inclusion in Action Alliance** Alliance between leading companies in the industrial sector of mass consumption, present in 5 countries in the region, to promote the employability and inclusion of women in operations.	11% increase in the hiring of women in operations by 2023, from 14% to 25% of new hires.
	Elcatex IPG Honduras I16I	**Inclusion of Women SMEs in the Value Chain** Initiative focused on strengthening the capabilities of women-owned or led supplier companies to promote their inclusion in the value chain.	• 79 SMEs led or owned by women included in the supply chain, surpassing the target of 56 firms established in 2023. • The company increased the number of operations, volume of purchases and invoicing with these companies.
	Ecopetrol IPG Colombia I1I	**Supplier Diversity, Equity and Inclusion Strategy** Ecopetrol promotes the improvement of DEI performance among suppliers and contractors through multiple interventions in the value chain.	Strengthening DEI actions in suppliers and contractors.

Source: own elaboration.

Ecopetrol

ENERGY • COLOMBIA

Engagement and strategy development

Without Borders

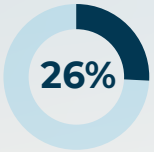
A bet on today for the future. This program is part of the company's DEI strategy. It includes multiple actions that span the entire life cycle of women, from childhood to the Board of Directors.

ECOPETROL IN NUMBERS

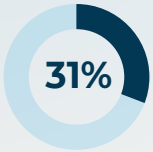
Total allocation
9.800 direct; **19.000** Group and **90.000** contractors.

Type of organization
Multinational company. Colombia, USA, LATAM and Asia.

Women in business



Total employment



Leadership positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

In 2019, Ecopetrol launched its DEI Program, with a comprehensive strategy that addresses six components and 36 initiatives. Within the gender component, ***Sin Fronteras*** was designed, an initiative that takes into account the entire life cycle of women, promoting their empowerment, leadership and access to under-represented roles. The initiative includes actions from childhood to the Board of Directors of Ecopetrol and its 327 directly and indirectly controlled companies. The projects included in this initiative are:

Childhood: She Is Astronaut. Program co-created by Ecopetrol, She Is Foundation and NASA Space Center to encourage the interest of girls from vulnerable communities in STEM fields, it is expected to reach 600 Colombian girls.

Other childhood programs: *Se puede ser; Protegiendo mi Planeta; Mentoring Young Profesionals and Misión Libertad*.

New generations: Diverse seedlings. A boost to the first job with gender parity and intersectionality. The team of young people is trained for 2 years through mentoring, tutoring, national visits and comprehensive training through Ecopetrol University, TEC de Monterrey and Energy Council. The initiative includes elements of inclusive recruitment, guidelines to mitigate unconscious bias in selection and interviews. Program numbers: 46% women, 20 departments of the country represented, ethnic and sexual orientation and gender identity representation, among others.

Middle Career: Leadership and succession talent. It was established as an affirmative action measure to have at least one woman candidate in the processes. Through this initiative, in the last 4 years, the participation of women in leadership positions increased from 18% to 30%.

Board of Directors: Bylaws Board of Directors. The bylaws were adjusted to include DEI criteria in the composition of the Board of Directors. In 2021, the requirement to guarantee the participation of at least 1 woman on the Board of Directors was incorporated and the Diversity and Inclusion Policy for the Board of Directors was approved. Currently, the Board of Directors has 33% women.

IMPACT AND GOALS

The strategy implemented from the DEI Program has had an impact on: 1) Fostering more diverse talent, reflected in an increase in the number of women supported by the Ecopetrol Group in communities, direct inclusive employment and in the value chain; 2) Creating more inclusive experiences for both men and women; 3) Establishing high diversity standards, evidenced by better results in the adoption of DEI practices in accordance with national and international standards; 4) Boosting cooperation efforts and support for global and local initiatives in collaboration with government allies, chambers and multilateral agencies..

GOVERNANCE AND ACCOUNTABILITY

Diversity, Equity and Inclusion and multidisciplinary areas of human management processes, territorial development and corporate affairs. The different initiatives of the DEI Program are monitored, including results indicators.

IMPLEMENTATION RESOURCES

The initiative is developed internally with the participation of those responsible for processes in all phases, and for the implementation of affirmative measures we count on collaborators from the network of allies of the company's DEI program.

BENEFITS AND RESULTS

- Children. 530 girls from vulnerable contexts for immersion in STEM; 60 girls who traveled to the Houston Space Center; 200 girls trained virtually and 10 girls received scholarships from Ecopetrol.
- New generations: 46% of women in the *Semilleros* initiative and 180 young people in their first job.
- Middle career: women's participation increased from 18% to 30% (2018-2022).
- High potential: the percentage of women grew from 36% to 48% (2018-2022).
- Succession: the participation of women in the pool grew from 30% to 36% (2018-2022).
- Board of Directors: 33% representation of women (2023). Ecopetrol joined the 30% Club, which supports the participation of women on boards of directors.
- Inclusive recruitment and development: in the last 4 years, female applicants increased from 27% to 38%, and female hires from 29% to 38%.

AREAS FOR IMPROVEMENT

Coordinate this initiative under an even broader DEI program that promotes a cultural mindset around awareness-raising, communication and adoption of standards for sustainable practices.

RECOMMENDATIONS FOR OTHER COMPANIES

- To have the support and commitment of senior management.
- Develop a comprehensive approach to affirmative actions, considering training, awareness raising, regulations, monitoring metrics and coordination with those responsible for the processes involved.

RECOGNITIONS AND CERTIFICATIONS

The company achieves increasingly better results in the adoption of the highest standards of national and international gender equity practices, such as Global Diversity, Equity and Inclusion Bechmark, SOGI Inclusive Companies Ranking, Dow Jones Sustainability Index, Women Empowerment Principles WEP, Equipares, Par Ranking.

+ Explore

OTHER COMPANY PRACTICES

Inclusive value chains

Diversity, Equity and Inclusion (DEI) Strategy for Suppliers.

Ecopetrol encourages suppliers and contractors to advance their DEI performance through the following actions:

- Socialization of DEI policies: more than 4,000 companies reached.
- Inclusive employment promotion policy, providing incentives for future contracts for suppliers that set and achieve participation targets for women and underrepresented groups;
- Training and support for local businesses owned by women and other vulnerable populations.
- Responsible purchasing database, with 2,100 small companies and entrepreneurs,
- DEI schools for suppliers and entrepreneurs, to support the closing of gender and diversity gaps identified in commercial rounds.
- Iconic Supplier and *SosTecnible* Award: to recognize outstanding practices in DEI and sustainability.
- Inclusive rural development and support for business incubation. Through social investment projects, we promote the development of local skills and productive linkages in rural areas with women beneficiaries.

Banco BHD

BANKING AND FINANCE • DOMINICAN REPUBLIC

Engagement and strategy development

Women's Gender Strategy

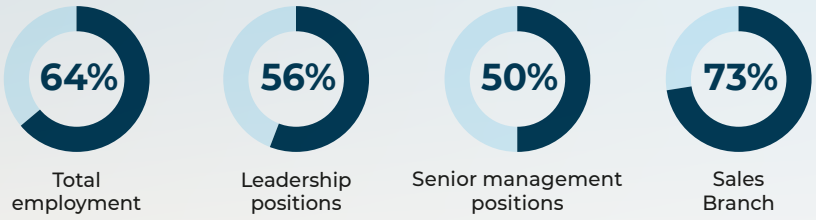
Program institutionalized through a high-level steering committee, led by the bank's President. It includes 3 axes: internal culture, value proposition of products and services for women, and recognition of women's social work.

BHD IN NUMBERS

Total allocation
+5.400 employees and collaborators.

Type of organization
Dominican finance company, with more than 50 years of service in the country.

Women in business



CONTEXT AND OBJECTIVE OF THE INITIATIVE

The ***Women's Gender Strategy*** was launched in 2015 based on the commitment of the bank's highest authorities and in collaboration with the Global Banking Alliance for Women (GBA), now known as the Financial Alliance for Women. The program emerged as an extension of the gender focus previously explored by the bank with the creation of the ***Women's Card*** in 2013. This is a flagship and innovative product that includes competitive interest rates and assistance for solutions in multiple areas of interest to women, such as health, education, home, transportation and business.

The Women's Gender Strategy is based on 3 components, which reach both the internal dimensions and external practices of the entity: internal culture of gender equity, value proposition of products and services for women, and annual awards to recognize the social work of women in the community.

As part of this strategy, the ***Mujer Mujer Program*** was created to address the financial and non-financial needs of women in a differentiated manner, offering value propositions that contribute to their development.

IMPACT AND GOALS

- Transformation of the bank toward a business model based on gender intelligence, which has driven solid growth in the female client base.
- Positioning of the entity as a reference in financial services for female clients.
- Increased customer base in all client segments of the bank.

GOVERNANCE AND ACCOUNTABILITY

The Women's Gender Strategy is managed through the Gender Committee, which ensures its integration throughout the bank. This body is interdepartmental and is made up of senior management personnel from strategic, operational and execution areas, and is chaired by the President of the bank. It has a coordinator who ensures that all members bring their updates and new projects to this space. The bank measures the progress of the Program and its commercial impact by monitoring indicators in four key areas: Diversity and Inclusion, Financial Services, Non-Financial Services and Customer Engagement. The sales team and commercial management have KPIs associated with this performance.

IMPLEMENTATION RESOURCES

When the bank's leadership made the decision to expand into the women's segment, it created a value proposition that involved adapting its business and operations model. To do this, it modified its segmentation strategy, designed new products, updated internal systems, innovated its marketing techniques, and trained leaders and the sales team by identifying ambassadors in each region.

With the support of the International Finance Corporation (IFC), research was conducted to understand the motivations and needs of women. Through focus groups, interviews and immersion exercises, four areas of attention were identified: economic independence, time savings, family and individual well-being.

Another key aspect was to conduct segmented marketing in 4 groups of women to target messages effectively (salaried women, professionals, heads of households and SME owners). Research also concluded that women did not want stereotypical messages, so advertising and branding campaigns tried to address the real needs and preferences of each group.

BENEFITS AND RESULTS

Since the inception of the strategy, the bank has reached more than 125,000 new customers, with average annual growth rates of more than 13%. Its efforts enabled it to position itself as the bank of reference for Dominican women, according to market surveys, and strengthened its capacity to become a multi-service bank focused on all customer segments. Since the beginning of the initiative, the average number of products per client increased from 1 to 3, and financial knowledge was deepened, which is impacted in variables such as balances and client portfolio, with exponential growth.

"The social component is another great element of the strategy. With the Women Changing the World award we have been able to make women visible who were not known beyond their communities and highlight their work as positive and inspiring role models."

Josefina Navarro
Senior Vice President, Corporate Communications and Social Responsibility

+ Explore

AREAS FOR IMPROVEMENT

Establishing a baseline and developing accurate data for monitoring the *Mujer Mujer* Program was a challenge for the bank. The biggest challenge was to generate information on the companies led by women, for which a proprietary taxonomy was established, defined by the gender of the person owning the largest number of shares. Once the women owners of individual and SME accounts were identified, the baseline for measuring the program's growth was established.

RECOMMENDATIONS FOR OTHER COMPANIES

- Identify and analyze the specific needs of women in each country in order to respond to them.
- Train leaders and teams to better understand these needs.
- Don't just think about the value proposition, but about the business model to deliver it.
- Consider that such a program can be a tool to motivate change within the organization and change paradigms in the operations areas.

RECOGNITIONS AND CERTIFICATIONS

First Dominican company to obtain the Equalizing DR certification, promoted by the Ministry of Women and the United Nations Development Program (UNDP). BHD achieved Platinum certification for having completed the Gold Seal for two consecutive periods. This certification consists of the fulfillment of eight dimensions that endorse the strength and sustainability of the gender equality and equity initiatives developed by the company.

DHL Express

LOGISTICS AND FOREIGN TRADE SERVICES • ECUADOR

Inclusive talent attraction and selection

Women in Operations

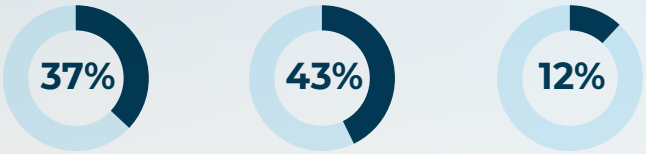
Inclusion of women in operations, through training and redesign of attraction and selection processes.

DHL IN NUMBERS

Total allocation
189 collaborators.

Type of organization
Multinational company, part of Deutsche Post DHL Group, with more than 40 years in Ecuador.

Women in business



Total employment | Managerial and supervisory positions | OPS Ground

CONTEXT AND OBJECTIVE OF THE INITIATIVE

The program began in June 2022, when the company's senior management made a commitment to balance the operational areas and include women in the core processes, until then almost entirely male-dominated. The program places special emphasis on the inclusion of women in the OPS Ground sector, through training and redesign of the attraction and selection processes. The Code of Conduct, in its diversity and inclusion pillar, and the company's Equity, Diversity and Inclusion Council allowed leveraging this initiative. The company analyzed the factors that negatively influence the attraction of women to these positions and the feasibility of their inclusion, improving their employability through training. The commitment of management and supervisors was a determining factor in the progress of the initiative.

IMPACT AND GOALS

Women in OPS Ground

- Pre-program: 0%
- 2022: 7% at the beginning of the initiative
- Current: 12% (2023)
- Target: 20% (2025)

As a global goal, the company aims to have 40% female participation by 2025, also working on gender balances in other areas, both feminized (HR) and masculinized (Systems).

GOVERNANCE AND ACCOUNTABILITY

The areas responsible for the program are the Operations Management and HR Management teams. Follow-up of the initiative includes measurement indicators and is monitored by the company's Equity, Diversity and Inclusion Council.

IMPLEMENTATION RESOURCES

- Annual training on unconscious bias for leaders and employees, in coordination with the regional office.
- Agreement with the Espol driving and training school for the training and granting of professional licenses to women.
- Adequacy of infrastructure for the inclusion and retention of women.
- Active searches incorporating an inclusive approach and mandatory submission of female candidates.
- Internal and external communication.

BENEFITS AND RESULTS

- Improved work environment, as measured by the company through its surveys (global DHL survey and Great Place to Work survey).
- Improved productivity, improved team dynamics, trust and harmony, reduced overtime, greater integration and group participation in social activities.

AREAS FOR IMPROVEMENT

- Promote the awarding of scholarships, in order to achieve a greater number of trained female candidates.
- To give greater visibility to the program and impact the community, to encourage the attraction of women to these trainings: to show them that they can be professional drivers and that there are career opportunities.

RECOMMENDATIONS FOR OTHER COMPANIES

"Diagnose, analyze how the teams are made up and define the critical roadmap to determine where to manage change and how it could be most impacted. Then comes the implementation phase and thinking about how to insert this new group of women and ensure their retention and permanence in the company."

Edith Villavicencio.
General Manager, DHL Ecuador

RECOGNITIONS AND CERTIFICATIONS

- Great Place to Work en Ecuador. 2023 Distinction
- Sello Empresa Seal, free of violence against women. Edition 2022.
- Violet Award for companies that promote gender equality and the prevention of violence against women, 2021.

Holcim

GREAT PLACE TO WORK IN ECUADOR
2023 DISTINCTION • ECUADOR

Inclusive talent attraction and selection

Women at the Wheel - MAV

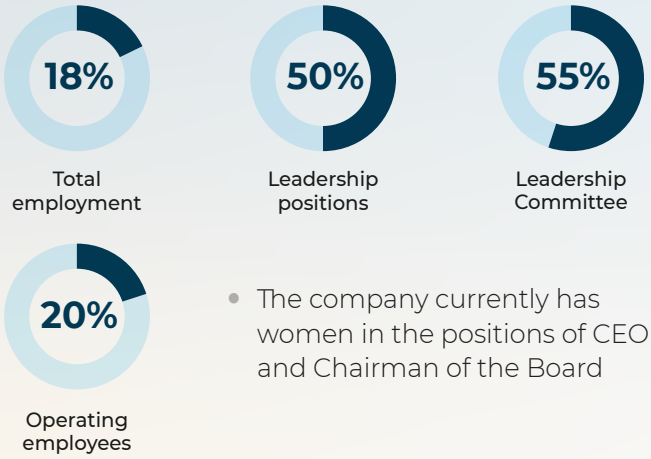
Training and certification program for women in heavy vehicle driving for their inclusion in the professional driving industry.

HOLCIM IN NUMBERS

Total allocation
1.105 employees (89% employees and 11% outsourced personnel).

Type of organization
Multinational company with more than 100 years in Ecuador. Since 2004, it has belonged to the Holcim International Group.

Women in business



- The company currently has women in the positions of CEO and Chairman of the Board

CONTEXT AND OBJECTIVE OF THE INITIATIVE

This is a program created globally by the Holcim International Group (Women on Wheels) and adapted locally by Holcim Ecuador to increase the number of women trained in the operation of heavy machinery (vehicles). Through alliances with different institutions and companies, they generate technical training spaces for women to acquire competencies in these areas. Women at the Wheel is an initiative that is led and executed by Attracting and Retaining Female Talent, one of the 3 pillars defined by the company's Diversity, Equity and Inclusion Committee. The program operates through scholarships that cover 90% of the cost of training to obtain the licenses.

+ Explore

IMPACT AND GOALS

Women in operational staffing

- Current: About 20% (2023)
- Target: 25% (2025)

GOVERNANCE AND ACCOUNTABILITY

CEO, Human Resources, Communications and Corporate Social Responsibility. The company manages from the launch, call for applications, selection, follow-up and monitoring of the training cycle until the participants obtain their license and enter the labor market, either in the company itself or in partner companies..

IMPLEMENTATION RESOURCES

- In 2022, the company launched Mujeres al Volante, the first Professional Driving School for Transport and Heavy Equipment for Women, in partnership with the company Nirsa, the Professional Driving School of the Universidad Técnica Particular de Loja (UTPL) and the endorsement of UN Women.
- 52 women have already obtained their professional licenses, type G and E, in the 2 editions of the program.
- Expansion of partnerships with other organizations for the second promotion (Bimbo, Cervecería Nacional, Conexpet and Conduespol).
- Active searches especially aimed at the inclusion of women
- Training of leaders on gender bias and inclusion
- Dissemination of the program in mass channels, press, digital media and social networks.

+ Explore

BENEFITS AND RESULTS

- +1,300 applications in the first and second editions of the program
- 52 women certified with professional licenses endorsed by the National Transit Authority for the operation of heavy equipment.
- 86% of the certified women entered the labor market in the field of professional driving, generating progress and economic independence for their families.
- 52% of women (operators) at Loma Alta plant (Holcim Ecuador aggregates plant)
- +130 spaces in the press in the first edition of the program, through mass and digital channels.
- Positioning as a company committed to gender equality and improving the company's reputation in the country.

"We made tangible the intention to hire female talent in roles traditionally led by men, marking a before and after in the diversity of technical areas. The women selected in the program are already part of a legacy, and we want them to leave a positive mark to continue promoting these practices.".

Dolores Prado.
CEO Holcim Ecuador

AREAS FOR IMPROVEMENT

Scaling up the program, making it a more massive initiative to enhance results, working on new alliances with technical schools and companies that have the same intention and need to recruit women in operational positions.

RECOMMENDATIONS FOR OTHER COMPANIES

- Identify the need, design a work plan and follow up on it, work on the visibility of the initiative and generate strategic alliances with other organizations to join efforts.
- Conduct an after-action review after each edition of the program to adjust and improve the initiative.

RECOGNITIONS AND CERTIFICATIONS

The company was recognized in 2022 among the 5 companies in Ecuador with the most positive reputation. It has also received distinctions from different entities for its practices in favor of gender equality: Guayaquil Chamber of Industries, Guayaquil Chamber of Commerce, Quito Chamber of Commerce, Ekos Violeta magazine, UN Global Compact.

+ Explore

KOMUNIKA LATAM

KOMUNIKA LATAM STRATEGIC CONSULTING | Affiliated to KREAB WORLDWIDE

SERVICIOS DE CONSULTORÍA GERENCIAL ESPECIALIZADA
EN ESTRATEGIA Y COMUNICACIÓN• PANAMÁ

Inclusive talent attraction and selection

Personnel Management Manual with a Gender Perspective

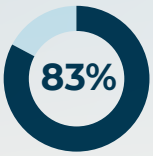
Formal procedure to promote equal opportunities in access, promotion and professional development of personnel.

KOMUNIKA LATAM IN NUMBERS

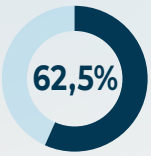
Total allocation
30 collaborators.

Type of organization
SMEs, with national capital.

Women in business



Total employment



Leadership positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

As a B Corp certified company, Komunika Latam has formalized a diversity and inclusion strategy to evaluate and improve its processes, strengthening its talent management policies. Based on a gender diagnosis prepared in 2021, the company identified areas for improvement in recruitment, performance evaluation and professional development. Komunika has implemented measures to address these needs, promoting equal opportunities between men and women. Its objective is to prevent discrimination in all talent management processes, avoiding cultural and social biases and basing decisions on objective criteria.

To document the company's processes and progress, Komunika has developed a *Personnel Management Manual* that incorporates the gender perspective based on good business practices and the findings identified in the diagnosis. This manual includes the recruitment process and a competency matrix to ensure that hiring is based on objective criteria, experience and knowledge. It establishes the guidelines to be followed to avoid any type of discrimination in the different talent management processes.

The manual process includes: 1) Preparation and review of profiles; 2) Identification of hiring needs; 3) Drafting and publication of offers; 4) Pre-selection and selection tests; 6) Hiring; and 7) Onboarding. The process is accompanied by a labor climate measurement survey twice a year.

IMPACT AND GOALS

Komunika is committed to an internal management free of bias and the training of its leaders from an inclusive and sustainable vision.

GOVERNANCE AND ACCOUNTABILITY

The leaders of each business unit are responsible for the execution of the initiative.

IMPLEMENTATION RESOURCES

The design and implementation of the initiative required different actions. Specialized services were contracted for the development of the manual, internal training was conducted for the management team to ensure bias-free processes, workshops on communication and non-sexist language, awareness-raising sessions on unconscious bias, inclusion of LGBTIQ+ people and people with disabilities, and training within the framework of the MujerES program to enhance skills.

BENEFITS AND RESULTS

Komunika has succeeded in strengthening a climate of integration and diversity through the development of inclusive practices, increasing employee loyalty and productivity. Through formal commitments, it promotes equal opportunities without discrimination of any kind and ensures safe and respectful work environments.

AREAS FOR IMPROVEMENT

Komunika will continue to deepen the measurement and advancement of its practices, reporting its progress in gender equity, diversity and inclusion, with tools such as the GAP Analysis Tool, the PAR Ranking, the B Impact Assessment, the Panama Gender Parity Accelerator (IPG), the Panama Pride Connection Pact and the United Nations Global Compact Principles.

RECOMMENDATIONS FOR OTHER COMPANIES

It is important to generate a change of perspective in the Board of Directors, in order to have greater awareness in the organization of the impact of gender bias both internally and in the development of the business. Commitment at the highest level is essential for the effective implementation of projects and initiatives related to this agenda.

RECOGNITIONS AND CERTIFICATIONS

Komunika received the *Medio Digital en Positivo* award in 2022 for the Propósito Panamá initiative. Its objective is to raise awareness of the social and economic role of the private sector in building a business fabric that contributes to the country's development.

Komunika has joined the Pride Connection Panama network, committing to the Panama Pact Principles that guarantee the protection of human rights and equality of LGBTIQ+ people inside and outside companies.

ManpowerGroup

HUMAN CAPITAL SERVICES AND SOLUTIONS • MÉXICO

Inclusive talent attraction and selection

Let's Walk Together Program - ManpowerGroup Foundation

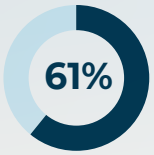
Aimed at training and integrating people in vulnerable situations into the labor market, through the participation of companies, civil society organizations and government.

MANPOWERGROUP MEXICO IN NUMBERS

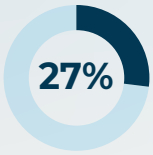
Total Endowment
1.355 employees and collaborators.

Type of organization
Multinational company with more than 50 years in Mexico, from where the Latin American region is managed.

Women in business



Total employment



Management team

CONTEXT AND OBJECTIVE OF THE INITIATIVE

The ManpowerGroup Foundation's mission is to contribute and support programs aimed at promoting employment, self-employment or training for people with difficulties in accessing the labor market. The Caminemos Juntos (Let's Walk Together) Program works with groups in vulnerable situations, training them and generating the bridge to their labor integration (Youth without work experience, People with educational backwardness, LGBTQ+ Community, Refugees, People in remission of highly complex diseases, Victims of human trafficking and forced labor, Elderly people, People with disabilities, Single mothers and fathers, and Released people). The initiative emerged in ManpowerGroup Mexico 19 years ago, and then expanded and integrated globally as part of the diversity axis. The program is non-profit for the population groups reached, although the training and awareness courses given to companies for the inclusion and retention of these people have an associated cost - albeit moderate - and the money raised is allocated to corporate responsibility initiatives.

IMPACT AND GOALS

The program does not establish quantitative goals, but it has had an impact on more than 14 thousand people in vulnerable situations, facilitating their entry into the labor market.

GOVERNANCE AND ACCOUNTABILITY

The Foundation follows up on the people who are hired under the program and monitors their permanence in these jobs. It carries out follow-ups at one month, three months, six months and one year after hiring, to supervise how the integration has been and to suggest the necessary adjustments to the employing organizations

IMPLEMENTATION RESOURCES

- Teams trained and educated in each of the topics addressed, to diagnose needs and propose actions in an effective manner.
- The Foundation has an internal and sectorized team of professionals in specific areas (recruitment, partnerships, interviews, evaluation and diagnosis, etc.).
- Alliances with organizations specialized in the vulnerable groups reached.

BENEFITS AND RESULTS

Since 2004, the Foundation has been able to transition more than 14 thousand people in vulnerable situations into formal employment, achieving sustainability of this practice for almost 20 years. It has also positioned itself as a benchmark for diversity in the market, achieving different distinctions and sealing alliances with organizations interested in supporting the initiative.

AREAS FOR IMPROVEMENT

To embrace and include more organizations and companies in the program.

RECOMMENDATIONS FOR OTHER COMPANIES

Diversity management needs to think through key questions, such as why do we want to be an inclusive company, what is the goal, what are we doing it for. Then you need to assess your strengths and weaknesses, define a strategy and formalize initiatives.

Gabriela Medina Ocampo.
ManpowerGroup Foundation and Social Responsibility Director.

RECOGNITIONS AND CERTIFICATIONS

- Socially Responsible Company (CEMEFI, Centro Mexicano para la Filantropía), since 2002.
- “Gilberto Rincón Gallardo" Gold Level Inclusive Company, since 2005.
- Family Responsible Company, since 2006.
- Certification in Labor Equality and Non-Discrimination, since 2011, under the NMX-R-25-SCFI-2015 standard.
- Gender Equity Peer Ranking, from 2019 - Top ten in the 2022 edition.
- Human Rights Campaign, HRC Equidad MX, since 2019.
- Healthy Place To Work, since 2022.

FEMSA

BEVERAGE INDUSTRY AND RETAIL TRADE • MÉXICO

Women's development and leadership

For you, for all

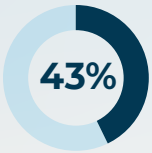
Personalized training and coaching program for women in the company, aimed at enhancing their opportunities for professional growth and development

FEMSA IN NUMBERS

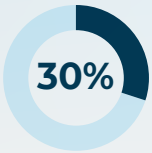
Total allocation
392.968 male and female employees worldwide (72% in Mexico).

Type of organization
Multinational company with more than 130 years of history in 21 countries in LAC and Europe. It has different business units: Beverages (Coca-Cola FEMSA), Retail and Digital.

Women in business



Total employment



Decision-making positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

The *For You, For All* program has been implemented since 2019 and is part of a global company strategy called Gender Equity. Within this strategy, different key actions are inserted based on the pillars of Justice, Equity, Diversity and Inclusion (JEDI). This strategy is focused on adjusting the organization's systems to guarantee opportunities for all personnel and includes different interventions to maximize gender equity and the integral development of minority groups. For You, For All is part of these key actions.

The program is mainly aimed at women tactical leaders from all business units and from the different countries where the company operates. It is based on a methodology of experiential learning, ontological and group experience with a duration of 6 months, which includes 2 days of in-person workshops and 4 individual coaching sessions, with the accompaniment of the leaders of the organization. Among the objectives of the program are: to strengthen leadership practices; to recognize the behaviors that favor or hinder the work-life balance; to identify internal and external barriers that limit the leadership role; to distinguish the learning spaces needed for individual career development.

The women who go through the program then carry out mentoring activities oriented towards other women in the company, to ensure that the changes are systemic and are passed on to the participants. Work is carried out with their direct managers so that, although they do not participate directly in the process,

they can influence, raise awareness and promote the changes necessary for the growth of participants and other women in the organization.

IMPACT AND GOALS

As part of its Gender Equality strategy, the company has managed to increase the representation of women by 10 percentage points in 3 years and has defined a public goal of 40% in executive management positions by 2030 (starting from 20% in 2022).

GOVERNANCE AND ACCOUNTABILITY

The program is managed through the JEDI (Justice, Equity, Diversity, Inclusion) area. The initiative is monitored periodically and includes metrics.

IMPLEMENTATION RESOURCES

The initiative has a budget allocated for design and execution. External services have been contracted as facilitators.

BENEFITS AND RESULTS

Five cycles of the program have been carried out, with a total of 90 participants. During 2024 they expect to add 50 more women in 3 new editions. In addition to the individual benefits of the training, the program generates a network of links and support among women from different business units and countries where the company operates.

AREAS FOR IMPROVEMENT

Work is underway to expand the program to impact more women in the company, as its current design has a customized methodology that limits the scalability of the initiative.

RECOMMENDATIONS FOR OTHER COMPANIES

- To have the support of senior management.
- To have the support of the organization's leaders.
- The program should be integrated into a corporate strategy, avoiding being an isolated action.

RECOGNITIONS AND CERTIFICATIONS

FEMSA has been included for the third consecutive year in the Bloomberg Gender Equality Index, for its results in the implementation of gender equality projects and platforms and in the hiring, promotion, and development of women in the workplace. FEMSA is also recognized for the programs it develops together with the International Finance Corporation (IFC) and is a signatory of the Global Compact.

BAC

BANKING AND FINANCE• COSTA RICA

Conciliation and co-responsibility in caregiving

Care Network

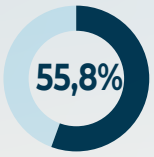
Program framed within the social dimension of the corporate sustainability strategy. Its objective is to provide support to personnel who are in a vulnerable socioeconomic situation and need a care solution for their children.

BAC IN NUMBERS

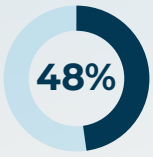
Total allocation
5.219 employees and collaborators.

Type of organization
Regional company, with operations in Central America and presence in Costa Rica since 1968.

Women in business



Total employment



Leadership positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

In 2017, together with the *Horizonte Positivo* organization, the first pilot of the application of the Multidimensional Corporate Poverty Index (IPME) survey was conducted to learn about the situation of employees and their families. BAC was one of the first organizations in Costa Rica to systematize this survey. Based on the results, solutions focused on the different needs of the employees were designed. The Red de Cuido (Care Network) program was developed as part of the social dimension of the Bank's sustainability strategy, whose objective is to support employees in vulnerable socioeconomic situations who need a care solution for their children.

This initiative has the commitment of the institution's Senior Management and Sustainability area. In the words of Laura Moreno Ramírez, Vice President of Corporate Relations, Sustainability and Marketing, *"Positioning childcare as a corporate priority can counteract several social problems that threaten the guarantee of children's rights and access to quality care".*

The program works with a reactive approach, giving priority to employees living in multidimensional poverty who have children up to 12 years of age. In addition, from a preventive approach, it carries out awareness campaigns and evaluates requests for support from personnel who are not living in multidimensional poverty. In these cases, socioeconomic studies are carried out to demonstrate the need and define the

granting of assistance. The program uses a shared payment system between the company, the employee and the BAC Employees Solidarity Association (ASEBAC), if the person is a member.

IMPACT AND GOALS

The initiative succeeded in reducing the possibility of childcare becoming an element of labor exclusion, especially for women who have traditionally been assigned this role. From a sustainability approach, BAC recognizes its employees as a fundamental part of its management, and from an integral vision, supports not only their individual well-being but also that of their families.

GOVERNANCE AND ACCOUNTABILITY

The program is supported by Senior Management and the Bank's Sustainability area. The management of the Red de Cuido is the responsibility of the person who coordinates the BAC Possibilities program, within the Bank's Sustainability Management. Likewise, we work jointly with the Human Resources area for the approval of the benefit and with the Solidarity Association of Employees of BAC Costa Rica (ASEBAC) for the administrative management of the shared payment and the economic contribution. The program has a series of established indicators and goals, which are monitored on a monthly basis, both locally and regionally. In addition, the Sustainability Forum, made up of Senior Management, evaluates compliance with these indicators and their impact on the Bank's sustainability strategy.

IMPLEMENTATION RESOURCES

- Human resources. A person from the Sustainability team was designated as program coordinator and responsible for the work plan, implementation and follow-up.
- Financial resources and partnerships. An annual budget was established for the program, assigned to the Sustainability team, to cover the payment of the children's centers and the service provided by third-party experts. An alliance was established with the Talana Foundation to carry out socioeconomic studies and accompany beneficiaries in the process of selecting the children's center and monitoring the quality of the service. To cover the costs of the children's centers, a co-payment system was implemented in which the bank contributes a majority percentage and the beneficiary a smaller percentage of the total amount. If the person has been a member of ASEBAC for more than one year, he/she receives the benefit of the differential amount from the association.

BENEFITS AND RESULTS

Based on a perception survey on the benefits of the program conducted in 2023 by the Talana Foundation, the people assisted, mostly women, were able to identify a decrease in absences or late arrivals, an increase in their productivity, a greater sense of wellbeing and an opportunity to resume their studies. Thanks to the Red de Cuido service, the relationship and commitment of the beneficiaries with the Bank has been strengthened, since guaranteeing safe care environments for their children has an impact on the overall well-being of their families. In addition, thanks to the economic contribution provided by BAC, the collaborators achieve financial relief that allows them to improve their economic conditions. Since the beginning

of the initiative, 39 employees (37 women and 2 men) have been included in the program, attending to the care needs of 49 minors.

AREAS FOR IMPROVEMENT

BAC aims to reinforce information and awareness-raising opportunities with leaders so that they can be promoters of the program and proactively identify collaborators in their teams who require the necessary support.

RECOMMENDATIONS FOR OTHER COMPANIES

- Define the objective and impact that the company wishes to achieve.
- Define the target population and criteria for admission and permanence in the program.
- Define a clear procedure and guidelines for its implementation.
- To have a diagnosis that allows to know the real need for support.
- Define the economic, material and human resources required.
- Define whether the company has the human resources and knowledge necessary to manage the program, or whether it requires specialized external services.
- To have follow-up mechanisms in place to evaluate service satisfaction and document impact indicators.
- Establish an awareness and communication strategy for the program.

RECOGNITIONS AND CERTIFICATIONS

Honorable Mention 2023, collaborators category, Social Responsibility in Action Award and Alberto Martén Chavarría of AMCHAM.

Boston Scientific

MEDICAL DEVICE MANUFACTURING • COSTA RICA

Conciliation and co-responsibility in caregiving

Programa CuiDAR

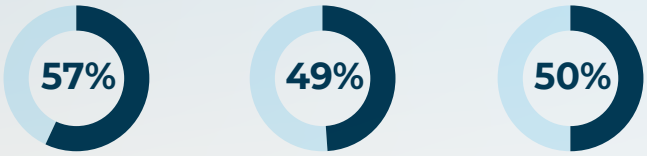
Programa de servicios de cuidado seguro y de calidad para el desarrollo de hijos e hijas del personal de la compañía.

BOSTON SCIENTIFIC COSTA RICA IN NUMBERS

Total allocation
7.600 employees and collaborators.

Type of organization
Company of U.S. origin, with presence in Costa Rica since 2004. It is one of the main exporters of medical devices in the country and the main employer in the sector.

Women in business



CONTEXT AND OBJECTIVE OF THE INITIATIVE

The company analyzed the causes of voluntary departures of its employees and the associated costs, noting that the need to care for children in early childhood was one of the most important reasons and that it mainly affected women. In this context, the *CuiDAR* program was designed, which offers support to personnel in critical socioeconomic situations for the safe and quality care of their children.

This program, part of the company's Diversity, Equity and Inclusion Policy, is developed in collaboration with AED (Alianzas Empresariales para el Desarrollo), Fundación Talana and REDCUCI (Red Nacional de Cuido y Desarrollo Infantil) through the *Gane Tr3s* project. The latter is a public-private co-responsibility program aimed at improving the quality of early childhood development services and promoting female labor inclusion.

Within the *CuiDAR* program, a life plan is also coordinated for each participant with the objective of improving their family's welfare conditions. Goals are established in key areas such as education, housing and health. In addition, training and tutoring are provided according to the interests of the participants, for example, in management or financial inclusion.

To be part of the program, a minimum of 6 months' seniority in the company, good performance and compliance with the socioeconomic study conducted by an independent social worker are required. At the beginning of the school year, the criticality of the situation of low-income personnel is evaluated in order to prioritize their inclusion in the program. The Talana Foundation coordinates the inclusion of children in the care centers and manages the co-payment system through which the program operates.

IMPACT AND GOALS

The program promotes early childhood development, enables the inclusion and permanence mainly of women in the workplace, favors the achievement of family goals in key areas and stimulates greater economic solvency of the beneficiaries. At the corporate level, it promotes the reduction of absenteeism or tardiness, improves performance and productivity, and stimulates greater talent retention.

GOVERNANCE AND ACCOUNTABILITY

The program is managed by the Diversity, Equity and Inclusion area as part of the company's ESG strategy. The initiative is monitored comprehensively through a partnership with the Talana Foundation. The company's Finance Department follows up on the socioeconomic improvements of the participants.

IMPLEMENTATION RESOURCES

- Alliances with specialized public-private entities for the articulation, management and follow-up of the program with the care centers.
- Quarterly training for the production and human talent areas to reaffirm knowledge about the program and its importance.
- Allocation of an annual budget that allows for the development of the program.

BENEFITS AND RESULTS

- 24 employees benefiting from the program (22 women and 2 men)
- Retention of 100% of the talent aided under the program.
- 12 families met their economic goal.
- 5 families met their proposed educational goal.
- 3 families met their proposed goal to improve their health.
- 4 families met their proposed goal to improve their homes.

AREAS FOR IMPROVEMENT

The program is evolving, we expect to deepen the support by impacting other collaborators and to evaluate the scope of the initiative in the future to include the care of the elderly and dependent persons.

RECOMMENDATIONS FOR OTHER COMPANIES

- To have the commitment of senior management and the organization's leaders.
- Seek support in the financial area to quantify and translate the proposal into numbers.
- Define the strategic linkage of the program with corporate objectives.

RECOGNITIONS AND CERTIFICATIONS

The company has been certified with the INTE G38 standard by the Technical Standards Institute of Costa Rica (INTECO), and has obtained the Gender Equality Seal promoted by the National Women's Institute (INAMU). Among other awards, it stands out worldwide as one of the best employers according to the Forbes World's Best Employers list.

Comfama

CAJA DE COMPENSACIÓN FAMILIAR DE ANTIOQUIA • COLOMBIA

Conciliation and co-responsibility in caregiving

Men who care - Laboratory of Masculinities

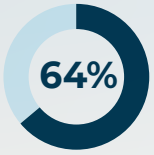
Program institutionalized in the organization, aimed at involving men in a collective construction of gender equity and reflecting on masculinities, in order to transform scenarios and practices that perpetuate gender violence.

COMFAMA IN NUMBERS

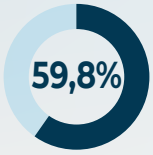
Total allocation
5.800 employees and collaborators.

Type of organization
Family compensation fund.

Women in business



Total employment



Leadership positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

The *Hombres que Cuidan* program was a project aimed, in the beginning, at the organization's leaders, mainly those with the greatest impact on cultural practices. Based on a gender diagnosis that revealed the existence of some gaps, including glass ceilings in the organization, the need to work on female leadership began to be identified. However, these challenges could not be addressed in environments and conversations far from care issues, taking into account the unequal distribution of these tasks and their impact on women's work trajectories. This motivated the emergence of the program in 2018 and the need to involve men in a collective construction of gender equity.

Hombres que Cuidan is an institutionalized program in the organization, with a strong commitment from senior management. David Escobar Arango, CEO, was the first spokesman for this initiative. The masculinities laboratory is part of this program and includes training sessions, self-knowledge and reflection on the construction of masculinity, with the purpose of transforming scenarios and practices that have perpetuated gender violence and redefining masculinity in order to build healthier and more equitable gender relations. The program is now extended to the entire organization, and many men who have gone through this experience are now learning models, spokespersons and mentors for others who are starting out in the process.

IMPACT AND GOALS

More than 360 men graduated from the masculinities laboratory. The goal is to continue expanding the outreach.

GOVERNANCE AND ACCOUNTABILITY

Organizational Culture and Human Resources are the areas responsible for managing the program. A measurement methodology linked to change management models is implemented. A diagnosis of the participants is made before and after the end of the process, and the cultural change is monitored in relation to behaviors, conversations, etc. that are to be modified and those that are expected to be observed in the future.

IMPLEMENTATION RESOURCES

- The organization has set aside a budget specifically for the diversity and inclusion agenda, of which the *Hombres que Cuidan* program is a part.
- The first cohort was carried out with allied institutions, to build the path and the experience, given that the organization did not have installed capacities at that time. Having a network of external allies was key. We worked with academics, specialists and a masculinities collective, together with a diversity professional from the organization.

BENEFITS AND RESULTS

- Improvements in preventive factors of gender-based violence.
- More women participating in decision making.
- Virtuous circle and trust: men generating awareness in others, as promoters of change.
- Visibilization of non-hegemonic and invisible masculinities, which must be redefined in order to achieve gender equity.

AREAS FOR IMPROVEMENT

Although much progress has been made, it is necessary to continue working to generate changes in contexts and processes that allow for sustainable and exponential cultural changes over time.

RECOMMENDATIONS FOR OTHER COMPANIES

One of the most important aspects to implement a program of these characteristics is the commitment of the Top Management, so that this then spills over to the entire organization. An internal questioning is needed that seeks to change organizational realities and motivates internal reflection. It is also extremely important to strengthen the network of allies.

RECOGNITIONS AND CERTIFICATIONS

Sello Friendly Bizz y Certificación como empresa Diversa, promotora de entornos libres de discriminación, otorgado por la Cámara de la Diversidad.

Diageo

BEVERAGE MARKETING • PANAMÁ

Conciliation and co-responsibility in caregiving

Family Planning

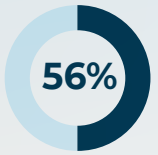
A set of policies and benefits offered to all employees to support their right to plan and develop their careers and family life.

DIAGEO IN NUMBERS

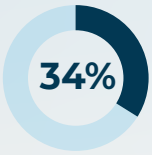
Total allocation
106 collaborators.

Type of organization
Multinational company with 12 years in Panama.

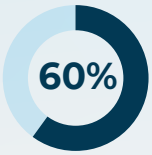
Women in business



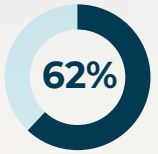
Total employment



Board of Directors



Management positions



Middle management positions

Operating personnel

Administrative personnel

CONTEXT AND OBJECTIVE OF THE INITIATIVE

To promote true inclusion and achieve gender equality, Diageo has implemented fundamental changes in its policies and benefits, removing barriers for women in the communities where it operates. The company believes that everyone has the right to plan and develop both their career and family life in a way that enables them to give their best at home and at work. To this end, the company has put in place a series of policies and benefits designed to provide them with the necessary support.

Family leave policy. This industry-leading policy provides all new parents with a minimum of 26 weeks paid leave, regardless of gender or length of service. This leave includes cases of child adoption. In the last five years, 18 men and 9 women have used this benefit.

Adoption Benefit. Includes financial assistance for employees who have completed the legal adoption process of a child under 18 years of age.

Fertility Support Guidelines. Offers support to all employees undergoing fertility treatment, regardless of gender, sexuality or personal fertility experience.

Fertility support benefits. Covers medical expenses for fertility treatments and egg freezing.

IMPACT AND GOALS

The company conducts an annual internal survey called Your Voice, through which the Diversity Index is measured. The goal is to reach or exceed 90% on diversity-related questions, a goal that was achieved in April 2024.

GOVERNANCE AND ACCOUNTABILITY

Human Resources and Corporate Relations.

IMPLEMENTATION RESOURCES

- Financial resources to cover the costs of family leave, adoption costs, fertility treatments and egg freezing.
- Internal communication campaigns on policies and benefits.

BENEFITS AND RESULTS

Based on the most recent results of the Your Voice survey, the following results stand out:

- 92% of employees are proud to work at Diageo.
- 38% consider that inclusiveness is one of the most present behaviors in the company.

AREAS FOR IMPROVEMENT

The company does not have a specific monitoring and measurement system to evaluate the impact of the policies implemented. Having such a system would provide better indicators and feedback to link culture and satisfaction with DEI policies.

RECOMMENDATIONS FOR OTHER COMPANIES

- Listening to all employees to develop and adjust policies and benefits to meet their needs.
- Establish clear, measurable and achievable goals.
- Implement a monitoring and measurement system to evaluate and report on the success of policy implementation.

RECOGNITIONS AND CERTIFICATIONS

Recognized in 2024 by Summa Magazine as one of the most diverse, equitable and inclusive companies.

Grupo Danone

FOOD AND BEVERAGE PRODUCTION AND DISTRIBUTION • MÉXICO

Conciliation and co-responsibility in caregiving

Parental Leave Policy

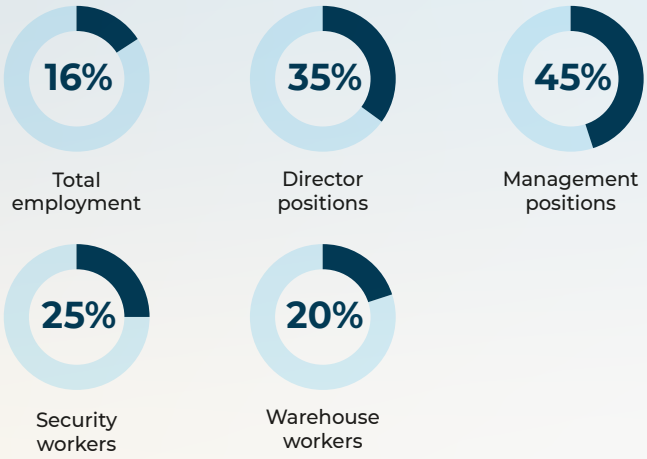
Institutionalized practice in the company with an inclusive approach. Talks about primary and secondary caregivers, without distinction of gender, to refer to those who will take care of the child either by pregnancy or adoption. This policy offers benefits above and beyond what is established by law.

GRUPO DANONE MÉXICO IN NUMBERS

Total allocation
15 thousand employees.

Type of organization
Multinational company with 50 years in Mexico.

Women in business



CONTEXT AND OBJECTIVE OF THE INITIATIVE

It is a policy promoted globally and adapted locally by Danone Mexico, which promotes co-responsibility in caregiving and the reconciliation of work and family responsibilities. It was designed taking into account an inclusive approach that considers the different realities and family configurations. It includes the concepts of primary and secondary caregiver and offers benefits for men, women, and adopting couples, with parental leave over and above what is established by law.

The primary caregiver has a paid leave of 18 weeks for birth and 14 weeks for adoption, including in both cases the 12 weeks granted by law. In addition, 8 optional weeks are offered. The secondary caregiver has 10 days of paid leave -including the 5 days granted by law- and 4 additional optional weeks.

IMPACT AND GOALS

Men, women and non-binary people have accessed the leave as primary caregivers, fulfilling the objective of the policy; currently it is women who make greater use of the benefit as primary caregivers. Which tells us that we must continue to work on expanding communication to further disseminate the use.

GOVERNANCE AND ACCOUNTABILITY

The Benefits area is primarily responsible for implementing the policy, while Diversity, Business Partners and Payroll are support areas. The number of employees using the policy and applicable leave is measured and monitored on a regular basis.

IMPLEMENTATION RESOURCES

- Employee training, including administrative aspects and procedures related to the policy.
- Dissemination of benefits among company employees and in selection interviews.

BENEFITS AND RESULTS

- It enhances brand reputation, talent retention and reduces absenteeism, with an impact on productivity.
- Strengthens the employees' sense of belonging by making them feel accompanied by the company in one of the most important stages of their personal and family life.
- Since the implementation of the initiative, 230 employees have made use of the parental policy, either as primary or secondary caregiver.

AREAS FOR IMPROVEMENT

To continue working in periodic instances of sensitization and awareness-raising so that more people can make use of the benefit as primary caregivers. And to explore what other horizons this policy can be extended to in order to continue accompanying all caregivers.

RECOMMENDATIONS FOR OTHER COMPANIES

- Quantify the financial impacts to assess what extension can be made to the parental benefits policy.
- Consider an inclusive approach in the design of the instrument.
- Conduct awareness-raising activities to sensitize employees

RECOGNITIONS AND CERTIFICATIONS

Danone Mexico stands out in the *Mamá Godín* Ranking for the third consecutive year as one of the best companies that attract, retain and promote the development of female and male employees through parental policies. This ranking includes a self-assessment that addresses different axes: leadership positions occupied by women/childcare givers, equivalent parental leave, benefits, agile processes for requesting benefits and the organization's commitment to the 5th Sustainable Development Goal (SDG).

+ Explore

Gildan

TEXTILE AND APPAREL INDUSTRY • HONDURAS

Work environments free of violence and harassment

Global Social Compliance Program and Communication Mechanisms Program

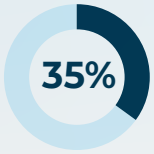
These programs ensure respect for human rights at all stages of operations and provide safe, timely and confidential communication channels to all employees and stakeholders.

GILDAN HONDURAS IN NUMBERS

Total allocation
15.000 employees.

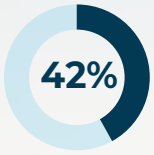
Type of organization
A vertically integrated company of Canadian origin, present in Honduras since 1997. The company has more than 20 of its own plants in Honduras, Nicaragua, the Dominican Republic and Bangladesh.

Women in business

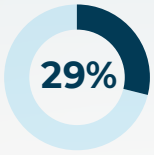


Total employment

Director positions onwards



Management positions



Supervisory positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

The *Global Social Compliance Program* is part of the company's global system of supervision and monitoring of labor practices. This program guarantees respect for human rights in all operations and ensures that both plants and business partners comply with the Company's Code of Conduct, local and international laws and industry codes of good practice: Fair Labor Association (FLA), SEDEX Members Ethical Trade Audit (SMETA), Worldwide Responsible Accredited Production (WRAP) and Better Work (where applicable).

The *Communication Mechanisms Program* is based on one of the principles set forth in the company's Code of Conduct. It provides confidential communication channels to all personnel and external stakeholders.

These programs are part of the global ESG strategy, which includes 5 priority areas: 1) climate, energy and water, 2) circularity, 3) human capital (human rights, health and safety, diversity, equity and inclusion), 4) long-term value creation (communities), and 5) transparency and disclosure. In this context, different programs are framed to promote the empowerment of women at all levels (operational, middle management, directors, vice presidents): EMPODERA Program; MALKIA Program; Women in Leadership Program, Leading the Gildan Way Program (mixed), ASPIRE Program (mixed), and Pilot Program for Men (MEN); among others.

+ Explore

IMPACT AND GOALS

The company has set a goal of achieving gender parity in management and supervisory positions by 2027.

GOVERNANCE AND ACCOUNTABILITY

Human and labor rights issues are monitored by different departments of the company, mainly Corporate Citizenship, Human Resources, Quality and Manufacturing. Through social audits, the Social Compliance area monitors labor indicators related to human rights, health and safety. In coordination with plant management, we work on the implementation of action plans to identify risks and remedy human rights violations, if applicable. Possible risks are also identified through the different communication channels. Externally, audits are conducted by organizations such as SMETA (Sedex Members Ethical Trade Audit), WRAP (Worldwide Responsible Accredited Production), Better Work (where applicable), FLA (Fair Labor Association) and SLCP (Social & Labor Convergence Program)..

IMPLEMENTATION RESOURCES

The *Social Compliance Program* was developed in collaboration with external specialists. Together with them, the Code of Conduct and monitoring systems for safe working conditions and employee welfare were developed. In addition, we invested in a database to store social and environmental audits, as well as human resources and health and safety metrics. The Global Communication Mechanisms Program was developed taking into account international requirements and industry best practices.

BENEFITS AND RESULTS

- Better working environment and more efficient and effective operations.
- More empowered workforce.
- Increased capacity to identify risks and remedy any human rights violations in a timely manner.
- Increased transparency and credibility with stakeholders (customers, investors, employees, etc.).
- Improve the company's reputation and image to attract and retain talent.

AREAS FOR IMPROVEMENT

- Continue to strengthen personnel training in labor and human rights at all levels of the company.
- Ensure greater reliability of communication mechanisms.
- Maintain strong relationships with stakeholders.
- Provide timely responses and quick and effective solutions.
- Evaluate the effectiveness of the processes.

RECOMMENDATIONS FOR OTHER COMPANIES

- To have the commitment of senior management and stakeholders.
- Ensure a good governance structure, institutionalizing specific codes, policies and procedures and ensuring compliance throughout the company.
- Identify communication channels accessible to employees and monitor their effectiveness.

RECOGNITIONS AND CERTIFICATIONS

The Social Compliance Program is monitored by the Fair Labor Association (FLA) and subject to periodic review. It was reaccredited by the FLA in 2019, following an extensive review of the practices and policies implemented by the Company to ensure fair labor practices in its supply chain. Gildan was the first vertically integrated apparel manufacturer in the world to have its Social Compliance Program accredited by the FLA in 2007. To maintain its reaccreditation, Gildan is subject to periodic audits to ensure that systems and procedures are in place that are aligned with FLA standards in the supply chain. In addition to periodic audits, the Company must undergo a reaccreditation process, at the request of the FLA.

Laboratorio Bagó de Chile S.A.

PHARMACEUTICAL INDUSTRY • CHILE

Work environments free of violence and harassment

Domestic Violence Prevention Monitors

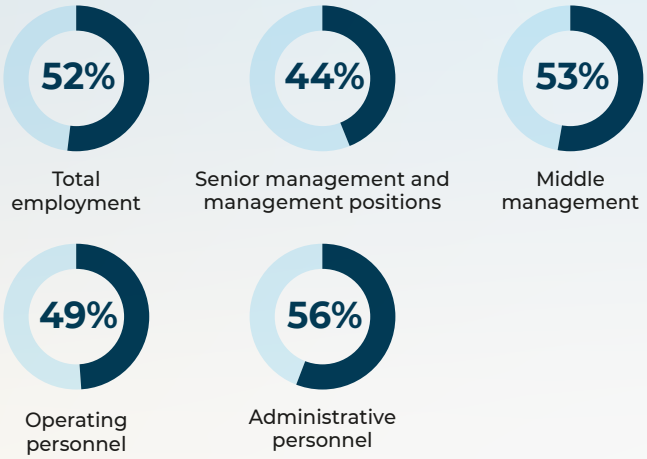
Voluntary training program to prevent and address domestic violence in the workplace.

LABORATORIO BAGÓ IN NUMBERS

Total allocation
537 employees.

Type of organization
Multinational company. Began operations in Chile in 1978.

Women in business



CONTEXT AND OBJECTIVE OF THE INITIATIVE

Since 2009, Laboratorio Bagó has implemented a protocol to address domestic violence from a labor perspective. This initiative arose as a result of a tragic incident of domestic violence that affected one of our employees (femicide). This aroused concern at the highest levels of the company, who firmly believe in the role that the workplace can play in eradicating and preventing this type of problem.

In this context, Bagó has dedicated itself to working on this phenomenon, educating its personnel on preventive measures, support services and accompaniment. In addition, the company is committed to providing support and assistance to those who find themselves in situations of domestic violence and need special attention in the work environment. This translates into the provision of leave during working hours, economic support, geographic relocation of the workplace, among other measures, all designed to safeguard the physical and psychological integrity of those who suffer from domestic violence.

As part of its ongoing quest for progress, the initiative arose to train volunteers within the company to become Domestic Violence (DV) Monitors, with the purpose of becoming leaders in prevention. These people will be in charge of taking information to their respective work areas, answering questions and referring cases to specialized personnel in People Management when it is necessary to provide more in-depth accompaniment.

IMPACT AND GOALS

The invitation to become Domestic Violence Monitors has been extended to all members of the company. So far, we have trained men and women from various hierarchical levels. It is important to note that this initiative is not subject to predefined goals.

GOVERNANCE AND ACCOUNTABILITY

The People Management area manages the initiative. A confidential record is kept annually of cases of domestic violence dealt with by the company, classified by type of violence and gender.

IMPLEMENTATION RESOURCES

The initiative begins with an outreach campaign to convene potential stakeholders and to explain the objectives of the training program. Subsequently, it includes training provided by a specialized agency in the field, in order to provide key knowledge on the subject, as well as by the company's personnel in charge of addressing this issue. Finally, the infrastructure, technological resources and time needed to carry out the training sessions are provided.

BENEFITS AND RESULTS

The initiative is presented as a highly effective alternative to address the prevention of domestic violence, as it facilitates the dissemination of the preventive and supportive message provided by the company to a larger number of people. Individuals trained as monitors are promoted within the organization so that they are recognized by their peers, who can approach them to discuss specific issues or clarify doubts. Under this program, 12 people (8 women and 4 men) have been trained as DV monitors, and 4 cases of domestic violence have been detected among the employees.

AREAS FOR IMPROVEMENT

It is essential to constantly monitor those who have been trained as monitors, ensuring that they feel comfortable in their role and evaluating whether they require additional tools or complementary training to perform their role effectively.

RECOMMENDATIONS FOR OTHER COMPANIES

It is suggested that the training include psychological first aid techniques, since it is common for the affected person to experience an emotional decompensation when reporting this type of situation. In such a case, it is essential that the monitor be trained to contain and deal with the situation in an appropriate manner. It is important to understand that the role of the monitor does not involve providing psychological therapy or follow-up. Rather, his or her function is to facilitate the dissemination of information, clarify doubts and refer to professionals specializing in People Management to address the issue in a more in-depth manner.

RECOGNITIONS AND CERTIFICATIONS

- Certification of Chilean Standard 3262 on Gender Equality and Conciliation.
- Equal Conciliation Seal National Service for Women and Gender Equity.
- UN Women WEP Award.
- Women in Industry Foundation Award.

OTHER COMPANY PRACTICES

Equal compensation

Since 2015, the company has obtained certification in Chilean Standard 3262 on Gender Equality and Conciliation. This certification, among other aspects, requires an annual evaluation of the gender pay gap in the company. Therefore, each year a diagnosis is carried out to analyze variations with the aim of progressively reducing this gap. In addition, the company participates in various compensation studies to adjust compensation to the market. The company has managed to reduce the gender pay gap from 13.7% in 2021 to 9.2% in 2023.

Cervecería Nacional

PROCESSING, DISTRIBUTION AND SALE OF BEVERAGES
REPÚBLICA DOMINICANA

Inclusive value chains

Inclusion in Action Alliance

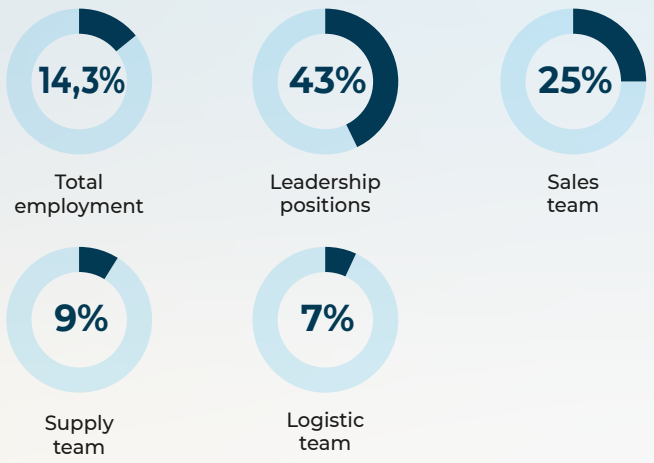
Alliance between leading companies in the industrial sector of mass consumption, present in 5 countries in the region, to promote the employability and inclusion of women in operations.

CERVECERÍA NACIONAL IN NUMBERS

Total allocation
2.500 direct collaborators.

Type of organization
Multinational company, owned by the AmBev Group, with 94 years in the Dominican Republic.

Women in business



CONTEXT AND OBJECTIVE OF THE INITIATIVE

The *Inclusion in Action Alliance* was proposed by Cervecería Nacional in March 2023, together with 11 other leading organizations in the sector with presence in different countries in the region. It is a high-level commitment that seeks to enhance efforts to improve the employability of Dominican women, especially in roles where they have not had greater participation, such as in the areas of logistics, manufacturing and sales, as well as the promotion of safe working environments and equity in access to development opportunities. The Alliance is focused on 4 objectives:

1) Increase the participation of women at different levels of the organization.

2) Ensure pay equity.

3) Provide a safe environment for women, prevent workplace harassment.

4) Form allies of inclusion through awareness and training actions.

On the exchange of programs and initiatives between organizations: Cervecería Nacional has made available to partner companies video capsules with training and awareness material for operations, on inclusion of women, non-restrictive masculinities, people with disabilities and LGBTQ+ community.

IMPACT AND GOALS

Since the implementation of the initiative at the beginning of 2023, there has been an 11% increase in the hiring of women in the operations area, from 14% to 25% of new hires.

GOVERNANCE AND ACCOUNTABILITY

The initiative is led by the Diversity and Inclusion Department of Cervecería Nacional, in coordination with the HR and human resources departments of the partner companies. Three meetings a year are held with the partner companies to follow up on the hiring of women in the operational areas. The entire process line is analyzed: factory, logistics, distribution, sales, supply, etc.

IMPLEMENTATION RESOURCES

- Specialized consultancies for support on specific issues.
- Internal research as a department.
- Training for women in operational areas.

BENEFITS AND RESULTS

- Having allied leaders to adapt these initiatives to their companies.
- Improve and rethink the personnel selection process.
- Impact families and their communities.

AREAS FOR IMPROVEMENT

Expand the network of allies to enhance the impact of the initiative.

RECOMMENDATIONS FOR OTHER COMPANIES

- To have the commitment of the highest authorities.
- Seek synergies with commercial allies and other companies in the sector's value chain.
- Sensitizing and training internal departments.
- Identify champions in partner companies to leverage impacts.

RECOGNITIONS AND CERTIFICATIONS

The company has been recognized in the ranking of the Best Companies to Work for in the Dominican Republic in 2022 (Revista Mercado, MEPT ranking). This recognition highlights organizations and managers who have committed to change focused on diversity and inclusion of people.

Elcatex

GRUPO ELCATEX
Textiles · Manufactura · Parques Industriales · Innovación Tecnológica · Energía

TEXTILE INDUSTRY • HONDURAS

Inclusive value chains

Inclusion of Women SMEs in the Value Chain

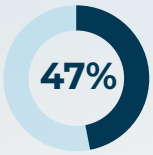
Initiative focused on strengthening the capabilities of women-owned or led supplier companies to promote their inclusion in the value chain.

ELCATEX IN NUMBERS

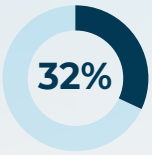
Total allocation
13.315 employees and collaborators.

Type of organization
Honduran-American capital, founded in 1960 and pioneer of the textile industry in Honduras. The company has diversified its operations into four business units: Textile Manufacturing, Technological Innovation, Real Estate and Energy.

Women in business



Total employment



Leadership positions

CONTEXT AND OBJECTIVE OF THE INITIATIVE

With support from IDB Invest and the Women Entrepreneurs Finance Initiative (We-Fi) program, Elcatex began work in 2019 on developing a gender strategy aimed at increasing the number of operations with women-led or women-owned businesses in its supply chain.

Elcatex analyzed its supplier base to identify and map SMEs led or owned by women and their sectors of activity. The technological tools for managing this information were improved and updated, and the purchasing area data were parameterized. In 2020, two consultancies were carried out by Fundes and WeConnect, aimed at analyzing internal policies and processes, raising awareness among the internal purchasing team, and attracting female suppliers to train them and strengthen their skills. The initiative is supported by the commitment of senior management, executives and technical personnel from the purchasing area, who actively collaborated with the companies trained through mentoring.

The selection of supplier companies is monitored based on compliance with one of the following criteria: 1) the company is owned by women; 2) more than 50% of the workforce is female; 3) a woman is in charge of purchasing; 4) at least 30% of the members of the Board of Directors are women.

IMPACT AND GOALS

The goals are specific for each item, establishing an annual benchmark that identifies the areas and their characteristics. Fundes provided technical assistance for the development of this benchmark. Initially, the goal for 2023 was to close with 56 SMEs; however, this goal was surpassed with 79 companies by the end of the year. The items reached are very varied, ranging from services and technology, materials, hardware, chemicals, general supplies and accessories, spare parts, specific projects, transportation, sewing accessories, laboratory analyst, painting, among others..

GOVERNANCE AND ACCOUNTABILITY

The Purchasing and Social Responsibility departments are the areas in charge of implementing the program. The initiative has the commitment of senior management and management personnel.

IMPLEMENTATION RESOURCES

Support from IDB Invest and the Women Entrepreneurs Finance Initiative (We-Fi) program made it possible to identify areas of opportunity and develop an action plan to improve the access of women suppliers to Elcatex's supply chain. This plan included awareness campaigns and training for senior management and the procurement team to strengthen the supplier recruitment and monitoring system. The procurement policy and system were revised, adapting the technological tools for managing supplier information disaggregated by gender. This made it possible to systematize these companies and the search and identification procedures.

BENEFITS AND RESULTS

Elcatex has increased the number of operations with companies led or owned by women in its supply chain, with higher purchasing volume and turnover levels. The annual objectives set for 2023 were not only met, but exceeded, reaching 79 companies, compared to the initial goal of 56 companies by the end of the year.

AREAS FOR IMPROVEMENT

Strengthen the availability of information on women-led or women-owned businesses. There is a need to expand the databases and access new directories to achieve greater impact of the initiative.

RECOMMENDATIONS FOR OTHER COMPANIES

- To have the commitment of senior management and the technical team that will implement the initiative.
- Carry out sensitization actions for the work team that will lead and implement the project.
- To propose a strategy to generate long-term sustainable results and adopt this as a model within the organization.

RECOGNITIONS AND CERTIFICATIONS

In 2023, Trust for the Americas, a non-profit organization affiliated with the Organization of American States (OAS), awarded Elcatex the Corporate Citizen of the Americas Award in recognition of its sustainability and social responsibility initiatives. Among other nominations, the company presented the PYMES *Mujeres en la Cadena de Valor* project, which was awarded first place in recognition of its impact and scope.

+ Explore

6 References

Acevedo, I., Castellani, F., Lotti, G., & Székely, M. (2022). Gender gaps in the labor market in times of COVID-19 in Latin America and the Caribbean, IDB.

Aguerrevere, G., Araujo, M. C., Bosch, M., Mendoza, M., Ortega, A., Picón, P., Ripani, L., & Villanueva, M. T. (2022). The Big Opportunity: From Crisis to the Transformation of Women's Employment, IDB.

Almonacid, A., Sánchez Casares, C., Silva Porto, M. T., & Uribe, I. (2023). Business strategies to reduce gender gaps in Panama: diagnosis and recommendations for the Gender Parity Accelerator, IDB.

Araujo, M. C. (2024). Caridad Araujo. How and why create a leadership program for women. Blog: What if we talk about equality, BID.

Athey, S., Avery, C., & Zemsky, P. (2000). Mentoring and Diversity. The American Economic Review, Sep. 2000, Vol. 90, No. 4 (Sep. 2000), pp. 765- 786.

Basco, A. I., Barral Verna, A., Monje Silva, A., Barafani, M., Sant Anna Torres, N., & Oueda Cruz, S. (2021). An unequal olympiad. Gender equity in Latin American and Caribbean companies, INTAL, IDB-Invest.

BCG (2013). Managing the Next Decade of Women's Wealth.

BCG (2024). Moms First. The employee benefit that pays for itself

Berniell, I., Berniell, L., De la Mata, D., Edo, M., & Marchionni, M. (2023). Motherhood and flexible jobs: Evidence from Latin American countries, World Development, Volume 167, July 2023.

Bertay, A. C., Dordevic, L., & Sever, C. (2020). Gender Inequality and Economic Growth: Evidence from Industry-Level Data, IMF.

Bourke, J. & Titus, A. (2019) Why Inclusive Leaders Are Good for Organizations, and How to Become One, Harvard Business Review.

Brito, E. & Contreras, D. (2024). The Caregiving Penalty: Caring for Sick Parents and the Gender Pay Gap, Brown University.

Bustelo, M., Flabbi, L., Piras, C., & Tejada, M. (2019). Female Labor Force Participation, Labor Market Dynamic and Growth in LAC, IDB.

Bustelo, M., Frisancho, V., & Viollaz, M. (2023). What is the labor market like for women in Latin America and the Caribbean, IDB.

Bustelo, M., Suaya, A., Viollaz, M., & Martínez, K. (2024). Incorporating men in caregiving tasks. Breaking down barriers and rethinking roles in Latin America and the Caribbean, IDB.

Calderón, G. (2014). The effects of child care provision in Mexico. Working Papers, No. 2014-07, Banco de México.

Central Bank of Chile (2021). Estimation of unpaid domestic work.

Cruz Aguayo, Y., Robles, M., Schady, N., Zuluaga, D., Fuertes, N., & Kang, M. (2019). The future of work in Latin America and the Caribbean. education and health: the sectors of the future, IDB.

Cuberes, D., & Teignier, M. (2017). Gender Gaps in Entrepreneurship and their Macroeconomic Effects in Latin America, IDB.

De Filippo, A., Bellatín Nieto, P., Rosales Legorreta, M., & Hidalgo, N. (2022). Improving the safety of women entrepreneurs in Honduras: seven strategies from the behavioral sciences, IDB.

Deloitte (2020). Inclusion as the competitive advantage The case for women in supply chain.

Deloitte (2020). The gender dividend. The business case for investing in women

Díaz, A. M., Salas, L.M., Piras, C., & Suaya A. (2024). Gender Disparities in Valuing Remote and Hybrid Work in Latin America, IDB.

Dobbin, F., & Kalev, A. (2018). Why Doesn't Diversity Training Work? The Challenge for Industry and Academia, Anthropology Now.

Duryea, S., Millan-Quijano, J., Morrison, J., & Oviedo, Y. (2024). Measuring Racial Bias in Employment Services in Colombia, IDB.

Equimundo & MenCare (2023). State of America's Fathers 2023: Mobilizing men for a better care ecosystem.

Equimundo (2022).The International Men and Gender Equality Survey (IMAGES): A status report on men, women, and gender equality in 15 headlines.

Faccio, M., Marchica, M., & Mura, R. (2016). CEO gender, corporate risk-taking, and the efficiency of capital allocation. Journal of Corporate Finance, Volume 39.

Faculty of Economics and Business, University of Chile, (2012). Female labor supply and child care supply in Chile.

Flabbi, L., Piras, C., & Abrahams, S. (2016). Female Corporate Leadership in Latin America and the Caribbean Region: Representation and Firm-Level Outcomes, IDB.

Flabbi, L., Macis, M., Moro, A., & Schivardi, F. (2019). Do female executives make a difference? the impact of female leadership on gender gaps and firm performance, Working Paper 22877, National Bureau of Economic Research.

Farré, L., Felfe, C., González, L., & Schneider, P. (2023). Changing Gender Norms across Generations: Evidence from a Paternity Leave Reform, IZA Institute of Labor Economics.

Frisancho, V., & Queijo, V. (2022). Gender gaps in the Southern Cone: an untapped growth potential. BID.

GEM (2023-2024). Global Entrepreneurship Monitor

GIZ (2014). Violence against women and its financial consequences for businesses in Peru,

GIZ (2019). The business costs of violence against women in Ecuador.

GIZ (2022). The business costs of violence against women and its impact on labor productivity in Bolivian companies,

Harvard Business Review (2013). How Diversity Can Drive Innovation.

Harvard Business Review (2018). How sexual harassment affects a company's public image.

Heilman and Barker (2018). Masculine Norms and Violence Making the Connection, Promundo.

IDB Labor Observatory (2023). Employment recovery in Latin America and the Caribbean. Periodic report, October 2023.

IDB (2022). Harmonized Household Surveys of Latin America and the Caribbean.

IDB (2022). Gender and Diversity Sector Framework.

IDB Invest & We-Fi, (2024). Women entrepreneurs on the rise. A study on the potential of women's banking in Latin America and the Caribbean.

IDB Invest, Mercer, Promundo and IPG (2020). Equality needs everyone. The role of men in equity, diversity and inclusion.

IFC (2017). Tackling Childcare: The Business Case for Employer-Supported Childcare.

ILO (2019). The gender wage gap in Latin America. On the road to wage equality.

ILO & Lloyd's Register Foundation & Gallup (2021). Experiences of violence and harassment at work: First global survey,

ILO & UN Women, (2020). Empowering Women at Work. Company Policies and Practices for Gender Equality.

International Workplace Group, 2023. How the hybrid model can help reduce the gender gap.

IWPR (2017). The Economic Cost of Intimate partner Violence sexual assault and stalking.

Kleven, H., Landais, C., Posch, J., Steinhauer, A., & Zweimüller, J. (2019). Child Penalties Across Countries: Evidence and Explanations, Working Paper 25524, Nber Working Paper Series.

Lopez, C., & Persson, S. (2023). Women's enterprises and productive chains: How do we strengthen ties, IDB Invest.

Maurer, C. & Qureshi, I. (2021) Not just good for her: A temporal analysis of the dynamic relationship between representation of women and collective employee turnover, Organization Studies, Volume 42, Issue 1, January 2021, Pages 85-107.

McKinsey (2023). Diversity matters even more: The case for holistic impact.

McKinsey & LeanIn (2023). Women in the Workplace

Montoya, A. M., Parrado, E., Solís, A., & Undurraga, R. (2020). In bad taste: Gender discrimination in the consumer credit market, IDB.

Piras, C., Suaya, A., Díaz Escobar, A. M., & Salas Bahamón, L. M. (2023). Language matters, IDB

Querejeta. M., & Bucheli, M. (2021). Motherhood Penalties: the Effect of Childbirth on Women's Employment Dynamics in a Developing Country, Facultad de Ciencias Sociales de la Universidad de la República, Uruguay.

Roza, V., & Martin, C. (2021). Sexual and gender-based violence: roadmap for prevention and care in Latin America and the Caribbean, IDB.

Sandberg, D. J. (2019). When Women Lead, Firms Win, S&P Global.

Stampini, M., Näslund-Hadley, E., Martínez, M., Kaplan, D., & Luzes, M. (2023). What if women in Latin America and the Caribbean were 100, IDB.

Trindel, K., Polli, F., & Glazebrook, K. (2019). Using technology to increase fairness in hiring.

UN (2019). World Population Prospects 2019.

UN Women Argentina (2019). Good practices of WEP companies in Argentina. Win-Win-Win program: gender equality is good business.

UNICEF & ELA (2017). The right to care in company policies.

UNICEF & ELA (2021). The right to care: reconciling family and work in companies.

USAID (2022). Engendering industries: survivor-centered approaches to workplace sexual harassment and other forms of gender-based violence.

Villanueva, M. T., Lupica, C., & Roza, V. (2023). Gender Parity Accelerators in Latin America 2016-2022: a public-private partnership to accelerate equality, IDB.

Villanueva, A., & Ken-Hou, L. (2020). Motherhood Wage Penalties in Latin America: The Significance of Labor Informality, Social Forces, Volume 99, Issue 1, September 2020, Pages 59-85, Oxford University Press.

Viollaz, M., Salazar-Saenz, M., Flabbi, L., Bustelo, M., & Bosch, M. (2022). The COVID-19 Pandemic in Latin American and Caribbean countries: The Labor Supply Impact by Gender, IDB.

Vodafone Foundation, (2020). Toolkit on domestic violence and abuse at work: Recognise, respond and refer.

Washington, E. F. (2022). The Five Stages of DEI, Harvard Business Review.

WHO (2021). Violence against women prevalence estimates, 2018

World Economic Forum (2023). Future of Employment Report

World Economic Forum (2023). Diversity, Equity and Inclusion Lighthouses

World Economic Forum (2024). Diversity, Equity and Inclusion Lighthouses

World Economic Forum (2024). Global Gender Gap Report

Zakrzewski, A., Reeves, K. N., Kahlich, M., Klein, M., Real Mattar, A., & Knobel, S. (2020). Managing the Next Decade of Women's Wealth, BCG.

Accelerators Network

AFD AGENCE FRANÇAISE DE DÉVELOPPEMENT

IDB

IDB | Invest