Women’s Empowerment Principles

COMPANY SHOWCASE - SOUTH AFRICA

RING THE BELL FOR GENDER EQUALITY
International Women’s Day
8 March 2018
Hosted at the Johannesburg Stock Exchange
Equality means business

“Business must stand up and become activists and advocates, driving immense action through the WEPs to ensure gender equality by 2030 becomes a reality. It just makes good business sense.”

Anne Githuku-Shongwe, UN Women Representative, South Africa Multi-Country Office

The Women’s Empowerment Principles are a set of Principles for business offering guidance on how to empower women in the workplace, marketplace and community. They are the result of a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact and are adapted from the Calvert Women’s Principles®. The development of the Women’s Empowerment Principles included an international multistakeholder consultation process, which began in March 2009 and culminated in their launch on International Women’s Day in March 2010.

Subtitled Equality Means Business, the Principles emphasise the business case for corporate action to promote gender equality and women’s empowerment and are informed by real-life business practices and input gathered from across the globe.

The Women’s Empowerment Principles seek to point the way to best practice by elaborating the gender dimension of corporate responsibility, the UN Global Compact, and business’ role in sustainable development. As well as being a useful guide for business, the Principles seek to inform other stakeholders, including governments, in their engagement with business.

This showcase booklet profiles four companies operating in South Africa, that have made investments towards ensuring gender equality and women’s empowerment. Importantly, all these companies have made public commitments across the seven principles that will enable them to contribute to an equitable corporate sector and a truly inclusive economy.
The Principles

**Principle 1:** Establish high-level corporate leadership for gender equality. High-level commitment and ongoing support at CEO level is required if companies are to drive gender equality. Company-wide policies, goals and targets for gender equality are crucial and must include progress as a factor in managers’ performance reviews. All policies regardless of department or sector should be gendersensitive – identifying factors that impact women and men differently – and corporate culture should advance equality and inclusion.

**Principle 2:** Treat all women and men fairly at work - respect and support human rights and non-discrimination. This principle calls for equal opportunity, inclusion and nondiscrimination. Important here and easily applicable is the need for equal pay (including benefits) for work of equal value and ensuring that all women and men are paid a living wage.

**Principle 3:** Ensure the health, safety and well-being of all women and men workers. Women are more likely to have occupations that put them at greater risk of violence such as healthcare, emergency services, domestic work and agriculture. There should be a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and sexual harassment. Additionally, security staff and managers should be trained to recognise signs of violence against women and understand laws and policies on human trafficking, labour and sexual exploitation.

**Principle 4:** Promote education, training and professional development for women. Companies must invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas, and encourage women to enter non-traditional job fields. There should be equal access to all company-supported education and training programmes.

**Principle 5:** Implement enterprise development, supply chain and marketing practices that empower women. Gender responsive procurement is essential to growing and sustaining women-owned businesses. Financial inclusion is also critical to affirmative procurement so companies need to support gendersensitive solutions to credit and lending barriers.

**Principle 6:** Promote equality through community initiatives and advocacy. Companies have a responsibility to lead by example and showcase their commitment to gender equality and women’s empowerment. Alone or in partnership, business must advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.

**Principle 7:** Measure and publicly report on progress to achieve gender equality. Measuring and reporting on progress, both internally and externally, using data disaggregated by sex, drives accountability. It moves beyond making commitments to showing action and progress.
BARLOWORLD
Our journey with commitment

The journey starts with understanding where we are and where we want to be

OVERVIEW
Barloworld’s philosophy and practice on diversity and inclusion places the principle of justice, fairness, inclusive participation and contribution at the centre of all corrective interventions. The company’s approach places importance on the following:

• Prohibiting unfair discrimination based on gender, race, religion, disability, age or sexual orientation
• Identifying and eliminating all employment barriers which result in unfair discrimination
• Proactive programmes aimed at driving equality and creating consciousness on diversity issues
• Complying with legislation in all countries in which the company operates

The Barloworld executive team reviewed the status of women’s representation in the group; while strides had been made to move towards improving gender equality, honest conversations were held to understand the gaps and challenges that must still be addressed.

With that in mind the executive team set a goal that says: at every level in the organisation we will have at least 40% female representation by 2020. We were encouraged that at middle management we have made some progress with women’s representation at 37% in 2017.

Looking at the targets set, women’s empowerment is an essential part of talent management approach; with our recruitment, development and training initiatives focused on closing the gender gap. Additionally, the group is committed to removing unfair discrimination in pay scales. Analysis is conducted across the group on the gender pay parity and disparities are addressed.
**CASE STUDY:** Women in Leadership Development Programme (*Principles 1&4*)

One of the leading Barloworld Equipment imperatives for 2020 is to develop a diverse and inclusive workforce through achieving high performance. One of the initiatives to support this imperative is the Women in Leadership Development Programme (WLDP). This programme was piloted at the beginning of the 2016 financial year and aimed at emerging and current women leaders within the organisation.

The outcome of the WLDP is to engender self-mastery through real world behavioural change and leadership confidence. The WLDP is not a traditional management training programme, nor is it an academic qualification; it is an integrated, coaching-based system of development that challenges participants to enhance their existing leadership skills as well as experiment with new behaviours. The WLDP challenges participants to rethink their leadership brand and to build a personalised leadership toolkit that works in the way they need it.

Throughout the course, the 17 women formed a close bond of camaraderie, enabling them to ideate new business initiatives, including assisting the 2018 WLDP cohorts and facilitate coaching.

*At every level in the organisation, we will have at least 40% female representation by 2020*

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**CASE STUDY:** The Barloworld Transport Training Academy (*Principle 4*)

The Barloworld Transport Training Academy is a fully accredited training centre, registered with the Transport Education Training Authority (TETA) and Department of Higher Education. It was established to address key skills requirements and development needs in the transport sector.

Numerous learnership and apprenticeship programmes are available through the academy for both employed and unemployed learners throughout Southern Africa, one of them being the professional driver learnership programme (PDLP). The objective of the PDLP is to equip learners with theoretical and practical work experience that will enable them to develop employable and income-generating skills. The academy has spearheaded a first-of-its-kind PDLP for women drivers and during the year, 40 additional learners were incorporated into the programme.

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**LOOKING FORWARD**

Barloworld conducted an assessment of women’s representation in its supply chain and procurement to gauge spend on female-owned companies. The results of this assessment will inform enterprise and supplier development strategies. (*Principle 5*)

The company also set up a Social, Ethics and Transformation Committee that has oversight on gender and transformation issues. (*Principle 2*)
OVERVIEW

In 2017, De Beers took the decision at the UN General Assembly in New York to become a UN Women partner. As part of this partnership, De Beers made three public commitments:

- To achieve parity in the appointment of women and men into senior leadership roles across De Beers by 2020.
- To support women entrepreneurs in the informal sector in Botswana, South Africa and Namibia.
- To use its consumer facing brands and marketing campaigns to be a positive force for the representation of women in advertising.

In De Beers in South Africa, Gender Diversity and Inclusion is contextualised within transformation. De Beers in South Africa’s vision for transformation is to move beyond the compliance requirements to a true culture of diversity and inclusion and commitment to this vision because “it is the right thing to do”.

KEY LESSONS LEARNED IN LEADERSHIP ON GENDER EQUITY (Principle 1)

- Visible leadership from senior business leaders, not only from HR, has been vital in order that this is seen as a strategic business priority. The CEO is a UN Women HeForShe Champion and the entire Exco is very engaged and leading gender equality in each area of the Group.

- To ensure sustainability, it is important to take time at the beginning to build the case for ‘why’ the programme is important and make sure that is understood across the business.

- A combination of a ‘top down’ and ‘bottom up’ approach is most effective so actions can be tailored as appropriate for local context while still aligned with a consistent Group approach.

- An inclusive, continuous and creative employee engagement approach led by line managers is vital for ensuring cultural change which is essential to make new policies and systems effective. An inclusive culture where everybody can thrive and reach their full potential within the business has to be the end goal.
CASE STUDY: Increasing gender diversity in the workforce (Principles 1 - 4)

Interviews and focus groups were conducted across the business. Through the company heard from both men and women that it can be challenging for women to advance and to speak up about gender inequality.

In De Beers in South Africa, this is further supported by recent Employee Engagement Survey findings which revealed that employees do not always feel that they are treated with dignity and respect and have access to equal opportunities. A framework was created to build a culture that can better attract, retain and advance female talent.

The following workstreams and initiatives have been developed from a Group level and in South Africa:

**Leadership and culture (Principle 1)**

- Unconscious bias training rolled out.
- Transformation philosophy and framework driving dignity and respect.
- Brilliance has many facets employee engagement campaign.
- Line managers toolkit under development.

**Talent Attraction and Development (Principle 4)**

- Talent attraction and development processes reviewed.
- Key high potential female talent identified and invited to EXCO and Board meetings for development.
- Reciprocal mentoring programme launched.
- Recruitment guidelines in development.
- Supporting greater access to internal and external networks.

**Working practices and measures (Principles 2&3)**

- Key policy areas under review such as flexible working.
- PPE for female employees.
- Lactation facilities for female employees post pregnancy.
- Buddy support system for harassment.
- Metrics on both diversity and inclusion being finalised.

De Beers commits to achieve parity in the appointment of women and men into senior leadership roles by 2020.
OVERVIEW
To create an environment where women feel empowered to achieve their individual career goals, and to grow the number of women in financial services in South Africa, RMB launched Athena, a Gender Equality Initiative in 2016. Athena is not a ‘women’s conversation’ – instead it is a business imperative with the clear agenda to focus on both men and women for gender equality. There are three major focus areas: Women’s empowerment in the workplace; Investing in young women; and Women on boards.

The Athena Principles

- Athena promotes gender equality and the creation of leadership opportunities for women who wish to lead.
- Supports and celebrates women on their chosen paths to success.
- Acknowledges that success requires sacrifice, but the nature of sacrifice is different for each person, and is a function of individual choice.
- Women do not have to “man up” in order to have a successful career path to leadership.

CASE STUDY Women’s Empowerment in the Workplace (Principles 2&3)

RMB LOTUS Programme is RMB’s first female empowerment programme to encourage women to grow as natural leaders through networking and development opportunities, master classes and monthly group coaching sessions.

RMB Crèche – Athena has identified an onsite childcare facility as a missing link in the ongoing challenge to attract and retain talent (particularly female talent) within the bank. RMB’s first on-site child care facility is earmarked to open its doors in 2018.

The RMB Lean-In Circles – We encourage women to grow as natural leaders through regular ‘lean-in’ networking circles with other women throughout the year.

Breastfeeding rooms – We created dedicated breastfeeding and expressing rooms at RMB to support women who return to work from maternity leave.
CASE STUDY: Investing in young women (Principle 4)

- The RMB Future Women in Financial Services Conference is aimed at thirdyear/postgraduate female students to introduce them to a future in finance.

- The St Anne’s Matric Class visit – Every year girls from the St Anne’s Matric Accounting Class are invited to visit RMB for a day to learn about career opportunities for females at the bank.

- The RMB COUNT CA Programme – Recently qualified Chartered Accountants (CAs) are invited to attend the one-day Programme to gain first-hand experience of how they can use their CA skills in various areas of the bank with a specific focus on how female CAs are making it count in the bank.

- Bring a Child to Work Day – RMB has supported both Cell C Bring a Girl Child to Work and Tracker Man in the Making initiatives for many years. In 2017 we combined the two initiatives into a far larger Bring a Child to Work Day. In combining the two groups we enabled some interesting engagement around gender perceptions in the workplace.

CASE STUDY: Women on boards (Principle 1&5)

Since the creation of Athena in 2016, the main RMB Board has gone from one woman (Head of Human Capital) to three.

- Driving board exposure – One of the best ways to grow board-ready women is to give them board exposure and training. To this end RMB has begun engagements with Business Arts South Africa, IODSA, the 30% Club and Novate Legal. Through these investigations we plan to create a Board Readiness Programme in conjunction with IODSA to support our women in signing up to represent boards whether related to FirstRand, small or medium enterprises or NGOs.

- RMB Athena is committed to taking the gender conversation into society and as such, a strong focus has been placed on engaging with industry on gender issues. This has involved hosting women’s events at RMB, taking Athena into FirstRand, finding alignment with the JSE, and speaking on numerous radio and TV platforms.

Workplace gender equality can only be achieved when employees are able to access and enjoy the same rewards and opportunities, regardless of gender.
Women must be key role players across the business value chain

OVERVIEW
Motseng is a majority Black woman owned business operating in the investment and property sectors. Since inception, the company has identified women as key role players in management, operations and across the value chain.

Motseng has a clear employment equity track record - employing women to key managerial positions across its business, making it an employer of choice in the property sector. Today, 50% of the Motseng executive committee members are women. The group is also led by a woman. At senior and middle management level 35% of managers are women; Motseng is looking to increase women's representation at those levels.

Motseng also ensures that supply chain contracts, key partnerships and strategic alliances are formed with organisations that also recognise women as leaders.

KEY ACHIEVEMENTS IN WOMEN'S INCLUSION (Principles 1, 5 & 7)
1. Employment equity parity at executive level
2. Recognition as a “Top Woman in Property” organisation
3. Recognition of Motseng CEO’s active involvement in the establishment of the Education Trust and continued work as a trustee. The Education Trust financially supports women tertiary students to study core property courses.
4. In relation to gender parity Motseng has consistently responded successfully to the national and international indicators related to: financial inclusion; gender pay gap; education of women.
CASE STUDY PRINCIPLE 4: Accelerating Black Women in the retail property sector (Principle 4)

The acceleration programme focuses on developing Black women as super regional centre managers. Super regional centers in South Africa are priority properties such as Sandton City Mall, Pavilion Shopping Centre or Menlyn Shopping Mall. Historically no black women were general managers of these centers. Motseng has so far contributed to the development of three super regional general managers.

This talent development approach has also been applied to its concessions and facilities management businesses where some of the company’s largest annuity contracts have been led by black women.

Motseng has partnered with organisations like the Women’s Property Network, ensuring staff are actively involved in the regional executive’s commitment to drive the agenda of women at Motseng and in the broader property industry.

Motseng has also partnered with government departments such as the Department of Trade and Industry to spread the women’s empowerment message through engagement events particularly at a high school level.

Today, 50% of executive committee members are women

LOOKING FORWARD

Motseng intends to strengthen efforts to focus on the further inclusion of black women in the property and built environment sector. Specifically, it aims to deepen its contribution to women entrepreneurs within the sector. As the value chain of the commercial property sector is exceptionally broad, the company’s objective of supporting the inclusion of women at all levels of the value chain will become an even greater priority. (Principle 5)
CORPORATE GUIDE TO GENDER-RESPONSIVE PROCUREMENT

The power of procurement
How to source from women-owned businesses

Why buy women-owned?

- Support women’s economic empowerment
- Contribute to the achievement of the UN Sustainable Development Goals
- Bolster corporate sustainability through a diversified supplier base
- Harness the commercial opportunity of women as consumers
- Foster innovation that can spur economic growth

START MAKING A DIFFERENCE NOW!

- Test your knowledge
- Take the pledge
- Access the guide

http://buywomenowned.unwomen.org