

WIN-WIN: GENDER EQUALITY MEANS GOOD BUSINESS

General Report on the Programme

Results, activities, and resources to foster gender equality in the private sector in Latin America, the Caribbean, and Europe.



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General Coordination:

Esther Corral Cutillas,

Regional Coordinator - Win-Win Programme.

Teresa Pérez del Castillo,

Regional Coordinator - Win-Win Programme.

Mariana Torres,

Communication Regional Consultant - Win-Win Programme.

This work has been graced with valuable insight and contributions from:

Verónica Baracat,

National Private Sector Specialist, UN Women Argentina.

Elisabet Golerons,

Communication Specialist, Win-Win Programme, UN Women Argentina.

Mariana Massaccesi,

Consultant, UN Women Argentina.

Tayna Leite,

National Private Sector Specialist, UN Women Brazil.

Raquel Grisotto,

Communication Specialist, Win-Win Programme, UN Women Brazil.

Paz Verónica García,

National Private Sector Specialist, UN Women Chile.

Isabelle Turcotte,

Communication Specialist, Win-Win Programme, UN Women Chile.

Gabriela Mata Marin,

National Private Sector Specialist, UN Women Costa Rica.

Gayle Gollop,

National Private Sector Specialist, Jamaica.

Lorena Lamas,

National Private Sector Specialist, UN Women Uruguay.

Andrea Zobotinsky,

Communication Specialist, Win-Win Programme, UN Women Uruguay.

Luisa Fenizola Rodrigues,

Monitoring and Evaluation Specialist, Win-Win Programme.

Larriza Thurler,

Knowledge Management Specialist, Win-Win Programme.

Gabriela Rosero Moncayo,

Coordinator Investors for Equality, Regional Office for the Americas and the Caribbean, UN Women.

Pamela Ogando,

Programme and Communication Assistant Regional Office for the Americas and the Caribbean, UN Women.

Text and layout:

Alva Creative House in cooperation with **Empathy.**

Fernanda Ariceta, Florencia Braglia, Camila Mutuberría, Romina Cerna,

Florencia Beltrán, Ketty Ánalfer, Sofía Vázquez, Álvaro Yáñez.

Style Correction:

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INTRODUCTION



A REALITY WE WANT (AND WE ARE ABLE!) TO CHANGE

In September 2015, the global community adopted a set of 17 Sustainable Development Goals (SDGs) in an attempt to end poverty and hunger, protect the planet, ensure prosperity for all people, and promote peaceful, fair, and inclusive societies. The purpose of the 17 Goals and the targets encompassed by them is guiding the decisions and policies of the countries and the global community in general until the year 2030.

One of the main purposes of the SDGs is to achieve gender equality and empower women and girls. That target is established in SDG 5. Although gender equality and the empowerment of women comprise separate targets, they are intersectional to the agenda and indispensable in order to achieve the other SDGs, such as the elimination of poverty and hunger and the assurance of good health and education for all.

The relationship existing between gender equality, empowerment of women, and development is widely acknowledged. For example, the World Economic Forum reports the existence of a positive correlation between gender equality and the level

of competitiveness of a country, its gross domestic product (GDP) per capita, and its position in the human development index (HDI).

Likewise, the World Bank (2012) points out that when women's labor is underused or improperly distributed, the result is economic losses. This happens due to the discrimination inflicted on them in the labor market or in social institutions, which prevents them from completing their education, performing certain professions, and earning the same salaries as men do.

During the last decade, in Latin America and the Caribbean (LAC), significant progress has been made in terms of gender equality and the empowerment of women in the areas of political participation, education, access to services, social protection coverage, and reproductive control. Regarding economic empowerment, a general reduction in the number of women without income of their own, an increase in the percentage of women in formal jobs, and an increase in their salaries have been verified. However, the crisis caused by the



Photo: UN Women



COVID-19 pandemic has demonstrated the great challenges posed on us as societies, making gender inequalities more evident: women are most widely affected by the increase in unemployment, poverty, and care overload due to unpaid care. More than half of women work in sectors with a high risk of being affected by the economic downturn: commerce, domestic work, manufacturing, tourism, administrative services, real estate activity, and the health sector; where women are over-represented in the first line of response, albeit with minority participation in decision-making in the face of the pandemic.

Also, when female leadership in the private sector is considered, less than 2% of the companies in the region have female CEOs (managing director) (McKinsey, 2015). Likewise, the importance of diversity and gender equality has gained space in the agendas, with a higher percentage of executives in the region mentioning the theme as being of great importance for their companies. Evidently, further progress is still required to achieve gender equality in the world of labor. In Latin America and the Caribbean, 80% of men and 52% of women participate in the labor market; 60% of these women do so in the informal market, and the gender wage gap is 19% on average (UN Women, 2015)

The daily workload is higher for women, who spend two- to five-fold more time than their male counterparts in unpaid work and care chores. Women's careers and income levels tend to stagnate when they do not have the support of their partners, employers, or public policies on care for dependent people. Maternity has been singled out as an explanatory factor for the persistence of gender labor gaps. In a study by ECLAC and UN Women (2020, p. 8), this gap is made evident where the results show significant disadvantage due to maternity on the salary

and formal employment of women. In the case of Uruguay, for instance, the long-term disadvantage due to maternity on the total salary would stand between 32% and 42%, and would be explained both by the impact on employment (between 42% and 60%) and by a reduction in hourly wages (between 24% and 25%). In the Chilean case, the long-term impact on wages is also similar (20-30%) (2020, p. 16).

Other relevant factors, such as gender-based violence and unconscious biases, both grounded on deep-rooted cultural beliefs which discriminate based on gender, inhibit women's access to a broad range of opportunities.

Women also find obstacles in their access to funding. The International Finance Corporation (IFC) (2014, p.11) estimates the gap between the funding needs required by women to start and expand their businesses and what they actually receive to be USD 28 trillion at global scale. In spite of this, businesses led by women continue to grow exponentially, whilst, in the process, they create better conditions in both local and communal economies.

Within this context, where evidence indicates the great value represented by broader and better insertion of women in the labor world for the entire society, the coordinated action of organizations at a global level, with a focus on the region, is particularly relevant.



THE WIN-WIN:
GENDER EQUALITY
MEANS GOOD
BUSINESS
PROGRAMME





Gender equality and the empowerment of women have demonstrated a positive impact, not only on the lives of women and their families but, also, on the development of communities and countries. The business sector, as a key economic and social stakeholder, plays a fundamental role in the possibility of advancing towards the goals of gender equality and sustainable development, hence nearly 90% of the jobs at a global scale are to be found in the private sector. This provides huge potential to implement transformative actions in the world of labor and social responsibility in favor of women and, thus, benefit society as a whole. (McKinsey, 2015)

There is growing awareness, interest, and commitment of companies in the public and private sectors towards the value and the benefits of gender equality and economic empowerment of women and their role in achieving the same. That perspective includes not only large-sized corporations, but the medium- and small-sized as well. Furthermore, the participation of women in the entrepreneurial system has been on the rise, in many cases, due to opportunity and, in other cases, as a means of survival.

In January 2018, UN Women began the implementation of the Win-Win Programme: Gender Equality Means Good Business, a programme created in collaboration between UN Women, the International Labor Organization (ILO), and the European Union (EU) to increase the commitment of companies and their practices aimed at fostering equality of gender and promoting business opportunities for businesses owned by women, as well as to improve labor market conditions for them. The Programme was funded by the European Union and implemented in six countries in Latin America and the Caribbean (Argentina, Brazil, Chile, Costa Rica, Jamaica, and Uruguay).



Photo: UN Women

The Win-Win: Gender Equality Means Good Business Programme was created to contribute to the economic empowerment of women, recognizing themselves as drivers and beneficiaries of growth and development through an increase in the commitment of companies to gender equality and empowerment of women, and the strengthening of corporate capacities to implement that commitment.

The action seeks to contribute to the achievement of gender equality, through allowing female participation in workforce, entrepreneurship, economic empowerment and, therefore, women's full and equal participation in the society.

Aimed at companies led by women, at networks and companies with an active commitment to the promotion of gender equality and the empowerment of women and girls, the Win-Win Programme has promoted business ties, joint ventures, and innovation among women from the European Union and Latin America & the Caribbean, and has supported, at the same time, the dialogue and interregional exchange of good practices to increase the capacity of companies to implement business with gender equality. In addition, the Programme adopted a perspective of intersectionality to address the specific challenges faced by Afro-descendant and indigenous women. Special attention has also been dedicated to identifying opportunities to increase the economic empowerment of migrant and refugee women.

The Win-Win Programme promoted the business case for gender equality throughout the private sector, whilst understanding that corporate commitment to gender equality is a clever and strategic decision in the conduct of good business. In that sense, the programme was aimed at providing support to companies in the development of practices targeted at gender equality and the empowerment of women. By recognizing them as beneficiaries and partners in the development, the Programme became a tool for the companies to contribute to the inclusive and equitable growth of countries and, therefore, to the achievement of the SDGs of the 2030 Agenda.

6 countries



THE PRINCIPLES FOR THE EMPOWERMENT OF WOMEN

The guiding platform of the Win-Win Programme was the Women's Empowerment Principles (WEPs), created by UN Women and the United Nations Global Compact in 2010, and, to date, signed by more than 4,250 companies around the world and 1,250 in Latin America and the Caribbean. The WEPs is a tool for companies to promote gender equality through leadership, to implement explicit measures, to deliberately adopt policies and invest in the promotion of gender equality in three dimensions: the workplace, the market, and the community.

Besides serving as practical guidance for companies, the WEPs provide information and inspiration to those willing to venture the path towards gender equality and the empowerment of women.



Photo: UN Women

The WEPs are seven principles based on international standards related to labor and human rights, and founded on the conviction that companies have a responsibility in the achievement of gender equality and the empowerment of women.



The seven principles are:



Establish high-level corporate leadership for gender equality.



Treat all men and women fairly at work. Respect and support human rights and non-discrimination.



Ensure the health, the safety, and the well-being of all women and men workers.



Promote education, training and professional development for women.



Implement enterprise development, supply chain and marketing practices that empower women.



Promote equality through community initiatives and advocacy.



Measure and publicly report on progress to achieve gender equality.



ACTION AREAS OF THE WIN-WIN PROGRAMME

The Programme was structured in three areas, pursuing specific goals:

1. Contribute to the empowerment and economic leadership of women for sustainable, inclusive, and equitable growth, whilst increasing cooperation between companies led by women in Europe and Latin America and the Caribbean, to expand their opportunities and access to markets.
2. Design and adopt a sustainable model with a gender perspective for the engagement of the private sector in support of the fulfillment of the SDGs.
3. Develop innovative initiatives led by women and bi-regional entrepreneurial projects. Impact on the investment mechanisms established with sustainable and innovative financing models to attract investments from the private sector for gender equality, in connection with the fulfillment of the SDG 5.

In line with each goal, activities - both specific and with purposes across h different action areas - were carried out to achieve the expected goals.



66 026
participants
from 2018-2021



Photo: Empathy

HOW THE WIN-WIN PROGRAMME WAS MADE POSSIBLE

The Win-Win: Gender Equality Means Good Business Programme was aligned with the objectives of the European Union Instrument of Association (FPI) [Foreign Policy Instruments], within the “Responsible Business and Decent Work” branch. This instrument seeks to support businesses, employers, workers, and unions to work on the inequality of gender faced by women in the world of labor.

The ILO is a co-implementer of the Programme together with UN Women. In the case of the ILO, its emphasis lay in promoting productive and decent work as the best and most sustainable way to reduce poverty. Through the empowerment of women, it sought to contribute to gender equality, promote the creation of jobs, and foster economic development. The strong ties between the ILO and its partners in the business world, which are the national employers’ associations, have proven to be a valuable resource in the promotion of these fundamental principles in the world of labor.

For its part, UN Women is the organization within the United Nations dedicated to promoting gender equality and the empowerment of women. As a world advocate for women and girls, UN Women was established to accelerate the progress,

which will lead to an improvement in the life conditions of women, and to respond to the needs faced by women in the world. That is the agency within the United Nations tasked with implementing the Win-Win Programme together with the ILO, whilst using resources and methodologies of training and work with female entrepreneurs and businesswomen, and promoting the same from the creation of the Programme. The regional coordination of Win-Win was entrusted to UN Women from its office in Brazil and teams were created in each of the six countries involved.

The Win-Win Programme was implemented between 2018 and 2021, with an initial contribution from the European Union of € 9 million, € 580,000 from UN Women, and € 500,000 from the ILO, with the express intention of gathering additional resources through the participation of the private sector and other key organizations at the level of the countries.



Photo: UN Women



IMPLEMENTATION



RESULT 1. COOPERATION. BUSINESSWOMEN AND WOMEN ENTREPRENEURS

The objective pursued in this result was for companies led by women in Europe and Latin America and the Caribbean to increase cooperation in order to expand their opportunities. In this regard, studies were carried out, platforms were built, and networks of collaboration and exchange were created and promoted. It was possible to make visible, empower, facilitate, and connect businesswomen and women entrepreneurs not only with each other, but with key organizations as well.

The main activities were the mapping of the business networks and associations of women and the study of the situation of women entrepreneurs in countries of Latin America and the Caribbean and Europe. Also central was the design of methodologies, products, tools, and training was also key to strengthen the reach and the capacities of the business networks and associations of women, with aims at increasing the number of women in positions of leadership and improving the skills of women entrepreneurs. The activities were skewed towards boosting the offer of products and services of women entrepreneurs and businesswomen to compete in corporate bidding processes and improve their management in general, with training and exchange among peers.

The training of businesswomen and women entrepreneurs in specific aspects of management and in relevant knowledge and skills to export was key in this action area of the Programme. In many cases, activities were held in alliance with organizations in each country but, also, at the regional level with opportunity for the participation of women from the 6 countries.



Photo: UN Women

Make visible, empower, facilitate, and connect

The activities performed were relevant for the elimination of the barriers faced by women in the private sector. That included, in addition to specific activities with businesswomen and women entrepreneurs, the drafting of legislation and the development of policies in cooperation with relevant institutions in Argentina and Brazil and, in the case of Chile, within the Framework of Cooperation for the Sustainable Development Goals of the United Nations (UNSDG). Some of these interventions are already delivering tangible benefits to women in the form of increased opportunities and income.



30 940 women entrepreneurs and businesswomen participated in the workshops and activities

MAKE VISIBLE. ACKNOWLEDGE, MAP, AND PROMOTE THE VISIBILITY OF BUSINESSWOMEN AND WOMEN ENTREPRENEURS

Within the framework of the Win-Win Programme, the ILO, in collaboration with national employers' organizations, carried out two important studies: *Women in Business Management (WIBM)* and the *Study of Women's Entrepreneurship Development (WED)* for each country, in addition to a regional module. These tools serve the purpose of strengthening the business case of gender diversity among decision makers, supporting the advancement of women in positions of leadership, and improving gender inequalities. The studies are available at <http://ganarganar.lim.ilo.org/>

As a direct result of these activities, there has been a significant increase in women on the boards of directors of employers' organizations in Argentina and Costa Rica, as well as a greater presence of women holding executive positions in these organizations. Joint work plans were developed with all associated employers' organizations to implement activities at the national level and allow the effective execution of the commitments agreed.

Study of Women's Entrepreneurship Development (WED)

One of the key tools for the work with female entrepreneurs and businesswomen is the *Study of the women's entrepreneurship development*, carried out by the ILO for the six countries of the Programme. This research aims to promote the role of women in the ownership and growth of MSMEs (micro-, small-, and medium-sized enterprises) through the identification of relevant policies and programmatic actions to improve the WED ecosystem in each country.

The findings of the WED national reports confirmed that the lack of access to external financing and the absence of financial products are two of the main factors that negatively impact companies led by women. Other factors also hinder the sustainability and growth of women-owned businesses to make a more thorough contribution to the creation of jobs, productivity, and economic growth. These factors include, amongst others, the low participation of women entrepreneurs in the main business networks and in public-private political dialogue; as well as the scarcity of relevant entrepreneurial support services; and the lack of policies, laws, and regulations which consider gender in relation to the economic empowerment of women.

The results have been systematized and shared, and were translated into a business agenda for employers' organizations for each country, so as to allow these organizations to promote changes in the business environment.

Some key recommendations derived from the national assessments have been:

- Formulate more gender-sensitive policies, laws, and regulations, related to the economic empowerment of women (with details on how they will support the WED).
- Improve the leadership and coordination of WED policies.
- Encourage a higher level of participation of women in the governing bodies of the employers' organizations.
- Increase the participation of women entrepreneurs in conventional commercial networks and in the public-private policy dialogue.
- Provide more relevant business assistance/support services to women entrepreneurs.
- Improve the access of women entrepreneurs to external financing (reducing disparities and barriers of gender, diversifying sources and types of financing).
- Women entrepreneurs are a segment which banks ought to cater to, with products specifically designed to meet their needs.
- Make more innovative use of technology for WED. For instance, systems that allow flexible access to services of business development for women entrepreneurs and that enable women to start businesses in sectors with potential of growth for women.

Study on Women in Business and Management (WIBM)

Studies on *Women in Business and Management* were conducted in the six countries, examining female participation in business management and corporate practices with the aim of strengthening the business justification for the inclusion and empowerment of women.

The WIBM surveyed small-, medium-, and large-sized national and multinational companies. The studies present the business case for gender diversity, provide information and data on the changing situation of women in management and on boards, and offer new insights on how gender diversity in positions of leadership improves organizational performance. They also exhibit good practices of companies and employers' organizations pursuant to measures and strategies to change the status quo.

Improving gender diversity in the workplace not only benefits women. The mounting evidence shows that it also produces benefits to societies, economies, and the very corporations. It is encouraging that companies and employers' organizations are committing themselves to reap the benefits of having women in decision-making positions in each of the countries where programmes are executed. Nevertheless, progress has been uneven and, in some cases, the pace of changes has not followed the positive evidence. The success of these efforts is crucial to allow companies to retain talented women and men, who will leverage the new opportunities of growth to keep contributing for the construction of companies aligned with these new paradigms and with commercial and business success.

The business case for gender diversity has been quantified and measured in numerous studies. The studies carried out within the framework of the Win-Win Programme reinforce and expand the evidence that companies will benefit from higher profitability and productivity; greater capacity to attract and retain talent; greater creativity, innovation, and openness; improved reputation, and the capacity to better assess the interest and the demands of the consumers.

Using the results of the WIBM studies, the Programme was able to support the efforts of employers' organizations in raising awareness among members of their company in regard to the business case to promote change and eliminate barriers, as well as to examine their own structures to identify opportunities of improvement.

Nearly three out of four companies surveyed stated that, with greater gender diversity, they have seen profit increases between 5% and 20%.

Some of the key results of the study are:

- Retention of qualified women: nearly half of the companies surveyed regarded the retention of qualified women as a challenge to their businesses.
- Leaks on the way to the top: at the highest levels within a company, fewer women are found.
- Glass walls: occupational segregation within managerial functions results in women at middle and upper management, concentrated in certain industries, such as human resources, finance, and administration, and marketing and sales. By contrast, men are more dominant in operations, research, and development, and in roles of resource management that are often a springboard to higher-level positions.
- High Management and Boards of Directors: only a third of the companies surveyed have boards with at least 30% of women (considering the critical mass of participation).
- Responsibilities of Care and Unpaid Work: it is one of the main reasons women are outside the workforce or work fewer hours than men.

Alliances with women entrepreneurs and businesswomen's organizations

The Win-Win Programme sought to provide greater visibility to women entrepreneurs and businesswomen's organizations as a first step to, then, work together in order to empower and allow them to realise their potential by means of training activities and networking. We highlight a number of experiences that - among others - were implemented during the Programme and that have significantly contributed to the capacities of the organizations and their positive impact on women and on the whole of society.

FERNANDA CASTELLANOS

Executive Director - OMEU (Organización de Mujeres Empresarias del Uruguay) [Organization of Women Entrepreneurs of Uruguay] Uruguay



Omeu has been greatly strengthened with the link of the Win-Win Programme as it gave us the possibility of listening to the women from the entire country and, thanks to that, we attained a very accurate diagnosis. That allowed us to provide solutions through the programme, with a depth that would not have been achieved without the diagnoses. Having that material gave us the framework of a clear diagnosis, so we could move forward. It opened doors to us to execute with greater clarity and greater depth to provide women with more possibilities and better results.



It was a boost for female entrepreneurship in Uruguay. It provided visibility so women felt encouraged to circulate programmes of entrepreneurship and the benefits that were generated from the same. The achievement was that, through the Programme, more women felt encouraged to venture, engaged in networking, and a "contagion effect" was generated among them.

When the pandemic began, in conjunction with the Programme, we created a site dubbed "Comunidad Omeu" [Omeu Community], where we provided information so that Uruguayan female entrepreneurs and businesswomen could understand the importance of this tool. Opportunity to be part of that community and to connect with the other members was given as well.



International Women's Coffee Alliance (IWCA)

The mission of the International Women's Coffee Alliance (IWCA) is to empower women in the international coffee community to achieve a better quality of life and sustainability for their businesses, while seeking to promote and recognize the participation of women in all aspects of the coffee industry. The Win-Win Programme has associated with national sectors of Brazil, Costa Rica, and Jamaica (coffee producing countries), and with Argentina (as a consumer country). The regional alliance has been coordinated by Brazil — where the collaboration began — given the relevance of the national sector in the global ecosystem. The Win-Win Programme supported the creation of capacity in exporting countries to develop the entrepreneurial potential of women and to promote awareness of issues that affect the economic empowerment of women. In Jamaica, that allowed the members to conduct a survey, which revealed the low participation and remuneration of women in the value chain of the coffee-producing sector. The Programme also assisted IWCA members to travel to Germany, Portugal, and Brazil to participate in coffee trade missions, where they could sell their products and benefit from networking with other women in the coffee-producing sector.

Unstereotype Alliance

In Brazil, from UN Women and within the framework of the Win-Win Programme, the first national chapter of the global "Unstereotype Alliance" was launched, which gathers 13 national and multinational companies committed to eliminating gender stereotypes in publicity. Its first action, in 2019, was the launch of a campaign to eliminate stereotypes against female athletes by promoting female soccer. In Brazil, through the "Unstereotype Alliance" initiative, the Win-Win Programme supported a campaign to break away from gender stereotypes by promoting the Women's World Cup and inviting companies to allow employees to watch matches the same way they do for the Men's World Cup.



Photo: UNWomen

EMPOWER AND FACILITATE. TRAINING AND LEARNING: WORKSHOPS, WEBINARS, TRAINING, AND WORKSHOPS

 **381 workshops, practices**
or training instances in all countries

 **6217 women participated**
in online training and mentoring sessions in the 6 countries

 **84% of businesswomen and women entrepreneurs**
stated that they have expanded their knowledge after the Win-Win activities

At regional level, the Win-Win developed a training module for women entrepreneurs and companies led by women based on the UN Women's global guide *The Power of Procurement: How to source from women-owned businesses*, with the aim of increasing their access to marketing and sales skills. The majority of the countries leveraged the findings of WED to develop evidence-based training materials. The Win-Win Programme created a combined regional training package, from the best modules implemented in each country.

The training and methodologies were aimed at eliminating barriers and fostering entrepreneurial activity among women-owned businesses on the two continents, as well as improving gender equality and productivity among employers' organizations. The Win-Win Programme fostered collaboration between countries - for example, between women entrepreneurs and Brazilian and Uruguayan associations, whilst taking advantage of training in Uruguay. The activities of formation developed by each country were based on existing materials and carried out in collaboration with key partners.

The training sessions can be grouped in six areas: business skills; leadership skills; gender equality, and empowerment of women to put an end to the economic violence and other forms of violence against women, export potential, digital marketing, and the presentation of the WED and WIBM studies. In addition to in-person events, Uruguay and Jamaica innovated using videos and podcasts, respectively.

The lessons learned by the target audience over the span of the entire Programme were numerous and profound, achieving high levels of application and excellent evaluations by the trained people. In addition to the ones already mentioned, some particular activities are highlighted.

The Win-Win Programme created a series of tailor-made training pieces to respond to the demands of employers' organizations and women entrepreneurs. The Programme also implemented a series of training modules, including e-commerce and management, with many of them in cooperation with women's business associations.



94% of the representatives

of the employers' Network/Association/Cooperative or Organizations stated that **they had strengthened their capacity to support women entrepreneurs (or businesses led by women) in starting and/or growing their businesses**

Procurement workshops with a gender perspective

Promote women's entrepreneurship through corporate sourcing is one way to eliminate, or at least reduce, the inequalities between men and women. As seen in most cases, businesses owned and operated by women are, more often than not, small-sized or micro businesses. Notwithstanding that, unlike their male counterparts, women entrepreneurs face a number of specific challenges (besides the difficulties faced by small-sized businesses in general), which discourage some women from starting businesses and prevent others from expanding the ones they already own. In that sense, the Programme carried out activities to promote businesses led by women, both training female entrepreneurs and businesswomen and raising awareness among companies to understand the business potential of procuring with a gender perspective.

Building on the work performed by UN Women, "The power of procurement: How to source from women-owned businesses" has provided women entrepreneurs with tools and, at the same time, promoted the business case on how broader participation of Women-owned businesses in the supply chains of large-sized corporations produces tangible benefits to the latter as well. Currently, women-led businesses contribute substantially to the global economy, whilst generating millions of new job opportunities and driving local development. But their economic potential still remains widely underused or untapped. For instance,



Photo: UN Women



Photo: UN Women

in 2013, over a third of all companies in the world were owned by women and, yet, they received only 1% of the expenditure associated with the acquisition processes of the corporations. It all indicates that, when the playing field is level, the women-owned companies can compete perfectly with those that are owned by men.

In addition, resources were provided to women entrepreneurs and businesswomen to improve their insertion in supply chains, the promotional activities in large-sized companies have begun to produce results, with the incorporation of good supply gender-focused practices in all countries where the Programme was implemented in.

Regional Training, Virtual School

Capitalizing on what was already developed since 2018, the Win-Win Programme focused on the consolidation of the training of women led companies and women entrepreneurs. The regional training initiative "Virtual School" was targeted at women-owned companies and women entrepreneurs with the purposes of contributing to economic and corporate empowerment, and the development of its participants.

The first initiative was attended by 282 women from various sectors (food, auditing and consulting, handicraft, and commerce or tourism, among others), heads of ventures and companies with experience ranging between three and twenty years, and with at least 5 years operating their businesses, representing the six countries of the Win-Win Programme. The contents were presented by a team of 10 teachers in Spanish, Portuguese, and English. They focused on concepts regarding gender equality and the economic empowerment of women, whilst emphasizing the tools required to drive a business: financial management, management of professional networks, gender-based violence, economic and patrimonial violence, management of the chain of procurement with gender perspective, and how to initiate exports. In addition, the interaction of the platform which the "Virtual School" was implemented on allowed to connect the participants and facilitate the exchange, which contributed for the formation of labor and business networks - one of the targets of the Win-Win Programme. In the 3 editions of the "Virtual School", over 1000 women from the 6 countries of the programme were trained.

Seminars on digital marketing as a response to the environment generated by COVID-19

In 2020, the crisis generated by the COVID-19 pandemic generated extensive economic and social impacts, which caused the Win-Win Programme to adapt rapidly. Restrictions on the normal operation of businesses were made evident, particularly those led by women and, in response to that, instances of training on relevant skills before this situation were created.

The initiative had regional span and, in its first meeting, gathered over 1500 participants. The Win-Win Programme and the Women's Entrepreneurship Programme of the Costa Rica Chamber of Commerce established an alliance to promote joint efforts to strengthen the networks and capabilities of women entrepreneurs in Costa Rica and the region. Within the framework of this agreement, there was the realization of a series of three virtual meetings titled *Digital Marketing for Businesswomen and Women Entrepreneurs: Strategies to Increase the Online Presence of your Business*, aimed at women entrepreneurs and managers of SMEs interested in improving their capacities of developing digital marketing strategies and increase their online presence in the context of the COVID-19 pandemic, as an alternative to establish new sales channels in the face of the measures of social distancing.

The proposed training generated very high levels of participation among women entrepreneurs and businesswomen from all over the region, including the Win-Win countries. A survey was conducted at the end, wherein the participants expressed a very high degree of satisfaction with the contents.



Photo: UN Women

Support for technology startups and social projects led by women

Technology is one of the sectors selected by the Win-Win Programme to promote networking opportunities and cooperation between companies led by women in Europe, Latin America, and the Caribbean. In that sense, the Programme collaborated with Impulse4Women, an NGO founded by European Women that aims at connecting women entrepreneurs in technology and social projects to investors.

On the other hand, to strengthen startup women entrepreneurs, together with IESE Business School — one of the most renowned business schools in the world, in the University of Navarra, Spain — Win-Win launched an unprecedented initiative of support to companies led by women in the region and at the forefront of innovative businesses.

More than fifteen women entrepreneurs from Argentina, Brazil, Chile, Costa Rica, Jamaica, and Uruguay (the six countries participating in the Win-Win Programme) had the opportunity to participate in the first edition of this initiative called "Venture Academy", a three-month long online training which consisted of cost-free formation and individual coaching sessions with business experts.

At the end of the session, six of the 15 companies were selected for the final Investment Forum, which connected the women entrepreneurs with dozens of potential investors, mainly from Europe. Startups from Argentina, Brazil, and Chile were selected to present their companies to a group of foreign investors, with aims of boosting their international expansion.

This last stage of the initiative had more than sixty participants. Among the finalists, there were companies linked to the fintech area and technology-based applications and solutions focused on diversity. There were two companies selected from Brazil, two from Argentina, and two from Chile.

CONNECT. STRENGTHENING OF NETWORK PLATFORMS TO BROADEN OPPORTUNITIES FOR COMPANIES LED BY WOMEN

Network and Forum of Women Entrepreneurs of Latin America and the Caribbean

The promotion of the creation of networks and cooperation among companies led by women in Europe, Latin America, and the Caribbean is one of the three key outcomes of the Win-Win Programme. At the launch of the *Red de Mujeres Empresarias de América Latina y el Caribe* [Network of Women Entrepreneurs of Latin America and the Caribbean], events with virtual dialogues were added to continue the build-up and consolidation of the network in the entire region. These dialogues provided a unique opportunity to review and collect information on the opportunities of innovation and development, as well as on the lessons learned. At the end of each session, a report was made available to the participants, with emphasis on the discussions, contributions, and results.

These exchanges were documented and enabled a larger number of women business owners to understand how they could have been more resilient before the crisis and how to recover from it. 1093 women entrepreneurs from Europe, Latin America, and the Caribbean participated in the three international forums held within the framework of the activities of the Network of Women Entrepreneurs of Latin America and the Caribbean, created in conjunction with the Organización Internacional de Empleadores (OIE) [International Organization of Employers] and extended, in 2021, to the European women entrepreneurs, to encourage exchange and experiences and to learn the challenges and forthcoming opportunities.

In 2021, the forum revolved around the theme Women Leading Sustainable Companies: Green Economy and the Future of Business, an activity that had work rooms and the possibility of networking through video chats and the exhibition of virtual spaces by previously-selected sectors.

Alliance with Redibero to improve export capacities of companies led by women

The Win-Win Programme made an alliance with Redibero (the Network of Entities for the Promotion of Exports and Attraction of Investments of Ibero-America) for the internationalization and promotion of women in export. Redibero is a network of 23 Ibero-American export promotion agencies, which the Win-Win Programme signed a cooperation agreement with, in Buenos Aires, in 2019, to facilitate the role of companies led by women in exports. Since then, Win-Win and Redibero have begun to prepare representatives of companies led by women from five

Win-Win countries to travel to Spain, as this agreement included a business mission to Madrid, to strengthen the collaboration and the exchange of good practices in the promotion of the internationalization of companies led by women.

An additional participant was added to the 15 women entrepreneurs originally selected: an indigenous quinoa producer from Chile. Faced with the measures of restriction due to the COVID-19 pandemic, the Programme team and Redibero created alternative manner to promote these women entrepreneurs in European markets, as well as for the cooperation and networking with their European peers. A virtual catalog was produced to promote the companies led by women in the food sector and their products, and trade missions and exchange were virtualized. Before this virtual trade mission, a comprehensive supply-and-demand analysis was developed, which allowed 485 potential buyers in 12 European countries to be contacted during the trade mission and 84 meetings were held with 23 buying companies. Furthermore, the webinars “Women Exporting are good business” were held, with regional reach.



Photo: UN Women

Other actions to improve trade

In addition to the activities already mentioned, other actions related to maximising the export capacities of companies led by women were developed at the regional and country levels. In Costa Rica, a strategic collaboration was executed with Procomer, the Costa Rican institution in charge of promoting the export of national goods and services globally. For instance, the Win-Win Programme and Procomer carried out a study to identify women-owned businesses with export potential which could receive support to export their goods and services and strengthen economic ties with Europe and other countries, as well.

In Uruguay, a cycle of support for the Union of Exporters of Uruguay was carried out, with three training instances for member companies in general aspects and in the use of the GGAT (Gender Gap Analysis Tool) self-diagnosis tool, and the preparation of action plans with a gender perspective.

Also, within the framework of the agreement with Redibero, in Uruguay, Win-Win worked with the *Agencia de Promoción de Exportaciones de Uruguay* (Uruguay XXI) [Uruguayan Export Promotion Agency], which has funded a study to identify women in the export sector in the country, as well as their specific characteristics, barriers, and needs. A study with similar characteristics was carried out in Costa Rica.

The Pymes Latinas-Grandes Negocios platform

In alliance with ALADI (Latin American Integration Association), the Win-Win Programme created the *Pymes Latinas-Grandes Negocios* [Latin SMEs-Big Business] platform. This platform offers, in one place, an accessible and free portal, and tools specially designed for regional SMEs, whilst catering directly to their needs and enhancing their participation in intra-regional trade. It offers a Business Center, an Information Center, a Training Center, and a Logistics Center where extensive resources can be accessed. The platform was launched at an outreach event, which gathered partners, leaders, and men & women entrepreneurs from the region.

“Mujeres a la Vanguardia de las Nuevas Economías” platform

In collaboration with the European Enterprise Network and Eurochile, a B2B (Business to Business) platform was promoted, named “Women Steering the New Economies”.

The platform called upon and brought together women entrepreneurs and businesswomen in three key sectors — the energy, green solutions, and technology sectors —, entities of the public sector which promote companies led by women and their internationalization, international organizations, and business associations.

During the launch, in a virtual event, emphasis was upon how the COVID-19 pandemic requires an immediate, coordinated, people-centered, and gender-sensitive response. There was discourse on the importance of working in association with governments, companies, worker representatives, and individuals to mitigate the impact of the pandemic on people’s lives and, at the same time, to address the specific risks and vulnerabilities faced by women and girls as a result of the profound inequalities and stereotypes that persist in society.

The “Mujeres a la Vanguardia de las Nuevas Economías” platform sought to promote the creation of networks and concrete opportunities for business, trade, joint ventures and innovation among women entrepreneurs and companies led by women in Europe and Latin America and the Caribbean.

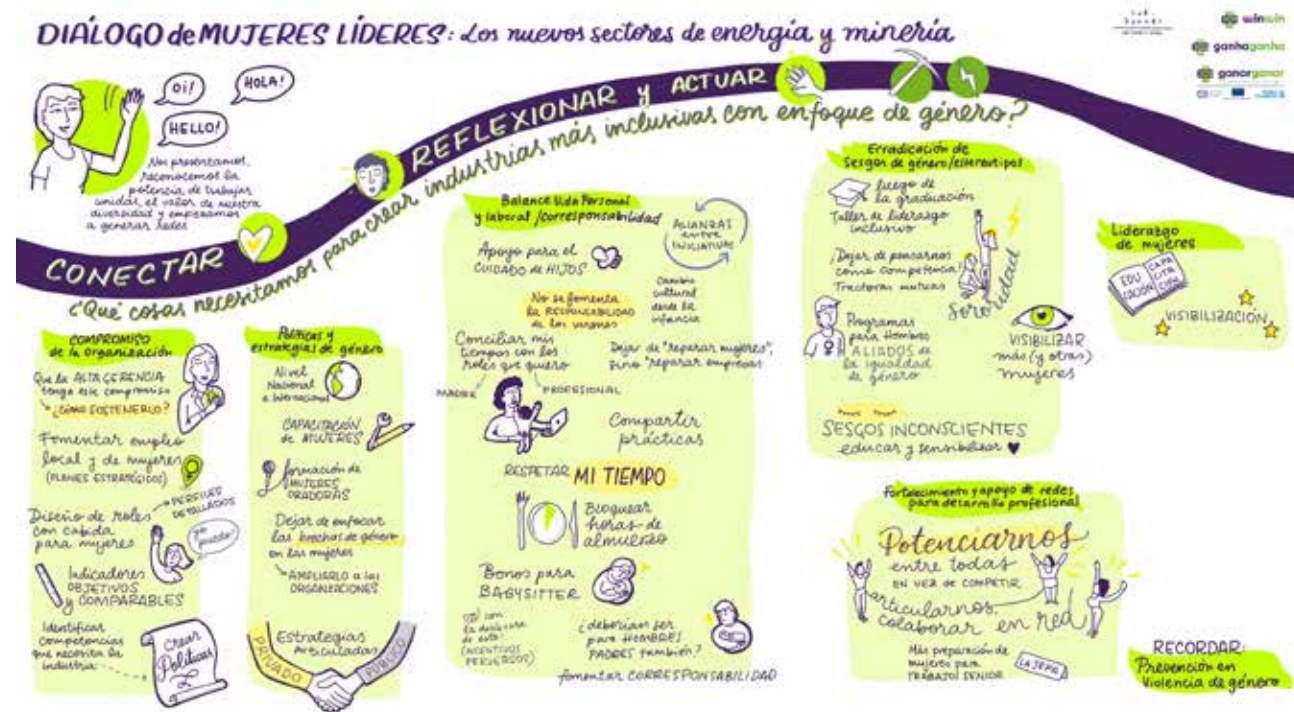


Photo: UN Women

MARIA JOSÉ VILELA BERNARDES

Coffee farmer/South of Minas Brazil



In the beginning, 30 years ago, when I went to meetings at Minasul, which is our cooperative, there were only men. I was the only woman. But I would go just the same. I participated because I wanted to learn. I did not mind the difficulties. I didn't care if the men stared oddly at me, if my being there seemed strange to them. If I had to go, then I would go. I believe that women must be respected, and rewarded for her work with coffee.



Coffee has always fascinated me because it is a culture that impacts on the income of the region quite largely. There are many places where people live from this product. That seems important to me because, in addition to a livelihood, it is a very important contribution in the economic part. It gives that visibility to women. That, when a woman supports another woman, she gets to the place she wants, she can serve any market, reach any goal she has in mind. She can achieve that.



RESULT 2. WEPS COMPANIES. A SUSTAINABLE MODEL WITH A GENDER PERSPECTIVE FOR THE PRIVATE SECTOR

The Win-Win Programme aimed at direct work, of calling and close contact with companies, whilst opening participation to all of them, regardless of their size or sector. A sustainable model of private sector participation was built around four pillars:

1. Dissemination of business cases that promote the involvement of the private sector to achieve gender equality.
2. Expansion of the WEPs (Women's Empowerment Principles) platform to engage more companies, chambers of commerce, employer organizations, and other business networks.
3. Design of tools and methodologies, as well as support for the implementation of WEPs through technical assistance.
4. Acknowledgement and recognition of companies that make progress on the best practices and incentives for transparency.

Commit, learn, support,
recognize.

As one of its fundamental areas of action, the Win-Win Programme has committed to strengthen the community of companies that signed the WEPs. These companies were called upon, at first, to strengthen their commitment and, then, to promote progress towards gender equality in their corporate management. The Programme established, as a key indicator, the improvement of capability of the companies to design and implement practices of gender equality and to genuinely embody these into their corporate policy and practices.

Another key pillar of the work model implemented was the creation of relevant and specific knowledge for the private sector, fostered by the exchange of good practices and further exploring the aspects with the greatest positive impact on business management.

The acknowledgement and visibility of the companies, both in their individual and collective action, permitted to consolidate, over the development of the Programme, the management with a gender perspective as a good business practice in general, whilst creating a new management standard for the leading companies in each of the countries.

COMMIT TO START THE JOURNEY

The Programme exceeded the objectives in respect of the number of companies signing the WEPs, the pre-existing platform created by UN Women, and the United Nations Global Compact. By joining the WEP community, the highest-ranking person, CEO or similar, signals their commitment to this agenda at the highest levels of the company and works collaboratively in multi-stakeholder networks to foster business practices which empower women. These include, for instance, equal pay for work of equal value, gender-sensitive supply chain practices, zero tolerance against sexual harassment in the workplace, non-sexist marketing and communication, and bias-free human management, among others.



1091 companies
committed to WEPs
in Win-Win countries

From a base of approximately two thousand companies in the world, during the implementation of the Programme, more than five thousand signatory companies submitted the WEPs, out of which more than a thousand come from the six countries where the Win-Win Programme was implemented.



Photo: UN Women

Activities of outreach and WEP engagement

In some countries, the Programme leveraged existing events organized by associations, chambers, business networks, and other entities to promote WEPs and the Win-Win Programme. It also created spaces and cycles of dissemination, training, and exchange of its own.

In the instances where the objective was to attract new companies, training spaces were created simultaneously, where relevant content was provided to the companies, which resulted in their joining in as WEPs companies or continuing to advance in the management with a gender perspective. 95.2% of the companies that participated in this type of event reported better knowledge on gender equality.



530 companies stated that the events facilitated networking, learning or exchange of experiences

The promotion and training were designed and implemented based on evidence obtained from a large number of specific studies along the different themes and sectors. This laid the foundations for companies to have broad and powerful supply of resources and products of knowledge, to be able to incorporate good practices in their efforts and mobilize their value chain.

The signatory companies of the WEPs created a business community of reference in each of the countries of the Win-Win Programme and had access to specialized resources, in addition to instances designed for the exchange among them. They became true spaces of influence in the business world and were an example that prompted more companies from the most diverse sectors to join the initiative.



40 084 people and 7759 companies participated in the events



Photo: UN Women

VALERIA DI PALMA

Managing Director de Consortium Legal Central America
Costa Rica



As a starting point, self-diagnosis is excellent for any company that really wants to understand where it stands on different criteria. This tool 'speaks' of the workplace, markets, and community. We also learned about different realities and contexts, such as: paternity leave, support to women's ventures, and the use of inclusive language in our company. It was very enlightening because, ultimately, we were at a quite basic point.

It was interesting to see how we work together to identify those opportunities that we want to give ourselves within an organization that is committed to gender equality. The responsibility we have for taking the reins of a project like this makes us go beyond the trend of a market so we thus commit to the future generations and to being a leader in the policies and practices that we have.



We contribute by leading through example. Our companies and our clients ask us what actions we are taking in this matter and we feel great pride in being able to say that we are moving forward. We have plans of specific project we want implement. We are working on the formation and the raising of awareness on the subject to lay the foundations of what will be the policy of our organization. The tools received in the Programme were a very great starting point to move forward.

This sharing of experiences makes the path traveled by others a shortcut for us and for those who come behind - and I think that is the value of a project like this.



Self-diagnosis in companies: making the challenge visible

A key and high-impact resource for advancing the objectives of the Win-Win Programme was the gender self-assessment tool or the gender corporate tool WEPs (GGAT, English acronym for Gender Gap Analysis Tool), developed by UN Women, IDB Group, and the Global Compact.

Access the tool at:

<https://weps-gapanalysis.org/>

The GGAT is oriented to business. It was developed in consultation with more than 170 companies and the questions are based on business practice and reality and international standards and indicators. It is a free tool, freely accessible, and strictly confidential. It helps companies to evaluate their current policies and programmes, and identify areas for improvement and opportunities to set future business goals and objectives. The results are delivered in a concise and concrete format, so the companies can easily visualize the areas that require the most attention. This enables companies to identify gaps, set concrete goals and objectives, have a baseline / reference line, and evaluate the strategic focus of the company.

The signatory companies of WEP used this tool in great measure to advance their commitment. Other companies also used self-diagnostics and voluntarily, and confidentially, reported their progress in implementing WEPs.

On occasion, small- and medium-sized companies perceive the objective of improving the working conditions of their female and male workers as a very distant task, something they will do "once they grow" or, else, a task only for companies with foreign capital. At the same time, small- and medium-sized companies represent a large proportion of the corporate environment. On the other hand, women-owned businesses are overrepresented among small- and medium-sized businesses.



745 organizations used the GGAT self-diagnosis tool in the 6 countries

In that regard, the Win-Win Programme recognized precisely this critical contribution of micro-, small-, and medium-sized enterprises in favor of the economic empowerment of women and developed a simplified GGAT tool for SMEs, based on Excel and created in consultation with WEPs companies smaller in size.



+1000 representatives of private organizations trained on the GGAT use



85% of WEPs signatories that regularly use the Gender Gap Analysis Tool have non-discrimination policies and guidance strategies for equal opportunities

CEO Rounds

The CEO Rounds were events held within the framework of the Programme, summoning the leaders of the signatory companies of the WEPs from the six countries to strengthen the ties between companies, to promote the exchange of good practices, and to provide visibility to relevant actions of the companies, besides reaffirming their commitment.

In these gatherings, with the participation of references given by the Programme, CEOs were invited to present the main actions implemented by the company, especially those that specifically support women.

SUPPORT AND LEARNING: TOOLS AND GENERATION OF CAPACITIES

The Win-Win Programme developed a series of tools that were made available to companies. These tools were - and continue to be - used by the companies that work for the empowerment of women, both the signatories of the WEPs and the ones that still have not adhered to the commitment. The tools evolved together with the Programme, whilst creating, in their turn, other tools based on the needs identified as they were applied and used.

All the material generated by the Programme remains available here:

<http://ganarganar.lim.ilo.org/>

Seminars, workshops, webinars, and forums as spaces for learning and exchange

Through seminars, forums, webinars and different dissemination materials, the Programme shared methodologies and responded to specific needs for business management with a gender perspective. Through workshops and events, systematized best practices on various topics have been actively disseminated in business communities.

Some of the areas where more emphasis was given were the wage gap, gender-sensitive procurement, unbiased recruitment, training on non-conscious biases, marketing without stereotypes, non-sexist communication, prevention of and



Foto: EMPATHY

attention to violence against women in the world of labor, motherhood and fatherhood at work, and co-responsibility.

The awareness workshops were a high impact tool, organized within companies and in groups of companies and business chambers. These instances, designed to be worked in person and then adapted to the virtual format, were key in starting the journey within organizations.



Photo: UN Women

Awareness workshops

Workshops were held in the six countries of the Win-Win Programme, with formats designed and taught by specialized consultants or through multidisciplinary work teams coordinated by the Programme. Specific workshops were structured for leaders of the organizations and for those who are in their diverse areas, under the concept of multipliers, with the aim of extending the vision to the entire company.

The Barbershop Workshop format of the HeForShe initiative was also adapted as an exclusive awareness-raising space for men, which incorporated local cultural traits to achieve greater impact.

These workshops were part of the Programme's support to companies that are signatories of the WEPS, besides being a tool of dissemination and call on to certain sectors and groups of companies. Large-, medium- and small-sized companies, both local and multinational, have participated, which were surveyed at the end of the instances and which stated high degree of satisfaction with these trainings.



12 721
people
participated in the workshops



95 %
stated that they had **expanded their knowledge on gender equality** after the activities



Photo: EMPATHY

CLAUDIO TOLOZA

Unit Head of Gender Equity - Essbio
Chile



To us, the work done and the support we have had from the Win-Win Programme has been extremely important because it has allowed us to know the different experiences of the companies, not only at the national level but also internationally to see how we can learn and incorporate these good practices.



The Programme has been very favorable because it broadened our perspective on gender equality; mainly to know what are the standards in the most developed countries to be able to apply it to the reality of our company. It also allowed us to create a connection between companies at the local level in which we had the opportunity to exchange experiences, get to know each other better and support each other online until today.

The work we have done with the Win-Win Programme puts us on an international level. Pride is perceived on the part of the women and men workers of our company, of their belonging to this global network and that, ultimately, concrete progress can be seen on gender equality issues.



Herramienta de Diagnóstico de Igualdad de Remuneración (DIR) [Equal pay diagnostic Tool]

To provide visibility and work on gender gaps was one of the requirements identified by the companies during the survey of their needs. In order to achieve that, UN WOMEN developed the *herramienta de Diagnóstico de Igualdad de Remuneración* (DIR) [Equal pay diagnostic Tool] within the framework of the Programme, specially designed to support companies and organizations in measuring the wage gap. It is accessible and easy to use, and allows you to measure precisely what salary differences exist between women and men, where these differences occur, how much they amount to and where they may be, both for equal jobs and for jobs of equal value. This tool was conceived so that companies and organizations can adopt the necessary measures in order to correct the identified gaps and eliminate the differences. Several didactic materials and workshops were developed in webinar format to train work teams on their use.

**The tool is free and confidential,
and can be downloaded here:**

<https://lac.unwomen.org/es/que-hacemos/empoderamiento-economico/epic/herramientas-de-auto-uso>



1130
downloads
in one year



172 people
participated in the
specific training sessions

Guide: The power of procurement for purchasing with a gender approach

Among the aforementioned tools, we worked with *The power of procurement: how to acquire products and services from companies owned by women*. A guide to procurement with gender perspective for companies, a publication produced by UN Women, in 2018. This is a manual for companies and organizations on how to include the gender perspective in the purchase and sale of products, and in the hiring and screening of suppliers.

The area of procurement has huge potential impact since, according to all evidence, corporations which invest in women-owned businesses and adopt inclusive sourcing practices will be in a better position to benefit from this business opportunity than those which fail to do so. Currently, women control around USD 20 billion in annual consumer spending and, by 2028, they shall control nearly 75% of discretionary expenditures worldwide (UN Women, 2018).

Research also shows that consumers are concerned about corporate social responsibility and, therefore, brands that practice what they preach obtain greater benefits in their bottom line. In particular, women are more likely to try a certain company's products and develop brand loyalty when they know that the brand supports women's businesses. Likewise, inclusive procurement policies enhance the reputation of companies among internal and external stakeholders, such as employees, customers, shareholders, and the community in general. The corporations which diversify their supplier base could also benefit in other scenarios and these good practices, revealed in the GGAT self-diagnosis, were promoted among the companies. Also, the entities participating in the processes of training and follow-up were supported to implement this type of sourcing programme.

In addition to providing data corroborating the benefits obtained by companies which have adopted practices with a gender perspective, this guide provides information on how to collaborate in the closing of these gaps, which continue to lag women behind, whilst offering advice on how to support said businesses.

By means of workshops and events, this guide was actively disseminated in business communities and specific materials were developed for broader and better dissemination of this framework, both to companies willing to incorporate the gender-sensitive sourcing approach, and to women entrepreneurs/businesswomen willing to become suppliers of companies and corporations.



Photo: UN Women

Intersectionality

On the other hand, from the very design of the Win-Win Programme, the dimension of intersectionality was included to understand and work on the challenges related to ethnic-racial issues, disability, and the migrant and refugee status of women. Particularly in Brazil and Uruguay, activities were carried out to develop capacities in that regard, within the private sector, in the form of a webinar cycle, products of knowledge, and consultancy. In the case of Uruguay, the cycle was dubbed Gender and Intersectionality, and had two sessions: one in which the intersectionality of gender and disability was addressed; and another, in which the specific barriers of gender and ethnic-racial intersection were addressed, and the relevance of the economic autonomy of Afro-descendant women. In both events, and besides the studies, statistics and legal aspects, the experiences of Uruguayan and international companies and organizations were presented.

In Brazil, various initiatives were actualised, including two events held to fight institutional racism, in which representatives of 194 private sector companies took part.

The Business Case on equality: studies and good practices

Identifying good practices in action, based on their implementation by the companies, was one of the activities carried out by the Programme in its final phase, whilst systematizing all the knowledge both regionally and at the level of each country.

In a study and subsequent report made by the Programme together with the EY firm, which is available on the Programme's website, an extensive review of management cases with a gender perspective in companies and the supporting data they address was carried out. It also included gender in companies and its impacts. One of the objectives of this study was to deepen the understanding of the individual practices of the WEPs organizations related to the leadership of women and the current challenges to take advantage of gender equality, as well as to obtain a demographic vision of

the companies surveyed from of interviews and, to collect the profile of the person responsible for WEPs, to complement the data analysis and knowledge.

The study also made a systematization of the Business Case around gender equality, reviewing existing studies that validate that gender equality is good for business. As for the general results of the study, benefits were identified at the macroeconomic level, such as an association between the presence of these practices and stability and security at the national level. A positive financial impact is also verified at the global level: GDP growth and solution to the aging of the workforce and, based on the fact that women bring different perspectives, improved productivity and efficiency and, consequently, said increase.

In the financial sphere, the report states that some studies have pointed out the causal relationships between wage equity and human development indicators. Also, high-level female and male executives link gender diversity with better financial performance, but they do not translate that perception into strategic actions. From a set of financial metrics, the study embodies a link between diversity and outstanding business performance.

The benefits are also intangible and are highlighted in the study. They imply that organizations with more women on executive committees and in leadership positions perform better than companies with less gender diversity, that women in decision-making positions generate a higher return on investment and that indicators of positive performance on

reputation, turnover, innovation, talent retention, productivity, and company performance.

From this study, it is also construed that diverse leadership can ensure business growth in a volatile environment, as a diverse company approaches the demographics of consumers. Another benefit is that marketing around gender issues can help brand growth and, conversely, stereotypes in advertising and sexist advertising have a negative impact on consumer behavior.

There are external or market policies that would differentially benefit companies with good indicators of gender equality. In particular, there are investment funds for companies that have policies for the inclusion of women, in whose expansion the Win-Win Programme has also worked.

On the other hand, with the objective of systematizing concrete good practices at the company level in each of the countries, in Argentina, Costa Rica, and Uruguay, publications that revealed the best practices of local and multinational companies headquartered in those countries were produced.

As a result, these reports were made available to businesses in the local WEPs community and are a relevant input for any business wishing to get concrete cases of inspiration to advance their own plan. These surveys provide visibility to examples of companies of different sizes and from various sectors, whilst producing evidence of the good results obtained from certain activities and the consolidation of business policies with gender perspective.



Photo: UNWomen

SPECIFIC SUPPORT TO IDENTIFY AND PROMOTE OPPORTUNITIES FOR THE ADVANCEMENT OF GENDER EQUALITY

Consultancy and teams to support companies in diagnostics

For the signatory companies of the WEPs, the Programme developed a support system with hours of technical assistance or consultancy and, also, with workshops - so the companies would not be without support, in their commitment to equality. This allowed the companies to have particular responses to their reality and support in erecting a sustainable work model, whilst taking into account their specific difficulties. The hours of technical assistance provided by the Programme were key to guiding people within the companies in their work, as they offered better guidance to take advantage of training opportunities and other resources & tools provided

by the Programme. Likewise, in particular cases, the consultancies made it possible to consolidate internal work groups, overcome specific obstacles, move from business practice to business policy, and create greater capacity within the very organizations with the aim of continuing to advance in the plans of improvement to achieve equality.

The follow-up and support to companies in their processes of improvement, from self-diagnosis to the implementation of action plans, was carried out by multidisciplinary teams in the territory and specialized consultants, which made this technical assistance appropriate and relevant.

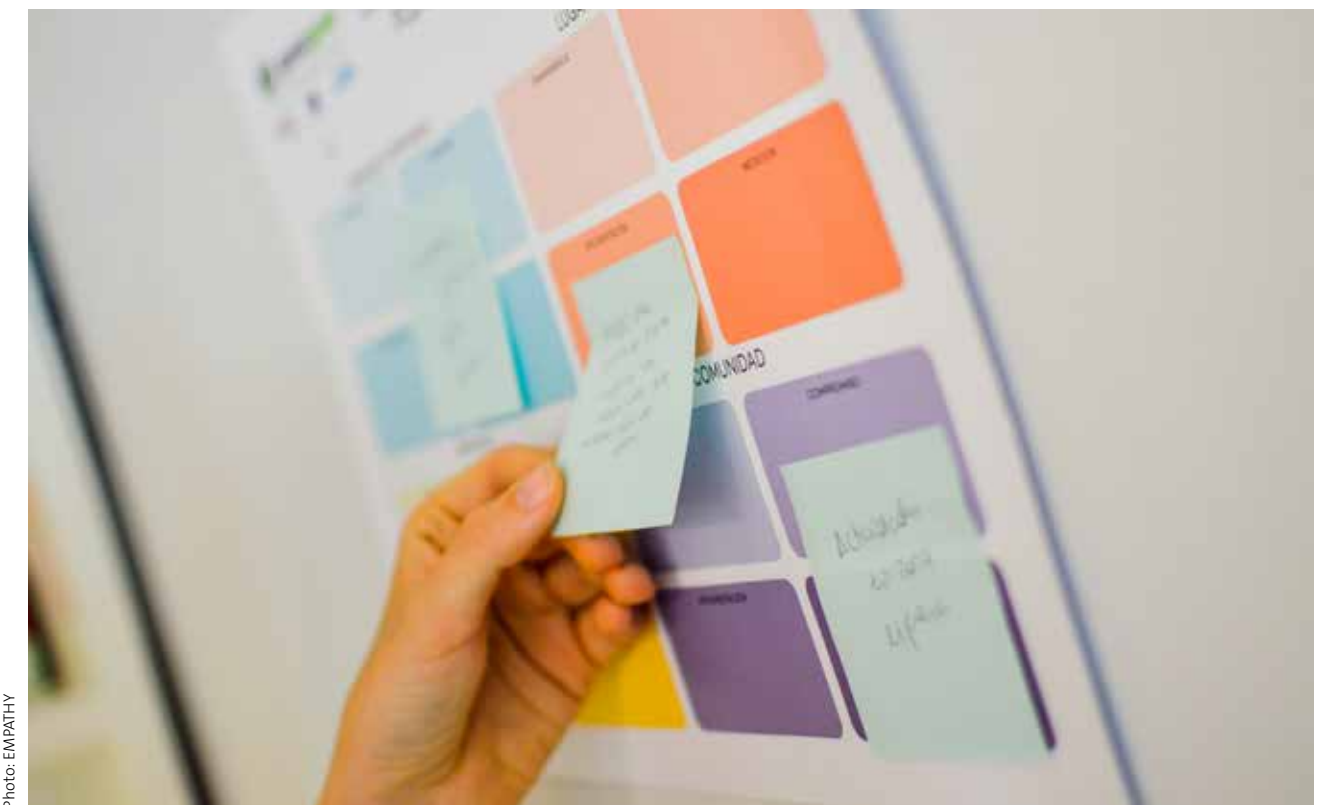


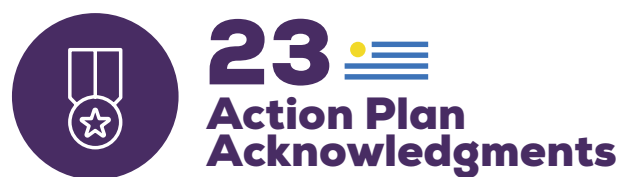
Photo: EMPATHY

Action plans

The generation of concrete action plans within the companies was one of the objectives that the Win-Win Programme strongly promoted in the last stages of its implementation. From the knowledge produced and all the resources that were made available to the organizations, the appropriate context was built so that, after raising awareness and incorporating capacities, these could be put into practice, moving from principles to action.

For this process, the companies that required it had the support of multidisciplinary consulting teams; in other cases, they were able to develop them in autonomous fashion. These action plans were a tangible example of the incorporation of learning and its relevance in business management. The exchange of experiences and good practices also nurtured these processes to make them more enriching and with a potential for sustainable organizational change.

In Argentina and Uruguay, special recognitions were made, to make visible and motivate more companies to take action. The Programme supported and publicly recognized companies that, after making their self-diagnoses, created an action plan that allowed them to advance in specific activities, with indicators, deadlines and teams responsible for their implementation. The outstanding companies managed to clearly and orderly embody a plan to advance for gender equality and the empowerment of women.



Communities of practice

For the support to businesses and between businesses, the Communities of Practice (CoP) were created, which were developed during the first half of 2021. This initiative, of a regional nature and exclusively for the WEPs business community, aimed to provide a forum for collaborators of these companies to stimulate knowledge exchange. These instances allowed for the sharing of practices that seek to improve capacities and promote collaborative work in order to contribute to reducing gender gaps within organizations. Along that line, a sense of community and solidarity was sought, in order to disseminate the good practices and innovation, and to promote actions in favor of gender equality.

The regional communities of practice, available to all Programme countries, consisted of periodic meetings that were organized around the themes of managing people without bias and purchasing with a gender perspective. Communities of practice with specific themes were also organized in Argentina and Chile. In Argentina, the themes worked on were Women in industries and non-traditional roles, Masculinities and co-responsibility in care, Violence in the sphere of labor, and post-COVID-19 reconstruction with a gender perspective. In Chile, they were structured around the themes: Women's leadership and Prevention of violence against women. In all cases, that regarded spaces for open conversations where collective knowledge was identified and a shared understanding of the issues and consensus building were fostered.



ETHEL ZULLI

Sustainability Manager at Renault Argentina and Executive Director of the Groupe Renault Foundation Argentina



The Programme helped us as an accelerator to organize ourselves and execute all the actions that we had been developing and accelerated the self-diagnosis process. We have also been able to establish strategic lines of action, with specific indicators and deadlines. We managed to empower our team and have alliances in our "Women at Renault" programme. One of the key factors that we achieved with the Programme was to incorporate women operators for the first time after more than 60 years in Argentina. With this Programme we were able to install the issue on the agenda of the entire company and make it a business issue for the same. We found that we can reach out to other people and motivate them.



We take the responsibility of having, in the future, a complementary company. We have currently managed to have 26% of women holding the most important positions in the organization. In the long run, we want to continue training our team on sustainability and gender diversity issues. The gap won't close on its own, but with corrective measures. We are committed to being a leading company in the country and in the region so that other companies join.



RECOGNITIONS AND AWARDS

Within the Programme, different instances of recognition and awards were created for the most remarkable cases. With this recognition and awards visibility was provided to the companies that engage in best practices and positively use their influence to continue improving the labor conditions of women, the opportunities of women entrepreneurs and businesswomen and, therefore, generating greater social and economic welfare to all communities. In addition to being spaces of exchange between companies and people, and creating networks to continue operating, the awards and recognitions have been key opportunities to communicate to the community and to provide visibility to what is generated by the Win-Win Programme.

The Brazil WEPs Award has been held since 2015 and has been promoted by the Win-Win Programme, thereby significantly increasing the number of applicants and solidifying this space as an area valued by the entire business community of the country, which recognizes companies for achieving excellence in management. The companies thus recognized become role models, serve as inspiration and examples for many others.

In Argentina and Chile, the WEPs awards were also held, with an excellent response to the call. These awards identified and highlighted companies which create best practices and also promote their value chain.




4 editions
(2017, 2018, 2019, 2021)




2 editions
(2019 e 2021)




1 editions
(2021)

In Uruguay, the award was organized in collaboration with the IDB Group and the PwC firm. The initiative was dubbed "El Talento no tiene Género" [Talent has no gender]. In its two editions, companies in the industrial, technology, professional services and a public-private joint venture stood out. These entities, as well as all the applicants, demonstrated that the implementation of good practices is an excellent investment that merits being emulated.




5 high-impact companies highlighted



Photo: UN Women

Similarly, in Costa Rica and Jamaica, it was possible to identify high-impact companies based on their management with a gender perspective in a transversal way, including initiatives with suppliers, clients and the community, which were highlighted as inspirational cases in the business world.

Through all these actions, the Win-Win Programme provided visibility to those who showed greater commitment and progress, creating a new management standard that is necessary in the business world and generates more value for companies and people.




2 editions
(2019 e 2021)




17 high-impact companies highlighted



Photo: UN Women



Photo: UN Women

RESULT 3. FINANCING AND INVESTMENT FOR EQUALITY: REALIZING THE POTENTIAL OF WOMEN

In spite of the many contributions that women-owned businesses have made to economic growth and development around the world, their full potential is still not being tapped, and that is due to many reasons. At a global level, women entrepreneurs face a wide range of obstacles, financial and otherwise, that prevent them from fully entering and participating in the formal economy, the world of labor, and in particular the supply chains of companies and corporations. One of the main factors limiting the size and growth of women-owned businesses and preventing them from realizing their full potential is lack of financing. Those companies which start with a higher level of capital achieve better performance in terms of assets, income, profitability, and survival. However, women-owned businesses often

There are various structural and sociocultural factors that contribute to this credit deficit, which occurs throughout the world; among them, it is worth noting the lack of access to subsidiary guarantees, institutional partiality, and socio-cultural norms.

start with less capital and have less access to financing than men-owned businesses, which limits their ability to start or expand their businesses.

Women business owners also have limited access to social capital and, in particular, tend to have problems establishing strong business networks and contacts with people and organizations truly capable of promoting business activities, thus resorting more frequently to family contacts and informal networks.

Make visible, facilitate, and connect



Photo: UN Women

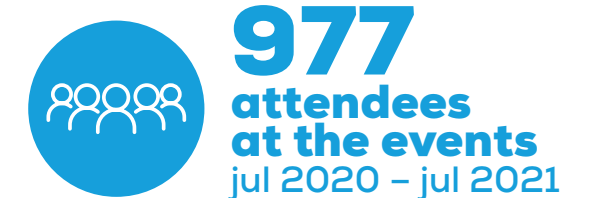
MAKE VISIBLE. LINKING WITH RELEVANT AUDIENCES

Mapping of key entities and survey on the needs of businesswomen and women entrepreneurs

Result area No. 3 of the Win-Win programme was based in and coordinated by the Regional Office of UN Women for the Americas and the Caribbean, in Panama. This result area had as a first step the preparation of the Analysis of the situation of the mechanisms of investment and financing with a positive impact on gender equality in the Latin American and Caribbean region and innovative practices at a global level.

For this study, an extensive document review and consultations were carried out with 34 relevant entities selected from the financial ecosystem: multilateral and development banks; microfinance institutions; venture capital and private equity funds and fund managers; support organisations for women entrepreneurs and businesses; connection platforms between investors, experts and researchers specializing in impact investing with a gender or social perspective. It concluded with the identification and analysis of 33 investment initiatives with a gender perspective. In addition, the Win-Win Programme studied, in detail, the innovative mechanisms of financing and investment of other UN agencies, such as UNEP FI and the initiative of impact of the SDGs of the UNDP. The study established main lessons and scenarios were identified to be adopted by Win-Win in the definition of the financing model with impact on gender.

To share the results and create the foundation to continue work, the Programme organized the international seminar *Promotion of Innovative Financing through gender lens Smart Investments: Experiences, Opportunities, and Challenges*, coinciding with the Annual WEPs Forum in 2019. The purpose of the seminar was to present good investment practices with a gender perspective that increase the financing of companies led by women, companies committed to gender equality and companies that produce goods and services, in order to benefit women and girls. It also aimed at creating a space for debate



on the challenges related to the development of an innovative, gender-sensitive investment ecosystem in the Latin American and Caribbean region.

In order to provide a global vision of this ecosystem, the seminar was organized around five panels: one provided the conceptual framework of the investment ecosystem with a gender lens and three presented good practices of entities in this ecosystem (one with multilateral development banks and development finance; another with microfinance institutions and commercial banks, and another with asset managers and investment funds). The final panel presented service delivery and capacity building initiatives that contribute to improving the financial ecosystem and mobilizing investment with a gender approach. The seminar was attended by 151 participants from 23 countries.



FACILITATE AND CONNECT. CREATION OF “INVESTORS FOR EQUALITY”

The study *Analysis of the situation of the mechanisms of investment and financing with a positive impact on gender equality in the Latin American and the Caribbean region and innovative practices at a global level* served as the foundation for the drafting of a preliminary proposal aimed at promoting mechanisms of innovative and sustainable financing. This proposal was presented and discussed with a group of experts, gathered together in an Advisory Group that has given its support and knowledge to advance this agenda. This work process resulted in the Initiative for Innovative Financing and Investments with a Gender Approach, which was refined and launched in 2020 with a new format and its own communication platform. A group of specialists, together with 30 representatives of development banks, commercial banks, and investors from countries of the European Union and the Win-Win Programme, met in the preparatory phases to agree on solutions and provide sustainability to the initiative. Thus, the Investors for Equality initiative was born.

Investors for Equality is a meeting platform and a space for dialogue between the players of the innovative investment ecosystem to work together in the promotion of innovative financing and mobilization of investments with a gender perspective, in order to contribute to equality of gender and the empowerment of women.

It seeks to facilitate, in addition to this meeting space, the spread of business opportunities to financial players so that they can design financing or investment products with a gender perspective.



Investors for Equality seeks to support its active members, commercial and development banks, investors with a gender approach, and capacity-building organizations, among others, through the promotion of projects aimed at strengthening and making visible the demand for women entrepreneurs and women led businesses; include gender equality in the world of finance and investment, and the internal practices of investors and those aimed at creating favorable conditions for gender lens investing.

It is expected that, from the Programme, more investors and financial institutions can be involved in the ecosystem and transforming their internal practices to promote gender equality and the empowerment of women, as well as a greater availability of innovative financial instruments and mechanisms which incorporate the gender approach. The generation of more resources for innovative financing with an impact on gender equality and the empowerment of women is also expected.



Photo: Envato

The initiative moves on. To learn more, visit:
<https://inversionistasporlaigualdad.org/>

MARÍA NOEL VAEZA

Regional Director of UN
Women for the Americas
and the Caribbean



We hold constant dialogues with all sectors - and that allows us to have a very specific knowledge of what the problems and possible solutions are coming from women. They must be listened to, and we are in the business of listening to women. These are two areas that have not been merged yet: the financial area and the area of women as legal subjects and as transforming agents of the economy.



That is an opportunity and, at the same time, an imperative that women led ventures can be financed and leap to that larger scale in order to dream big.



Speech at an international seminar “Promoting innovative financing through gender lens smart investment: Experiences, opportunities, and challenges”, Sao Paulo, 2019

More on gender lens investment (GLI)

Gender Lens Investment (IIG or GLI for its acronym in Spanish/English) can be understood as a modality of investment that deliberately incorporates the intention to positively impact the lives of women and girls, whilst tying the appropriate risk/return objectives for an investment portfolio. It is a way of using capital to advance gender equality and produce a financial return (UN Women, 2021, p.1).

The fundamental objective of this type of investment is “promoting a systemic change so that gender becomes important in the decision-making processes of financial markets, in which gender is not a product or an issue, but a perspective that influence investment decisions”. Thus, they can be defined as those investments that simultaneously and intentionally seek to generate financial return and have a positive impact on gender equality. (UN Women, 2021, p.1).

These investments arise in the context of the new stream of innovative financing that seeks to channel additional funds for development through non-traditional mechanisms. In that sense, innovative financing with a gender approach seeks to mobilize private capital investments, in order to promote gender equality and the empowerment of women. The purpose of the investments is to channel the supply of resources from the players of the financial ecosystem towards the demand and financing needs of entrepreneurship and companies led by women or those committed to the empowerment of women and gender equality.

There are three lenses (or categories) to guide capital mobilization and investment strategies from the private sector through gender lens investments:

Lens 1.
Access to capital for women entrepreneurs and women led companies: aimed at closing gender gaps in the access to capital and credit.

Lens 2.
Investment in companies that promote gender equality and women empowerment: aimed at attracting capital and investing in companies that promote gender equality and women empowerment in the workplace, in value chains and in the community.

Lens 3.
Investment in companies that develop products and services that positively impact the well-being of women and girls.



Photo: Envato

**GABRIELA
ROSERO**

**Coordinator of the
result 3**



Investors for Equality is a networking platform and a space for dialogue between those who are part of the impact investing ecosystem, to promote innovative gender-sensitive financing. By challenging the financial system, challenging it over the transformative power that women have - not only as consumers but, also, as investors - the Programme has sought to contribute for the development of financial products and services with different characteristics and policies.



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EVENTS,
COMMUNICATION,
AND VISIBILITY



SUMMARY OF HIGHLIGHTED ACTIVITIES

WEPs Forum

The regional WEPs Forum is an event that fosters dialogue between companies on gender-sensitive policies. Facilitated by the Win-Win Programme, it was held in person in 2018 and 2019, and online in 2021. In its three editions, it gathered more than three hundred leaders of companies, business organizations and women's networks to listen to more than fifty speakers over the course of two days. The in-person meetings were held in Brazil, due to the already long history of implementing WEPs in the country and the greater number of signatory companies. The panels and participants included representatives from all of the Win-Win countries.

These events - essential for those in the private sector willing to manage with a gender perspective – were favorable spaces for updating, networking, sharing practices and also for launching and presenting new initiatives and tools. Such was the case of the DIR tool – (Diagnosis for equal pay), presented within the framework of the WEPs FORUM. This tool, developed by the UN WOMEN Regional Office within the framework of the Win-Win Programme, allows companies to diagnose their wage gap in a simple, free, and confidential manner. Other important topics discussed during these meetings include: the



Photo: UN Women



Brazilian Women on Board Initiative Seal (WOB - Women on Board), which recognizes companies with at least two women on corporate boards, and the exchange of best practices carried out by the winners of the WEP Award of Brazil. For its part, the Win-Win team in Jamaica launched its campaign to end sexual harassment in the workplace. The ILO presented the *Brazilian Report on Women in Business Management*. European companies, such as BNP Paribas and the Pão de Açúcar group (Casino Group), based in countries of the Win-Win Programme participated in the panels. According to an online survey, 84% of those who participated said that their knowledge about gender equality increased thanks to the forum.

In the 2021 edition of the WEPs Forum, the theme consisted of reaffirming the commitment for an equal future. During the two sessions of the event, the success of the companies adhering to the WEPs principles was highlighted, the commitment to gender equality of companies, organizations and Government was reaffirmed, and the need to take control of the situation with actions that contribute to the economic recovery from the crisis caused by the COVID-19 pandemic. More than forty international specialists on gender, diversity, and business have participated, as well as members of the board of directors of companies in Latin America and the Caribbean.



Photo: UN Women



Photo: UN Women

Ring the Bell

Another event that attracted great attention was the “Ring the Bell for Gender Equality”. With global outreach, this event was born from the alliance between the International Finance Corporation, the Sustainable Stock Exchanges Initiative, the United Nations, the United Nations Global Compact, UN Women, the World Federation of Exchanges and Exchange Traded Funds of Women on the Stock Exchange (ETF) to ring the bells of the stock exchanges, as a signal of opening or closing of markets, and, thus, call attention to the key role that companies and markets can and should play in the fight against gender inequalities and in promoting sustainable development.

Ring the Bell, an activity in collaboration with more than ninety stock exchanges around the world, was facilitated by the Win-Win Programme. In fact, the bell for gender equality was rang in the six countries where the Programme was implemented: Argentina, Brazil, Chile, Costa Rica, Jamaica, and Uruguay. In Jamaica, a successful social media campaign for Ring the Bell transcended the borders of the country and caught the attention of the entire Caribbean.

The Ring the Bell event created an opportunity to recognize the presence and importance of large companies and investors in changing the reality of women in business, in the workplace and particularly in the financial world. It was also a great occasion to connect and explain the Win-Win Programme to a key audience and remind them of the relevance of the private sector and the Programme’s theory of change.



Photo: UN Women



Photo: UN Women

Women Economic Forum

On the occasion of the Women Economic Forum in the region, in Argentina, the Win-Win Programme organized an activity for dialogue and a meeting in which businesswomen from Latin America and the Caribbean spoke with their peers from the European Union. Women from different countries — Paula Bibini, from Argentina, Inge Van Belle, from Belgium, Emanuela Donetti, from Italy, and Natalia Hughes, from Uruguay — shared common problems caused by the pandemic, which allowed them to discover meeting points to review the situation of the economy and the business world. During the event, Bárbara Roces, Project Attaché, Foreign Policy Instruments Service (FPI) - Americas Regional Team, EU Delegation in Argentina, highlighted the potential of women when doing business and warned that they have seen a lot more women affected than men by business closures during the pandemic. The talk was widely disseminated in the business community and in the mass media, and is available online.

Declaration of the G20 Heads of State

In the first year of the Programme, UN Women was able to support W20, a transnational network of women leaders from civil society, the private sector, and academia. Argentina was the lead country that year and Brazil, one of the members. As a result, the final declaration of the G20, adopted by heads of state in November 2018, acknowledged that gender equality is crucial for economic growth and also for just and sustainable development. Likewise, it included specific commitments from the States to reduce the gender gap in labor force participation rates; promote initiatives to eradicate all forms of discrimination against women and girls, and gender violence; promote the economic empowerment of women and men; provide access to an affordable and quality care infrastructure and parental leave; reduce the gender pay gap; encourage women’s access to leadership and decision-making positions; Invest in developing the digital skills of women and girls, and encourage their participation in STEM (Science, Technology, Engineering and Mathematics) careers and high-tech sectors, in order close the digital gender gap and promote digital inclusion.

Communication and visibility

The strategy of Communication and Visibility of the Win-Win Programme focused on ensuring effective communication with the Programme’s target groups, whilst raising awareness on the existence and the effect of positive changes and the benefits generated by the commitment of the private sector with Gender Equality. Three specific objectives of communication were defined:

1. Inform and engage companies, businesses and employers’ organizations in Europe and six countries in Latin America and the Caribbean in gender equality based on the WEPs.
2. Ensure relevant visibility in the media about the Programme, the WEPs, and gender equality.
3. Facilitate an efficient flow of communication between the implementing partners.

In the initial phase of the Programme, the basic regional actions of communication of the Win-Win Programme were established: creation of the Programme’s brand identity, design of the website, creation of the LinkedIn page and definition of the elaboration of quarterly informative bulletins.

In line with the objectives, the Communications team of the Win-Win Programme prepared a quarterly bulletin or newsletter to keep WEPs signatory companies, partner institutions and key stakeholders informed about the progress of the Programme, regional activities and those carried out in each one of the six countries. The bulletin was attractively designed for easy reading and written in the three languages of the Programme: Portuguese, Spanish, and English. The submissions - which reached over 5,000 people each - focused on WEPs communities, women entrepreneurs and businesswomen, references from all of the countries, employers’ organizations, governments, and opinion leaders.

 **124 000+**
interactions with
the #GanarGanar hashtag

On the LinkedIn network, the Win-Win Programme had an important presence, disseminating activities and proposals widely to its nearly four thousand followers. The main actions and campaigns were disseminated in the Programme’s own network and in coordination with UN Women, ILO and European Union networks, in the six countries and at the regional level. Among the campaigns, the following have stood out: the Day of the Afro-Latin American, Afro-Caribbean and Diaspora Women - 2020, the campaign of fight against gender violence in the labor sphere “Hojas de Vida” 2020, the campaign for the International Day of Human Rights 2020 in Brazil, and the campaign of promotion of labor co-responsibility #HacermeCargoElCaminoAlExitó”.

The events that involved the WEPs business community generated high levels of online interaction and impact: 2018 and 2019 WEPs Forums, WEPs Awards from Argentina, Brazil, Chile, and Uruguay, and the WEPs Workshop Cycles.

Throughout the Programme, more than 2,000 publications were registered on networks, which generated 124,000 interactions with the hashtag #GanarGanar.

As for online media, the events and news of the Programme generated high levels of interest. Over 100 stories were recorded on television, radio, and offline & online press in the six countries, including stories in media with high levels of audience, such as GloboNews from Brazil, Clarín from Argentina, Mercurio from Chile, and Channels 4, 10 and 12 of open television from Uruguay.

 **2000+**
publications
on social networks

MARA PISANO

HR Manager - Lumin
Uruguay



At Lumin, we already had a journey but also the certainty that there was still much to improve and learn and we aimed for excellence. We started by reviewing all of our policies, from the language in the documents to the implementation of practices that were factual. We trained and raised awareness among the leadership of the organization and have been making progress.

We use all of the resources and tools that the Win-Win Programme made available to us, from the Self-Diagnosis, which we repeat every year to deepen and improve our score, to workshops, forums, trainings, specific support, and access to materials. We had the constancy of setting increasingly ambitious goals and exceeding ourselves at each measurement.



We also had a comforting recognition for the entire team when we won the first edition of the Talent has no Gender award, in 2019, because it motivated us to continue being a company that promotes Gender Equality - not only internally but also in the entire value chain. We have achieved alliances at all levels in our community, which have a great impact on the lives of the people who work in our company but also on the people of our city, our department and also at the country level. We are very proud of what we have achieved and we are still working.



RESPONSE TO COVID-19

In 2020 – the last full year of the Programme’s implementation – the unprecedented crisis generated by COVID-19 patently had an impact on the Win-Win Programme. Since the outbreak of the pandemic, the Programme worked together with its main partnering and allied organizations to consider the effects of COVID-19 on their action plans.

As COVID-19 outbreaked and spread in the region, the Programme was influenced by new realities, a transformed economy, and the deepening of gender gaps. The activities of the Win-Win Programme moved on, in spite of the difficulties posed by the crisis. The Programme adapted its actions to the virtual modality and maintained advice and technical assistance to the companies, in their commitment to gender equality, seeking to adapt their practices to the new context.

From the private sector, WEPs companies worked during the pandemic to continue contributing to gender equality and the empowerment of women. In Argentina, for instance, to address the problem of violence against women and girls, the Spotlight Initiative and the Win-Win Programme joined forces to work in this sector through the network of signatory companies of the WEPs in the country.



3200 women registered for the Digital Marketing course for businesswomen and women entrepreneurs

The sudden migration to the virtual world, whilst posing an enormous challenge to continue with operations, also offered the possibility for the message of the Win-Win Programme to reach more people. The management teams of the companies reinforced their commitment to equality through their participation in various webinars, in which they shared the good practices implemented, as well as pre-existing initiatives that were sustained throughout the crisis.

Women-led businesses were particularly affected by the crisis and, in that sense, the Programme also strived to respond. As an example, in Chile the “Ciclo Emprendedoras Digitales” [Digital Women Entrepreneurs] was developed, in alliance with “Mujeres Empresarias” [Women Led Businesses Association]. A six-session training series to strengthen the digital skills of women entrepreneurs across the region was also implemented. Through a comprehensive study plan and the presentation of practical business cases, the series provided more than six hundred female participants with new knowledge and tools to take advantage of digital platforms and expand their presence in the online mar-

ket, as well as their sales, whilst allowing them to evaluate the different options and compensations in order to make the right decisions for their businesses.

The impact of the programme “Marketing Digital para empresarias y emprendedoras” [Digital Marketing for businesswomen and women entrepreneurs], developed from Costa Rica, with the presence of women from all over the region, was also very high. This training, implemented in partnership with the Costa Rican Chamber of Commerce and the Women Entrepreneurs Programme, gathered more than 3200 women.



Photo: UN Women



SUSTAINABILITY OF THE PROGRAMME



The Programme worked to strengthen national women's machineries in each of the countries to convene the private sector and other partners at the national level. These machineries (Ministeries, Institutes, other Government organizations) have been key partners in the development of the Programme, organizing events and promoting joint initiatives. Particularly in Argentina, Costa Rica, and Uruguay, work plans have been made, which will transcend the Programme, specifically when engaging the private sector is regarded.



17 events
implemented
together with national
women's machineries

Other sustainability initiatives were also developed during the Programme, seeking to extend the positive impact of the actions beyond August 2021 and capitalizing on the knowledge produced and disseminated.



Photo: UN Women

WEPS ALLIES

With the purposes of multiplying voices for gender equality in the private sector, in 2021, the Win-Win Programme created the WEPs Allies Group.

The WEPs Allies are people who are part of the management of companies committed to these principles, or who belong to associations or foundations of the private sector, universities, employers' associations, etc., who support the WEPs, who are recognized for their high capacity to influence in their sector or segment, have demonstrated concrete commitments to these principles and have previous experience with the UN Women and the Win-Win Programme's agenda. Some of the people selected have already been informally promoting WEPs and influencing other companies to join this network.



80 WEPs
Allies

The creation of a Group of WEPs Allies in all the countries of the Win-Win Programme is intended to formalize and recognize these leaders, men and women volunteers, harness their potential for influence and increase the number of people who commit and join the path to gender equality.

Through the creation of the WEPs Allies Group, the aim is to grant them formal recognition, provide them with guidance and boost their results. The allies are committed to spreading gender equality messages and promoting WEPs along the region.

To facilitate its purpose, the Programme made available to WEPs partners a set of communication tools to help them promote WEPs and involve new companies in this cause. The allies will aim at attracting new companies, ensuring that companies are willing to implement WEPs, and reporting on their progress.

Specific trainings were carried out in virtual environments that strengthened allies by offering them new resources to carry out this task of dissemination and support, in addition to providing them with concrete tools on management with a gender perspective, communication and visibility. Likewise, they were all connected through a virtual platform, to continue exchanges and enhance their collective action. The list of allies of the WEPs is available on the website <http://ganarganar.lim.ilo.org/>.



Photo: UN Women

ANA BAVON

Founding Partner of B4 People
Brazil



It is necessary to assess and understand how other organizations have progressed by joining associations that are members of the WEPs community and that work jointly with organizations such as UN Women.

And that also depends on our self-validation as leaders. The WEPs have been fundamental in presenting new perspectives, fostering important dialogues and, more than that, educating people for a more plural, more just, equitable and ethical society. One of the best practices is intersectionality as a working methodology, to understand how gender, race and class are interconnected and how to ensure that all women can move forward.



As one of the Allies, I have participated in so many meetings promoted by this sensational group of people who are helping to transform organizations, they demand debates; benchmarks, and the relationships we build from the exchange of experiences and the demands we face as leaders and as an organization.





KNOWLEDGE
PRODUCTS,
SUMMARY,
AND RESOURCES



As mentioned, the Win-Win Programme developed more than three hundred knowledge products, covering various topics and generating materials for all audiences. As a measure of continuity for the Programme, and in response to the needs of the organizations that were involved during its implementation or that will join in the future, spaces were created to make the information available. All the resources — documents, tools, learning, and materials — developed during the Programme were made available to those who wish to continue working for gender equality in the private sector, in digital spaces of management and learning, which continue to be available, and in others which have been specially created to facilitate access to the resources.

 **400+**
products of
knowledge

Key sites to consider:
<http://ganarganar.lim.ilo.org/>
www.weps.org
<https://lac.unwomen.org/es>

A set of communication products was also developed to demonstrate the impact of the Programme. These are available on these sites for everyone interested in continuing working on gender equality and women empowerment. In that regard, all people will be able to access a powerful, compact and clear summary of what the Win-Win Programme has achieved in these three years.

At <http://ganarganar.lim.ilo.org/> an online resource center has been created that intends to function as a virtual toolbox, in which organizations can find necessary documents, tools or materials to manage with a gender perspective (available in the three languages of the Programme and with a search engine to facilitate access to information).

TESTIMONIAL

MARIA NOEL VAEZA
Regional Director for the Americas
and the Caribbean, UN Women



We take many learnings of these three years of Win-Win Programme. We have grounded solid bonds with the private sector. We have learnt how to be resilient, how to adapt and

how to build together a more sustainable future. Our commitment to continue working together to foster the results we have achieved is clear. There is no future without equality.

HILDE HARDEMAN
Director of the Foreign Policy
Instruments Service (FPI) of the
European Union



The Win-Win Programme: Gender Equality Means Good business has offered specific and rewarding support for women entrepreneurs in the European Union and the countries in Latin America and the Caribbean. It is a powerful network to help

women expand their businesses and unite other companies led by women and networks, multinational companies and employers' organizations from both regions. (...)
Boletín Ganar-Ganar [Win-Win Bulletin] - Q2, 2020

MARIA ROSA SABBATELLI
Head of Foreign Policy Instruments
of the Delegation of the European
Union (EU) in Brazil



With Win-Win we had a dream: to achieve something that is somehow intangible, that cannot be written solely as a result of a project. What we really wanted to do with the trainings, knowledge sharing and networking activities that we have implemented for the last three years, was to achieve the "miracle", which sometimes happens, of changing the way we think. It is something that happens within each one of us. It is a magical moment, I would say.

800 training programmes and events that we have carried out, have been able to go through an experience that has led them – in one way or another - to rethink themselves as women entrepreneurs or as businesswomen. They have had an experience that has changed them. They have discovered what they are capable of doing. We hope that your participation in Win-Win has given a boost of vitality to your projects and to the realization of your dreams.

With this Programme we wanted women to overcome social limitations and change their way of thinking, motivating themselves and feeling proud of their own achievements. (...) We believe that the more than 20,000 businesswomen impacted by Win-Win, who have participated in the more than

WEPs Forum, 2021

**VINÍCIUS CARVALHO
PINHEIRO**
Regional Director for Latin
America and the Caribbean
- ILO



Without a doubt, one of the successes of the Win-Win Programme is having contributed to inclusive changes in the culture and business practice of employers' organizations. By generating

changes in their governing bodies, not only voices of women entrepreneurs are incorporated into their boards of directors, but the parity objectives within companies are broadened.

WEPs Forum, 2021



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