



United Nations Global Compact



## UN Global Compact Commemorates International Women's Day 2009 Advancing Women in the Global Marketplace

5 March 2009

What follows is a sampling of good practices gathered from online searches or submitted by UN Global Compact participants in response to our call to share actions and initiatives that their companies are undertaking to empower and advance women.

These working examples have not necessarily been reviewed by the companies concerned. Nor have they been through any vetting process. They are content for a proposed publication intended to raise awareness of the many ways in which business can promote gender equality in the workplace, marketplace and community.

# # # # #

**Aarhus Kartshamn AB** (“AAK”), a Sweden-based leading manufacturer of high value-added specialty vegetable fats, imports shea kernels collected by women from West Africa as an important raw material in its operations. As part of its commitment to promote gender equality and empower women, AAK partnered with the United Nations Development Programme (“UNDP”) in 2003 to provide diesel generators to power simple tools to ease the daily workload of these women who collect raw materials for AAK, allowing the women more time to earn a living collecting shea kernels. AAK has also worked towards reducing the number of middlemen in the supply chain by helping to form women’s groups which can trade directly with AAK, thereby reducing costs for AAK and improving pay for the women. On June 3, 2008, AAK was presented with a torch by the Danish Minister for Development Cooperation in recognition of its work promoting gender equality and empowering women.

**Adecco Foundation Spain** (“Adecco España”) was established in Spain in 1999, as a branch office of Adecco, a human resource company. Adecco España offers job placement services to disadvantaged groups; which include single mothers and victims of domestic violence. Adecco España established a four-step program to place women in appropriate jobs: the information stage, the orientation and advice stage, the job training/counseling stage, and the tracking stage. In the information stage, women receive job information based on the employment market and individual characteristics and circumstances. During the second and third stages, Adecco España provides each woman with customized individual employment advice, training, and counseling to properly place each woman in a position. Finally, in the placement tracking stage, Adecco España maintains contact with each woman after she is employed and offers to act as a liaison between the woman and the employer if any issues arise. In 2008, Adecco España integrated approximately 9,705 single mothers and victims of domestic violence into new employment positions.

**AstraZeneca** is a multinational healthcare company based in the United Kingdom with approximately 67,000 employees operating in over 100 countries. As part of its commitment to the Global Compact, AstraZeneca has undertaken local initiatives in India to help reduce maternal mortality rates. In 2005, AstraZeneca India forged a partnership with the Federation of Obstetric and Gynecological Societies of India (“FOGSI”) to implement Safe Motherhood programs to combat increasingly high rates of maternal mortality. Through radio and television documentaries, FOGSI focused on promoting safe pregnancy and childbirth practices. In conjunction with this media campaign to heighten public awareness of Safe Motherhood practices, FOGSI held over 60 conferences for healthcare professionals to increase education and awareness of safe motherhood practices. Additionally, FOGSI organized a walkathon along the Ganges River to spread Safe Motherhood education among the rural population to educate people using their local languages. Through this walkathon, a team of 27 doctors covered five states in 108 days, met 200,000 people, conducted health camps for 25,000 women and visited 80 schools. Over the course of the initiative, FOGSI distributed medicines, provided rubella vaccination for over 1,000 teenage girls, showed educational films to 500 people per day, and visited over 100 schools and over 80,000 children in rural areas to discuss education, marital age, gender bias, female feticide, HIV/AIDS, sanitation, the environment and nutrition.

**AstraZeneca** is a multinational healthcare company based in the United Kingdom with approximately 67,000 employees operating in over 100 countries. In 2003, the AstraZeneca Delaware office created flexible working arrangements for its field sales force, which enabled mothers to work from home. As of 2009, 90% of staffers telecommute, flex or compress their work schedules. In addition to flexible working arrangements, AstraZeneca Delaware subsidizes day care and provides small peer-mentoring groups to offer support, build leadership skills, and discuss business solutions. In early 2007, 130 female employees participated in these workshops and by fall, nearly half of the participants reported career advancement. Because of these initiatives, women comprise over 50% of AstraZeneca Delaware’s employees, 36% of their top earners, and 25% of the Board of Directors.

**Avon**, a leading American beauty products company, last year announced a US \$1 million donation to benefit the United Nations Development Fund for Women (“UNIFEM”). The pledge was funded through the sale of the “Women’s Empowerment Bracelet” for US \$3 each. The profits from the sales of the bracelets were donated to the UNIFEM-managed UN Trust Fund to End Violence against Women, with Avon committing to match the first US \$500,000 raised. The program was designed to help women the world over adversely affected by domestic violence and was headed by actress Reese Witherspoon, the Avon Global Ambassador. The donated funds will bolster the Trust’s efforts to implement laws and policies to prevent and reduce the prevalence of violence against women.

**Bilbao Bizkaia Kutxa** (“BBK”) is a Spanish financial institution. BBK respects equal opportunity principles with regard to salary as well as selection, promotion, training and development criteria. BBK publicizes its commitment to equal opportunities on its website. This commitment is further highlighted by the fact that BBK regularly undergoes External Equality Diagnostics that are validated by Emakunde, an autonomous government body. BBK is committed to the principle of equal opportunity and establishes Strategic Plans which implement this objective. The first Strategic Plan was implemented throughout 2005-2007. In 2007, €752 million was invested in the social welfare work of BBK, including the first Strategic Plan. Part of this funding was aimed at the BBK Gazte Lanbidean foundation, which was established in 1998 with a view to fostering the employment of young people. The foundation provides services for young men up to age 35, and extends the age limit for women to 40, to promote equality. In 2007, BBK conducted a diagnostic study, the results of which served as the basis for the second Strategic Plan for the 2008-2010 period. Online training

courses and the use of non-sexist language in communications are only two aspects of this detailed plan.

**Business Partnership for Girls' Education** ("BPGE") is a tripartite Yemeni partnership formed in 2006 between the government of Yemen, the private sector and UNICEF. The organization's mission is to promote girls' education across the country and to address the substantial gender gap which has developed in Yemeni schools. On average, for every 100 boys in primary school, there are fewer than 65 girls, and the drop-out rate amongst girls that enroll in school is very high. Through the efforts, expertise and generosity of the founding members, including several private corporations, the BPGE launched the "Let me Learn" campaign, which succeeded in spreading its message through various media, including stickers, flyers, text messages and advertisements on products. The BPGE encourages all businesses, organizations and community members to join its partnership and to promote the education of girls in Yemen.

**CA**, located in New York, is one of the world's largest independent software companies. CA strongly supports the career interests of women within the high tech industry. In that regard, CA participated in the 2008 Grace Hopper Celebration of Women in Computing. The event was the eighth in a series of conferences designed to bring the research and career interests of women-in-computing to the forefront. During the conference, CA generously awarded a scholarship to Ruzica Piskac, a finalist in the graduate category of competition. Also, CA has chosen to be a corporate partner of the Anita Borg Institute for Women and Technology ("ABI"). ABI's mission is to increase the impact of women on all aspects of technology, and increase the positive impact of technology on all women. Since 1995, ABI has been developing tools and programs designed to help industry, academia, and government recruit, retain and develop women technology leaders.

**CAN** is a medium-sized Spanish savings bank. CAN stresses the importance of finding balance between work and personal life for its employees. The bank's maternity protocol gives women a smooth transition and guaranteed return to their job position, including paid maternity leave and reduced work days without deduction in pay for parents with children under age three. CAN also helps its employees set up work stations at home and grants leaves of absence for those who must provide for children or the elderly. CAN encourages mixed working teams and has eliminated gender exclusivity in job positions, such as security and secretarial work, to promote gender equality.

**Cisco Systems** is a multinational corporation based in San Jose, California that designs and sells networking and communications technology services. Cisco is dedicated to increasing the number of women in the field of science and technology around the world. Through its Cisco Girls/Women in Technology Initiative and Networking Academy Gender Initiative, Cisco provides greater access to IT training for women in some of the least developed countries, including Ethiopia, Kenya and Rwanda. Currently there are over 8,000 academies in over 130 countries which cultivate mentoring and career development opportunities for women. Cisco's Networking Academy Gender Initiatives are open to both men and women, but Cisco encourages females to enroll by reducing fees for female students and providing female only classes, and female instructors. Cisco has also partnered with the United States Agency for International Development ("USAID") and the Institute of International Education to provide scholarships for women in Algeria, Morocco, Tunisia, Bangladesh, Nepal, Mongolia and Sri Lanka to attend the Cisco academies in their countries. Cisco's commitments to gender diversity have been widely lauded and Cisco was recognized in 2008 for being among The Times' "Top 50 Where Women Want to Work."

**“comme il faut”** is an Israeli fashion company. CEO Sybil Goldfiner put out a written statement entitled “I believe in women” in which she explains the disparities that women face in Israel, such as low representation in managerial positions, earning 60% of what men do in the same position, the “glass ceiling” and the “sticky floor.” The company is combating these issues by enacting strong policies and being vocal about them. They voluntarily disclose a Social and Environmental Responsibility Report reflecting their commitment to their responsibility towards women. They are the first mid-sized company in Israel to disclose such a report.

**COSCO Group** is a Chinese company operating internationally. Its core business involves shipping and modern logistics. COSCO aims to protect the legal rights and special interests of female employees and has established a Female Employee Committee to assist in achieving these goals. The company has established a wage payment system which guarantees fair and comparable wages for all employees doing comparable work, an open competition program which ensures promotion of competent females and a collective contract to be signed by trade unions which specifically addresses concerns relevant to women employees. In addition, COSCO has created special health benefits for women including bi-annual gynecological health examinations in addition to regular health examinations.

**Endesa** is a public utility company headquartered in Madrid, Spain. It is the leading utility in the Spanish electricity system and the number one private-sector multinational electricity utility in Latin America. Endesa has enacted a Corporate Diversity Management Policy with the aim of making diversity a key business strategy. To foster this policy, Endesa, together with BBVA and Telefonica, created the Diversity Observatory, which aims to generate and disseminate knowledge about “diversity management” at organizations and to identify and share best practices. Endesa’s subsidiaries are also working to promote employment of women in this typically male dominated sector. Endesa Spain, Endesa Colombia, EDESUR (Argentina) and Enersis (Chile) all are working to guarantee equal opportunities for women in the recruiting process. EDESUR (Argentina) has adopted a Business and Family Program, with them aim facilitating the entry and retention of women in the workplace. Ampla (“Endesa Brazil”) has been recognized as one of the best places for women to work in the “Great Place to Work” rankings due to its policy of recruiting and promoting professional staff during the maternity period. Enersis, Endesa Chile and Chilectra, all Chilean subsidiaries of Endesa, have incorporated principles of non-discrimination throughout their internal regulations and have signed a “Good Gender Equality Practice at Work” Agreement with El Servicio Nacional de la Mujer (“SERNAM”), a state-sanctioned institution created to address issues of gender equality. The adoption of policies such as part-time, flex-time and family support measures have led to Endesa’s Chilean subsidiaries being named among “The Ten Best Companies in Chile for Working Parents”.

**Ericsson**, a Swedish provider of technology and services to telecom operators, has instituted an initiative to bring high speed internet connectivity to rural Tamil Nadu, India. The program aims to provide the region with a wide variety of internet-based resources including medical information, educational materials, and government services. Via the internet, the region’s women will have access to regular medical examinations via telemedicine and will be able to register newborn children online, ensuring eligibility for essential health and education services. A spokesman for Ericsson stated, “[t]echnology can be a major catalyst for social and economic empowerment for women, improving their quality of life by supporting access to vital services.”

**Fomento de Construcciones y Contratas, S.A.** (“FCC”) is the parent company of one of Spain’s leading construction and service groups. It operates both in Spain and internationally. In November of 2008, FCC signed an “Equality Plan” under which the company pledges to work towards equal

treatment and opportunities for men and women and to eliminate gender discrimination. Among other things, the Plan seeks to promote fair and comparable wages, to ensure equal opportunities for career development, to establish a protocol for action to address discrimination, to guarantee equal access to training for the purposes of enhancing professional development and promotion, and to establish guidelines to safeguard a healthy work-life balance.

**Gap, Inc.** is a leading international specialty retailer of clothing, accessories and personal care products based in San Francisco, California. In 2007, in partnership with the International Center for Research on Women (“ICRW”), an NGO operating in India, Gap launched P.A.C.E. (Personal Advancement, Career Enhancement), a program focused on female garment workers which aims to empower and build the education, life and workplace skills of young women in the developing world. The P.A.C.E. program offers education in critical areas such as health care, financial literacy and government entitlements, as well as leadership and job training so that women can move into management positions. These efforts benefit Gap by increasing productivity in its factories and creating a more educated community of women who enrich its vendor resources. The program launched in two sites in India in 2007 and by the end of 2008, more than 900 workers participated in the program. P.A.C.E. will launch in Cambodia in March 2009.

**Goldman Sachs, Inc.** (“Goldman”), based in New York and a preeminent global financial services firm, has taken significant steps to foster greater career development for women. In 2008, it founded the 10,000 Woman Initiative, a project aimed at providing business and management educational opportunities to women, mostly from developing countries, through the creation of worldwide partnerships, including establishing sister business schools, mentoring and networking partnerships and relationships with women’s development organizations. Goldman has already set up partnerships to help women in Brazil, China, India and the Philippines, has conducted its own studies on the impact of women in the workforce, and will commit over \$100 million towards the 10,000 Woman Initiative. One prominent example of the initiative is Goldman’s partnership with CHF International and Overseas Private Investment Corporation, which has created business and management educational opportunities for Liberian women, including establishing a short-term certificate program to provide business management education to 300 underserved Liberian women.

**Hc Energía Group** is a diversified energy group based in Spain that produces and distributes electricity, gas and renewable energies. Hc Energía has implemented the Hc Energía Collective Agreement and the Concilia Plan in order to promote gender equality, work-life balance and the health and safety of female workers. First, they guarantee equal professional opportunities and pay scales. Hc Energía strives to foster equality in its professional promotion by giving preference in recruitment to women who are victims of gender-based violence and women who have recently had a child, biologically, by adoption or fostered. Second, they ban discriminatory practices. Hc Energía has implemented a prevention and intervention protocol to report moral, physical or sexual harassment or gender inequalities. Third, they provide flexible work options, family leave plans and access to childcare. Hc Energía has allowed for greater flexibility at work using corporate tools such as webmail and videoconferencing, and Hc Energía has increased the job reservation period after a leave of absence for childcare to 3 years, and even longer in the case of large families and one-parent families. Fourth, they endeavor to protect victims of gender-based violence. Hc Energía provides flexibility in working hours, leaves, transfers and access to loans to victims of gender-based violence as well as psychological, medical and legal advice and a bonus for accommodation rental expenses in case the victim needs to move out of her home. Furthermore, Hc Energía promotes transparency and accountability via publication of these guidelines and norms in the official Code of Ethics.

**HSBC** is a multinational financial institution headquartered in London that puts women's development and equality high on its agenda. For example, HSBC Saudi Arabia employs a work force that is 14% female – three times the national average and the highest in the financial services industry in Saudi Arabia. HSBC India has collaborated with Mannndeshi Udyogini Business School for Rural Women to provide financial literacy and entrepreneurship training to 83,512 women in 98 villages in rural India. The HSBC Self-Employed Women's Association Rural Urban Development Institute trains women in rural Gujarat in product manufacturing, processing and marketing skills.

**HSBC** is a multinational financial institution headquartered in London that puts women's development and equality high on the agenda. For example, HSBC France shows its commitment to gender diversity by promoting female employees to advanced positions. In 2006, 25% of the General Management Committee, 32% of Branch Managers and 43% of the executives were women. In October 2006 and 2007, HSBC France participated in the Women's Forum which brought female executives from around the world together to discuss ways to give more responsibility to women in the work place and in society. HSBC UK similarly supports a variety of women's initiatives. HSBC UK provides sponsorship and practical help to Aurora, Europe's leading network for the economic advancement of corporate and entrepreneurial women, to help it deliver products and services to women's businesses and organizations. HSBC UK also sponsors Women in Rural Enterprise ("WiRE"), an organization that has offered support to rural women in business since 1996. In addition to sponsoring outside initiatives, HSBC UK also focuses on the advancement of women in the workplace. In 2006, HSBC UK piloted a Senior Women's Mentoring Program with 41 senior women from across the bank participating. In 2008, HSBC UK was among The Times' "Top 50 Where Women Want to Work" in the UK.

**IBERDROLA** is one of the four largest energy companies in the world, focusing on producing and distributing electricity, gas and renewable energies. The company originated in Spain, but currently operates in over 40 countries around the globe. In May 2006, IBERDROLA was certified as a Family-Responsible Company due to its efforts to support maternity and equal opportunities in the workplace. The company accomplished these objectives through generous family leave programs, workforce exit and reentry opportunities, flexible work options, occupational training, and comprehensive studies to monitor hiring, promotion, and compensation of its female employees.

**Infosys** is an Indian IT company that puts a focus on gender diversity. Infosys has established the Infosys Women Inclusivity Network to promote a gender sensitive work environment and the Family Matters Network to provide support to employees on parenting matters. As a result of their efforts, today women constitute more than 32% of the Infosys workforce. In 2008, Infosys marked International Women's Day by launching an initiative to introduce women from both urban and rural colleges to the IT business and providing an opportunity to meet women leaders at Infosys. Infosys' commitment to gender diversity has been widely recognized and it won the NASSCOM Corporate Award for Excellence in Gender Inclusivity in 2007 and 2008.

**Inforpress Group** is a Spanish consulting company that provides communications and public relations services to its clients, primarily in Spain and Portugal. Inforpress applies an equality policy to all levels of staff hiring – from administrative staff to managerial staff. Although women make up the majority of graduates in the field of communications, at most Spanish communications consultancies, women only constitute 41.9% of the employees. By contrast, at Inforpress, women make up 82% of the workforce. In order to obtain such a high percentage of female employees, Inforpress adopts family-friendly policies and seeks to prevent maternity from being a barrier to career advancement.

Some successful policies include offering a nursery supplement for employees with children under the age of three, working hour flexibility and telecommuting.

**Johnson & Johnson**, headquartered in New Brunswick, New Jersey, is one of the world's leading providers of health care products and services. Johnson & Johnson includes diversity as a key process not only in recruiting, but also in its supply chain, product development, sales, marketing and advertising. Johnson & Johnson is committed to gender diversity acts on this commitment by promoting women to senior management positions. According to a 2008 study by WOMEN-omics, Johnson and Johnson was ranked number two for Fortune 100 companies having the most equal balance of men and women on executive leadership teams, with 44% of its Executive Committee positions occupied by women. Working Mother magazine has named Johnson & Johnson among the "Top 100 Companies for Working Mothers" every year since the list was initiated 23 years ago. Johnson & Johnson was also acknowledged by DiversityInc Magazine as one of the "2008 DiversityInc Top 50 Companies for Diversity."

**Levi Strauss & Co.** is one of the world's leading manufacturers of blue jeans and other apparel. Established in 1952 and based in San Francisco, California, the Levi Strauss Foundation is a private foundation organized by Levi Strauss & Co. that provides grants to community-based organizations in countries where Levi Strauss & Co. does business. In 2008, the Levi Strauss Foundation paired with Business for Social Responsibility to expand the HERproject peer health education training to 6 factories throughout Egypt. The HERproject connects businesses with health educators who train employees in reproductive health, maternal health nutrition, disease prevention, and in how to access health services. In addition to supporting the HERproject, Levi Strauss has also sponsored an intensive return-on-investment study in the hope of demonstrating that health awareness promotion can have substantial economic benefits to an employer. These educational efforts will help women protect themselves against disease and thus empowers them to promote their basic human rights.

**Levi Strauss & Co.** is a leading manufacturer of blue jeans and other apparel. Established in 1952 and based in San Francisco, the Levi Strauss Foundation is a private foundation organized by Levi Strauss & Co. that provides grants to community-based organizations in countries where Levi Strauss & Co. does business. In 1999, the Levi Strauss Foundation paired with the Asia Foundation to create grassroots programs aimed at providing female Chinese migrant workers with accessible career and human rights information. The program includes training in areas such as labor rights awareness, women's health, legal rights, occupational health and safety, and asset building. The program was the first effort of its kind in China and has provided a model for several other global companies doing business in China's industrial regions.

**Macy's** is a chain of mid to high range department stores operating in 810 U.S. locations. In 2005, Macy's began partnering with women widowed during the civil war in Rwanda to distribute baskets that the women had hand-woven. In 2006, Macy's purchased 31,000 of these baskets to sell throughout the United States. Each basket, which was purchased for approximately \$24 from the women and sold for three times that amount, provides enough income for a worker to feed herself for a month. This represents a salary equaling roughly eight times the country's average income. The weavers also receive health care benefits. Finally, the weavers benefited from having honed their skills to meet the quality and scale demands of the international market. The program, which is ongoing, has been called "holistic" by Women for Women International, and promotes ethical labor standards, encourages entrepreneurship, and invests in micro-enterprise.

**MAS Holdings** (“MAS”) is a major apparel manufacturer in Sri Lanka, servicing brands, such as Victoria’s Secret, Nike and Speedo. Despite a civil war in Sri Lanka and intense competition from manufacturers with “sweat shop” conditions, MAS Holdings has remained committed to safeguarding the health and safety of its employees, the majority of whom are poor women from rural communities. To ensure the safety of its workers, MAS built factories near its workers’ villages and provides bus transportation to work. MAS followed the UN Global Compact in its code of conduct, and has prioritized workplace safety, limiting the length of the work day, providing air conditioned facilities, serving meals, employing only people over eighteen and giving pregnant women different colored hairnets so they can receive special care. Further, in 2003 MAS focused specifically on women with its “MAS Women Go Beyond” program which provides trainings to help women with many issues, including career advancement, learning English, developing technology skills and managing personal finances.

**Negucci Inc. Ghana Limited** (“NGL”) is an NGO dedicated to improving the lives of women in Ghana. NGL has partnered with the United Nations Habitat Slum Upgrading program and Slum Dwellers International to train unemployed women to build houses using blocks made from Insulated Concrete Form, which are more resistant than typical wood frame construction to poor weather conditions and seismic activities. The project enables women to build their own houses, as well as to engage in construction projects as a means to generate income for themselves. Through this program, NGL is providing equal opportunity and access to vocational training to unemployed women.

**OPDENTCI-GIE** is a private international trade promotion and marketing organization which promotes and develops commercial and export opportunities to support the production efforts of Côte d’Ivoire artisans. OPDENTCI-GIE is composed of 34 professional associations in the craft industry sector, with institutional support from a variety of governmental bodies. Artisans directly participate in the implementation and management of processes designed by the OPDENTCI-GIE. OPDENTCI-GIE focuses on gender neutrality in recruiting and hiring employees by asking candidates to hide in their CV any information that will show their gender. Recruiting on the basis of merit alone led to 175 females out of 360 technical and professional personnel. OPDENTCI-GIE ensures that women are either the first or second in command of each department, activity or organization, and guarantees that all organizations concerned with female activities are headed by women. OPDENTCI-GIE actively trains its female personnel and managers and provides educational scholarships to target female students.

**Proctor & Gamble** (“P&G”), the international consumer products company headquartered in Cincinnati, Ohio, recently announced a joint venture with the United Nations’ Children’s Fund (“UNICEF”) to raise money for tetanus vaccinations in the Democratic Republic of Congo through the sale of Pampers diapers. For each packet of Pampers purchased over a three-month period in the United Kingdom, P&G pledged to donate the money for one tetanus vaccine. Tetanus, a disease long ago eliminated as a concern for new mothers in the developed world, claims the lives of an estimated 250,000 newborns and 30,000 mothers worldwide each year. The program appears to be a win-win for both P&G and the Democratic Republic; sales of Pampers diapers outpaced projections during the program, and as a result, 7.4 million people will receive life-saving vaccinations.

**Renfe** is a Spanish company owned by the government to operate freight and passenger trains throughout the country. Renfe has implemented various provisions to ensure equality in professional promotion. Preferential criteria in favor of women are used to encourage women to choose “male-dominated occupations.” Currently, Renfe is in the process of implementing a diagnostic study to enable the development of an Equal Opportunities Plan which will establish gender equality targets

and a means of achieving them. Renfe, as part of the diagnostic study, is utilizing various means to conduct its self-evaluation, including: analyzing its human resources processes, opening a communication space for employees and the company to engage in constructive dialogue, and establishing focus groups as a form of qualitative information research. Renfe is striving to keep its employees abreast of its progress toward an Equal Opportunities Plan through its company magazine and the intranet.

**Repsol YPF** is a Spanish oil and gas company, operating in over 30 countries around the world. The company is considered a leader in its industry throughout Latin America, and strives to be a leader in the realm of gender equality and the promotion of women within its business. Repsol YPF has specifically targeted diversity in management by establishing programs to increase the percentage of women in managerial positions. These programs include a system of comprehensive reviews of female employees to identify “high potential employees,” and the creation of sixteen development centers (seven of which are exclusively for women) designed to examine the potential of the company’s employees and to offer an insight into their interests and aspirations. Additionally, Repsol YPF places an emphasis on work-life balance and has established a Diversity and Work/Live Balance Committee which has taken various measures to improve the balance. Such measures include the implementation of flexible working hours, restricting the duration of meetings, providing an employee support service and allowing for remote-working.

**Sun Microsystems** is a multinational technology company based in California with approximately 33,556 employees operating in over 100 countries around the world. Sun Microsystems has a long history of building strategic partnerships to enhance the opportunities of women in the technological field. In the 1990s, Sun Microsystems hosted the first Women in Technology International (“WITI”) meeting, which approximately 250-300 women attended. In 2008, Sun Microsystems sponsored the 2008 Women of Awards banquet, which was hosted by the Anita Borg Institute for Women and Technology. The banquet honored three women leaders in technology and highlighted women’s contributions to innovation, leadership, and social impact. In addition to these partnerships, Sun Microsystems has developed partnerships with the Executive Women’s Alliance, the National Association of Women MBAs, and the National Women of Color in Technology Awards. Through these partnerships, Sun Microsystems helps advance the careers of women in technology by supporting leadership conferences, recognizing the accomplishments of women in technology, and supporting various women’s initiatives.

**The Agbar Group**, based in Spain, is a holding company made up of more than 150 businesses operating in the public service sector, including businesses that focus on the distribution and treatment of drinking water and public health. In 2008, Agbar signed an agreement with the Catalan Regional Government pursuant to which Agbar will work with the government to recruit and train women who have suffered from gender-based violence to fill available employment positions with Agbar. By training and hiring women who have suffered from gender-based violence, Agbar will help these women achieve economic independence.

**Titan Industries Ltd.** (“Titan”) is an Indian company that is part of the Tata Group and that manufactures watches, jewelry and glasses. Titan has created opportunities for poor women from rural Indian communities and encouraged women’s entrepreneurship through its program, Management of Enterprise and Development of Women (“MEADOW”). MEADOW originally provided women with jobs cleaning uniforms, but later evolved, through Titan’s work with the NGO MYRADA, into a successful watch strap company privately owned and run by women. Through MEADOW, women are given the opportunity not only to become wage earners, but also to serve on

the board of the company, receive business education, and to play significant roles in the company, including negotiating with Titan. All of these initiatives have helped women to achieve status and respect in regions where they previously had little chance for professional advancement.

**Unilever** is a multinational corporation based in London which manufactures and sells 400 brands spanning 14 categories of home, personal care and food products. In 2003, Unilever Sri Lanka launched “Project Saubhagya,” to empower women in its communities. The project enables women to create micro-enterprises that provide them with sustainable sources of income through selling Unilever brands in their own villages. This translates into a much-needed, sustainable income contributing towards better living and prosperity for the Saubhagya women and at the same time, creates a new sales mechanism for Unilever’s products. Through Project Saubhagya, Unilever Sri Lanka is taking steps to eliminate gender discrimination in the workplace by recruiting women in the community and paying them a living wage.

**Unilever** is a multinational corporation based in London which manufactures and sells 400 brands spanning 14 categories of home, personal care and food products. In 2003, Unilever Sri Lanka launched “Project Saubhagya” to empower women in its communities. The project enables women to create micro-enterprises that provide them with sustainable sources of income through selling Unilever brands in their own villages. This translates into a much-needed, sustainable income contributing towards better living and prosperity for the Saubhagya women and at the same time, creates a new sales mechanism for Unilever’s products. Through Project Saubhagya, Unilever Sri Lanka is taking steps to eliminate gender discrimination in the workplace by recruiting women in the community and paying them a living wage.

**Westpac Banking Corporation** is a multinational financial services company and the largest bank in Australia. Westpac launched its “Women in Business Program” in 1999, and has since trained approximately 35,000 bankers in delivering high-quality services to women by training both male and female employees in catering to the expectations of female clients. It has also trained thousands of women to grow their personal businesses successfully. The company is now focusing on sharing its knowledge with emerging market banks that have relatively few female customers. In addition to providing these professional development opportunities to the community, Westpac also conducts internal training and mentoring for its employees. In 2001, Ann Sherry, an executive of human resources and public affairs, outlined Westpac’s 5 year plan involving concrete, verifiable actions aimed at developing and enhancing the role that women play in its business. This plan included promoting women to visible leadership roles, soliciting feedback about the experience of women at Westpac, raising awareness of the need for female leadership, and fostering gender-equitable opportunities in the workplace. More recently, Westpac has sponsored the Lead, Learn and Succeed campaign, which operates throughout Australia, in an effort to encourage networking among women in business.

### **Other potential examples identified**

- Areas
- Baosteel Group Corporation
- China Datang
- Rio Tinto