

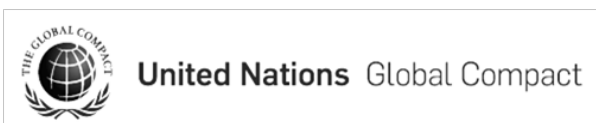
Companies Leading the Way: Putting the Principles into Practice

Updated March 2012

What follows is a sampling of over 100 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. The actions and policies adopted by these companies demonstrate the abundance of ways that business can contribute to the advancement of women's empowerment around the world.

The practices are accompanied by an index that matches each one to the specific Women's Empowerment Principle(s) that it addresses and/or supports. The examples hail from companies representing a broad range of sectors and regions, demonstrating the universal relevance and practicality of women's empowerment and gender equality.

These working examples have not necessarily been reviewed by the companies concerned and may be subject to further editing. Nor have they been through any vetting process. They are intended to raise awareness of the many ways in which business can promote gender equality in the workplace, marketplace and community. We hope that they will inspire other businesses to take action to empower women and that this collection of good practices by companies around the world will continue to grow. To contribute an example to this live document, please contact Lauren Gula (gulal@un.org).



	Geographical Region	Principle 1 Leadership Promotes Gender Equality	Principle 2 Equal Opportunity, Inclusion and Nondiscrimination	Principle 3 Health Safety and Freedom From Violence	Principle 4 Education and Training	Principle 5 Enterprise Development, Supply Chain and Advertising Practices	Principle 6 Community Leadership and Engagement	Principle 7 Transparency, Measuring and Reporting
Aarhus Karlshamn AB	Europe					•		
Abreu Advogados	Europe	•	•		•			
Accenture	Global	•	•	•	•	•	•	•
Access Bank	Africa	•	•		•			•
Adecco Foundation Spain	Europe		•	•				
Agbar	Europe		•	•	•			
Air France	Europe/ Global		•		•		•	•
Al-Arabi Group	Asia	•	•					•
Alcatel-Lucent	Global	•	•		•	•		•

Allens Arthur Robinson	Australia/ Asia	•			•			
Anglo Platinum	Africa		•	•				•
Arafa Holding	Africa/ Global	•	•					•
AstraZeneca	Europe/ Americas	•	•		•			
The Anita Borg Institute for Women and Technology	Americas	•	•		•			
Avon Products	Americas/ Global	•	•	•			•	
AXA	Europe/ Asia	•	•					
Azerbaijan Micro-finance Association	Asia		•			•		•
BBVA	Americas		•					
Bilbao Bizkaia Kutxa	Europe	•	•	•	•			•
BPW International	Global	•						
British Petroleum	Europe/ Asia/ Global	•	•		•		•	•
Business Partnership for Girls' Education	Asia				•		•	
CA Technologies	Global				•		•	
Calvert Investments	Americas	•	•					•
CAN	Europe		•	•				

The Chemical Industries Development (CID)	Africa	•	•		•			
Cisco Systems	Americas/ Africa/ Asia/ Global				•		•	
“comme il faut”	Asia	•				•	•	•
The Commercial International Bank (CIB)	Africa		•		•			
The Commonwealth Bank of Australia (The Group)	Australia/ Asia	•	•					
Compañía de Tierras Sud Argentino	Americas				•	•		
COSCO Group	Asia		•	•				
Credit Mutuel	Europe		•					
Deloitte Touche Tohmatsu (DTT)	Global/ Asia/ Europe/ Americas	•	•		•			
DOW Chemical Company (USA)	Global/ Americas		•		•		•	
EGA Master Calidad / EU	Europe		•					
Endesa	Europe/ Americas	•	•	•	•			•
Equalitec	Europe				•		•	
Ericsson	Europe/ Asia			•			•	

ExxonMobil	Americas/ Africa					•	•	
FCC	Global		•		•			
Fomento de Construcciones y Contratas, S.A.	Europe	•	•					
Franky and Ricky	Americas		•	•	•			
Freestar Group	Europe		•		•			
Gap, Inc.	Americas/ Asia				•			
Gender and Technology EQUAL Development Bank	Europe				•			
Gender Equality Model Egypt (“GEME”)	Africa	•	•		•			•
General Motors	Americas		•		•			
The Goldman Sachs Group, Inc	Americas/ Global				•			
HCL	India/ Global		•	•		•		
Hc Energia Group	Europe	•	•	•		•		•
Hindustan Paper Corporation Limited (HPC)	Asia				•		•	
HSBC	Europe/ Global	•	•		•		•	
IBERDROLA	Europe/ Global		•					

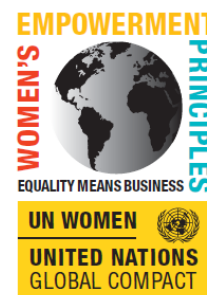
IKEA Women's Empowerment Program in India	Europe/ Global				•	•	•	
Infosys	Asia		•	•			•	
Inforpress Group	Europe	•	•					
ITAIPU Binacional	Americas		•				•	
Jaguar and Land Rover	Europe		•					
Johnson & Johnson	Americas		•					
Levi Strauss & Co.	Americas/ Global				•		•	
Lilly	Europe		•					
Macy's	Americas/ Africa			•		•	•	
Mahindra and Mahindra	Asia				•		•	
Mary Kay Inc.	Americas/ Asia						•	
MAS Holdings	Asia	•		•	•			
Merck	Global	•	•		•			
Mia / GyJ España	Europe						•	
Micato Safaris	Americas/ Africa				•	•		
Negucci Inc Ghana Ltd	Africa				•			
Newmont Mining	Americas/ Africa					•		

New Space	Americas							●
The Nile Company	Africa				●			
Novo Nordisk	Global	●	●					●
Olympic Group (OG)	Africa	●	●		●			
OMV	Austria	●			●	●	●	
OPDENTCI-GIE	Africa		●		●			
PaxWorld Management LLC	Americas	●	●					●
Prime Group	Asia	●	●		●			●
PwC South Africa	Africa	●						
Proctor & Gamble	Americas/ Africa						●	
Renault	Europe		●					
Renfe	Europe	●	●					●
Repsol YPF	Europe/ Americas	●	●					
Rio Tinto	Europe/ Global	●						●
SAFARICOM LIMITED	Africa		●	●				
SAFARICOM FOUNDATION	Africa				●		●	
Scotiabank Canada	Americas	●						

Scotiabank Mexico	Americas	●			●			●
SEKEM	Africa	●			●			●
Sodexo Inc.	Global	●	●		●			
Sinopec Corp.	Asia		●	●				
SK Group	Asia		●				●	
South Indian Bank (SIB)	Asia				●	●		
Standard Chartered	Europe/ Global		●		●	●	●	
Sun Microsystems	Americas/ Global				●		●	
Symantec Corporation	Americas/ Asia	●			●	●	●	
Tag Heuer	Global						●	
Tata Steel	Asia			●	●	●	●	
Teijin Limited	Asia	●						
Titan Industries Ltd.	Asia	●						
Total	Global		●					
Unilever	Europe/ Asia/ Americas/ Global		●		●	●	●	
Unilever Bangladesh	Asia					●	●	
Unilever India	Asia				●	●		

Unilever Ghana	Africa					•		
United Nations Federal Credit Union (UNFCU)	Global							•
Usha Martin Limited	Asia				•	•	•	•
United Bank for Africa	Africa				•	•	•	
Westpac Banking Corporation	Oceania	•	•		•			
Yahoo!	Global	•	•		•		•	

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EXAMPLES

Aarhus Karlshamn 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 the women collecting raw materials for AAK. This allows the women more time to earn a living collecting shea kernels. AAK has also worked toward 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.

Abreu Advogados is a Portuguese law firm founded in 1993 with 155 lawyers, 55 support staff, and offices in Lisbon, Porto, Funchal, and Angola. The firm prides itself not only on the diversity of its 10 practice areas and 47 specialized working groups, but also on the diversity of its board of directors, composed of 7 partners of different ages, experiences, and seniorities. The firm promotes work-life balance and retention of women with a maternity support policy designed to provide its private-sector lawyers with the same type of support that the Portuguese government guarantees to public-sector employees. Specifically, the maternity support policy offers women a five-month leave either before or after childbirth and guarantees 100% of base pay for the first three months, 75% of base pay for the fourth month, and 50% of base pay for the fifth month. Alternatively, the policy offers women the opportunity to return to work after a three-month leave with the same base pay, provided that women work for at least 25% of the average time during the fourth month and at least 50% of the average time during the fifth month. During the sixth month after the five-month leave, the policy grants women the right to reduce their hours from 40 to 30 per week, for 75% of their base pay. Most recently, the firm made itself the first Portuguese legal service provider to publish a Corporate Social Responsibility Report.

Accenture is a global management consulting, technology services and outsourcing company, headquartered in the Republic of Ireland, which has had a long-standing commitment to attracting, retaining and advancing women. Women comprise more than 35% of their global workforce. As more women pursue careers in business and technology, Accenture has sought to develop initiatives to attract them, such as a global online site connecting women across the company and with internal/external resources. Women’s career advancement is promoted through formal mentoring programs and customized diversity awareness training, including courses to develop women leaders, such as “Developing High Performing Women.” International Women’s Day celebrations— held annually since 2001—have expanded to 162 locations in 40 countries, and, as part of the company’s commitment to

the day, a new a topic of interest to women in the workforce is researched annually. Participants exchange ideas about women's impact on the global economy and Accenture's business, network, build skills and address issues that face women in the workplace and beyond. Also, all employees are given the opportunity to 'give back' through a corporate citizenship program "Skills to Succeed", which aims to equip 250,000 people around the world by 2015 with the skills to get a job or build a business. In recognition for its efforts, Accenture has been included in the FORTUNE magazine's "100 Best Companies to Work For."

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 including 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 placement 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.

Agbar is a Spain-based holding company made up of more than 130 companies operating in the public service sector, developing businesses on the integral water cycle (water, environment and solutions technologies). In 2008, Agbar signed an agreement with the Catalan Regional Government pursuant to which Agbar will 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.

In addition, the development of a specific and common methodology for all the companies in Agbar has been a key element for the implementation of gender equality policies. As a consequence, 15 companies of Agbar have drawn up Gender Equality Plans, which benefit more than 4,500 employees. Furthermore, 10 more companies are currently developing similar plans, which mean that equality policies will be extended to more than 7,500 workers in 2012. The internal and external dissemination of the established model and good practices has been essential in ensuring the development and progress of the equality policy. Agbar's intranet, for example, incorporates a specific section dedicated to Equality Plans. In addition, data, such as the proportion of women by job categories, are included in the Agbar Corporate Responsibility Report.

Air France, a leading European airline company employing over 60,000 employees in 80 countries has pursued a deliberate policy of promoting gender equality in the workplace ever since it signed an initial agreement with trade unions in 2002. This agreement was renewed and its scope extended in 2006. As part of this contract-based policy, the company has implemented equal pay initiatives. In December 2008, a general audit was performed to ensure gender equal pay, resulting in 350 female staff benefiting from compensation equalization measures. This measure will be renewed in 2009. The company also makes annual reports regarding compared pay increases to ensure that pregnant female staff-members

benefit from the same pay increases as male staff-members during their maternity leave. To change mindsets in an environment where outdated stereotypes still persist, Air France continues its training and awareness-raising initiatives. In 2008 trade union representatives and HR managers attended a training session to help them understand the “Professional Equality” report, improve their knowledge of the legal issues and raise their awareness about gender equality. Air France also participates in projects that encourage schoolgirls to consider traditionally male-dominated jobs in the airline industry (pilots and mechanics) and schoolboys to consider traditionally female-dominated jobs in the airline industry (retailers, bookkeepers, flight attendants).

Al-Arabi Group was established in 1964, initially as family business in the field of wholesale, with only L.E 4000 in capital. In 1974 Al-Arabi successfully gained the agency of Toshiba International. By 1982 the 1st manufacturing factory was established. At present, Al-Arabi group has two manufacturing compounds, the 1st is the Banha compound, with 10 factories (35000 sq .m.), and the 2nd is Quisna compound, with 7 factories (250000 sq. m.). The timing of the restructuring of its new Human Resource (HR) system was a golden opportunity for the integration and implementation of the Gender Equity Model in Egypt (GEME) in the company. El- Arabi’s new HR system thus recognizes and emphasizes equal rights for both males and female in the workplace. Previous policies that were supportive of gender equality have been formally documented. Updates on the GEME were periodically circulated among employees via e-mail and a Complaints Box was also established for easy placements of complaints that are to be addressed. Surveys to assess employee satisfaction are conducted periodically and are widely disseminated across the firm.

Alcatel-Lucent is a global telecommunications company. In facilitating a more connected world the company is strongly committed to advancing equality, and CEO Ben Verwaayen has signed the United Nations CEO Statement of Support for Women’s Empowerment. The company has also set up a high-level Diversity Board to pursue equal opportunities. Alcatel-Lucent actively promotes gender diversity and supports equal access to job opportunities and job training as well as equal pay for equal work. Some of our activities include: the signing of a 2010 Gender Equality Agreement in France that calls for the advancement of women in the company, elimination of salary disparities, more women engineers and measures to improve work/life balance. In North America, Affirmative Action and Employee Equity plans help advance the role of women in the company. Our Global Human Rights Policy prohibits discrimination against any employee or job applicant on the basis of gender, prohibits actions that create an intimidating, hostile work environment or that threaten or insinuate that submission to or rejection of sexual advances will influence any personnel decision. Our compliance hotline means that incidences can be reported and investigated quickly. We make sure this happens through education and training – from taking part in best practice workshops with the Gender Equality Project in 2010-11, to supporting our Women’s Leadership Network which provides an avenue for all women in Alcatel-Lucent to share and grow their leadership abilities, and receive mentoring. We have set ourselves targets to increase representation of women in management positions by 20% by 2012, and to extend existing equal pay agreements by end 2011. With relation to the 20% target, Alcatel-Lucent’s management committee and their teams have committed to either sponsor, mentor or provide coaching to women in the company’s leadership pipeline to help prepare them to take executive positions. We use a range of indicators to measure our progress, and results are audited by Ernst and Young, corresponding to GRI standards. They are published in our annual Corporate Responsibility Report. Alcatel-Lucent has also helped the Gender Equality Project launch its global certification and assessment methodology for

gender equality in the workplace in 2011, and our CEO Ben Verwaayen is also a member of the World Economic Forum's Gender Parity Board for 2011-2012.

The Alcatel-Lucent Supplier Diversity program increases our relationships with suppliers lead by women and drives inclusion throughout our supply chain. In 2010, the Group awarded 17% of the local spend within the U.S. to certified minorities, women, veterans, and service-disabled veterans, and to small businesses. The Women's Business Enterprise National Council named Alcatel-Lucent as one of America's Top Corporations in 2010 for levelling playing fields for women to compete for corporate contracts for the 4th year running. Alcatel Lucent is also engaged with WEConnect-International to provide funding, training, and opportunities to women business owners all over the world. We make sure to attract women to the company through career fairs, regional conferences, and student interaction events with higher education groups such as the Society of Women Engineers. Similarly, the Alcatel-Lucent Foundation's mission is to "provide youth, with a special focus on girls and young women, in targeted underserved communities with access to education and life skills programs". 14 programs focus on women, from the Women's Act in Poland, to Empowering Disadvantaged Girls through IT in Venezuela, and Access to technology in Brazil. A new 3-year partnership with World Education has begun, helping 13,500 young people from disadvantaged communities around the world - 70% of these young people will be girls and young women.

In addition to the above, Alcatel-Lucent is launching a series of workshops in 2012 to help people managers understand gender balance as a strategic business issue, as well as increase understanding of the differences between the two genders in terms of leadership style, communication, behavior and career cycles. The workshops will give participants space and time to express themselves honestly on the topic and make visible different internal attitudes, as well as providing tools to better manager gender diversity within the company and as part of the employee life-cycle.

Allens Arthur Robinson is a top-tier commercial law firm with offices throughout Australia and Asia. For many years, our firm has had a strong commitment to creating a diverse workforce, where we value the contribution that people from different backgrounds and life experience bring to our firm. Since 2002 our professional development programs have included initiatives specifically focused on the engagement, career and professional development and promotion of women in the firm.

The Women at Allens program plays an important part in our development and acceleration of female professionals in all areas of our firm. Initiatives stemming from this program include a mentoring program, a dedicated intranet site, networking lunches, seminars and special events involving external clients. To support employees manage family responsibilities, we offer all female employees one-and-a-half hours of individual managing the transition coaching before and after the birth of a child, and 18 weeks paid parental leave. We provide a childcare kit to all employees; a 'buddy' program to help women to stay in touch whilst on leave; and transition luncheons whilst on leave to allow the opportunity to network with other women. Allens recognises that employees' flexibility needs will vary at different life stages, particularly when family circumstances change. The firm actively supports flexibility, offering one-on-one coaching sessions; flexibility guidelines for staff, managers and partners; and online resources.

Anglo Platinum is based in South Africa and is a world leading primary producer of platinum group metals. The company has incorporated human rights principles into its code of ethics and business principles. These principles apply to all company operations, including projects in Zimbabwe and exploration in China. Anglo Platinum values its employees and strives to ensure a number of health and safety provisions, including HIV/AIDS testing and treatments. As an example, all HIV-positive mothers receive HAART (Highly Active Antiretroviral Therapy) to reduce the risk of transmission of HIV to their unborn babies. The end of 2009 marked five years since the Mining Charter and its associated scorecard for broad-based socioeconomic empowerment for South Africa took effect. The Company endeavored to meet all its mining Charter obligations, including establishing a plan to achieve the target for women's participation in mining of 10% and implementing it. The Company has, since 2002, produced an annual sustainability report in accordance with the guidelines of the Global Reporting Initiative (GRI). In 2009 the annual report became a fully integrated, single volume report. The reporting includes economic, social and environmental issues, providing comparative facts and figures, including a detailed breakdown of employment by gender and race per occupations level. The 2009 report was independently assured by PricewaterhouseCoopers, to an application level of A+.

Arafa Holding is acknowledged by the industry elites as a pivotal contributor in the textile and apparel industry in Egypt and worldwide. The company takes pride in its evolution over the past years, becoming a company that enjoys diversity of employees, customers and suppliers throughout the different continents of the world. It was also among others that made the decision to adopt the Gender Equity Model in Egypt (GEME) to further raise existing gender equality (GE) GE standards in the workplace. The company offers incentives to women in order to retain them as valuable employees. For example, married women are at times exempted at times from working longer hours due to family responsibilities. Housing is also provided for married couples working in the company. Additionally, transportation services are provided by the company for employees who live in distant areas. This is a very positive factor for women in particular, as it is usually among the reasons women would drop out of the labor market. Special time allowance is given to mothers who place their children in day care, and these women are allowed to use company transportation free of charge. Upon the adoption of the GEME, a Gender Equity Committee was established, and memoranda defining its role were circulated. In an attempt to assess the impact of the GEME, a survey was conducted. The survey revealed that employees have experienced benefits after its implementation.

AstraZeneca is a multinational healthcare company based in the United Kingdom with approximately 65,000 employees operating in over 100 countries. In 2000, the AstraZeneca US headquarters in Delaware launched flexible working arrangements for its US Business Center employees. The program includes flexible schedules, telework, compressed work week, part-time and job share. A program offering part-time and job share options for the field sales force was added in 2001. In addition to flexible working arrangements, AstraZeneca in the US has an onsite child care center at the US Business Center and offers priority access at a community-based center for a smaller site. Both programs include a tuition subsidy based on family income. The company also makes back up child and elder care available to all US employees. AstraZeneca in the US has also launched a peer-mentoring program using small 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 some level of career advancement. Women comprise over 50% of AstraZeneca US workforce. Women represent 36% of leaders with Project & Line Management responsibility; they are leaders of key brands

and key functions, some of which are not traditionally regarded as "women's areas." These include the vice president of sales, general manager of one of two US production sites, and the chief global veterinary officer. Of the vice presidents leading the three brand organizations in the US, two are women. The US business is governed by five business process teams who report to a US Leadership team. Women are represented, and in some instances lead, these process teams and represent 44% of the membership. Women represent 25% of the Board of Directors.

The Anita Borg Institute for Women and Technology (ABI) seeks to increase the impact of women on all aspects of technology and increase the positive impact of technology on the world's women. The Anita Borg Institute provides resources and programs to help industry, academia, and government recruit, retain, and advance women leaders in high-tech fields, resulting in higher levels of technological innovation. ABI is a not-for-profit 501(c) 3 charitable organization. ABI partners include: Google, HP, Microsoft, Cisco, First Republic Bank, IBM, Intel, Lockheed Martin, the National Science Foundation, NetApp, SAP, Sun Microsystems, Symantec, Thomson Reuters, Wilson Sonsini Goodrich & Rosati, Amazon, CA, Intuit, Facebook, Genentech, and Raytheon.

Avon Products, Inc., a leading global beauty products company headquartered in the US, launched the Avon Speak Out Against Domestic Violence initiative in 2004. As part of this commitment, in 2008 Avon announced a US\$1 million donation to benefit the United Nations Trust Fund to End Violence against Women, which is managed by the UN Development Fund for Women ("UNIFEM"). The pledge was part of Avon's annual celebration of International Women's Day, which in 2008 took place at the UN. Funds as well as awareness of the issue of violence against women were raised through the sale of the "Avon Women's Empowerment Bracelet" in 50 countries worldwide for US\$3 each, with the Avon Foundation committing to match the first US\$500,000 raised. In 2009, the Avon Foundation announced an additional \$250,000 grant for the UN Trust Fund in honor of International Women's Day and launched a companion fundraising product, the "Avon Women's Empowerment Necklace." To date, over US \$8 million has been raised by the fundraising products. The program was designed to help eradicate violence against women worldwide and ensure justice for all women. In both 2008 and 2009, actress Reese Witherspoon, the Avon Global Ambassador and Honorary Chair of the Avon Foundation, participated in the Avon International Women's Day events. The donated funds will bolster the Trust's efforts to implement laws and policies to prevent and reduce the prevalence of violence against women.

In addition to Avon's efforts of addressing violence against women, the company also promotes the advancement of women internally, and through philanthropy and mobilization. Through the Avon Foundation for Women, the company has raised over \$860 million worldwide in 58 countries. Avon is the leading corporate supporter of the breast cancer cause, with more than \$740 million donated, and 2012 marks the 20th anniversary of the Avon Global Breast Cancer Crusade. Internally, the company promotes the advancement of women through a strong focus on diversity and inclusion. Women comprise 60% of Avon's total workforce and 42% of senior leaders. Current roles held by women include Chairman & CEO, Chief Financial Officer, General Counsel, Group Vice President of Corporate Strategy, Senior Vice President of Global Communications, and the heads of numerous regions and countries, including Eastern Europe, Western Europe, Middle East and Africa. In 2010 the number of women at level of Director and above increased by over 7%, and in 2011 the number increased by over 14%.

AXA, an international network of services for corporate and individual clients, is present in over 30 countries. AXA France has been recognized for several years as a leader in the area of equal opportunities through the promotion of a number of initiatives such as the "Plan Espoir Banlieues" (active recruitment in disadvantaged suburbs), the "Train pour l'emploi et l'égalité des chances" (a diversity-oriented recruitment roadshow), and the "Charte de la Parentalité" (a recognition of the role of fatherhood in work-life balance). AXA France also published an internal guide and has a dedicated budget (€1.25 million over 3 years) to address gender-based pay gaps. AXA Sigorta (Turkey) signed the Declaration of Women in Management Initiative of KalDer* in March 2009, the latest declaration of women's rights to govern. At AXA Sigorta, gender equality is common practice. Two figures confirm this: first, the level of female representation on the company's executive committee, which is made up of three women and four men, and second, the percentage of female managers (44%), which is significantly higher than the Turkish average and that of many other European countries. Women and men are also treated equally in terms of salaries. AXA Equitable (USA) created the Office of Diversity and Inclusion to emphasize and build upon their commitment to creating a workplace that is diverse, inclusive and unique. Many events are hosted by the organization during the year to highlight diverse cultures. The Diversity and Inclusion Advisory Council is comprised of 12-15 individuals from a variety of business areas and locations to support and advise senior management in driving business excellence through diversity and inclusion.

*KalDer is an independent, non-profit organisation, which aims to enhance awareness of management quality in industry, the public sector, non-governmental organisations and throughout every walk of life.

Azerbaijan Micro-finance Association ("AMFA") emerged in 2001 from "The First Annual Micro-finance Conference in Azerbaijan" and the international working group that sponsored the event. International NGOs introduced micro-finance to the Azerbaijan in the mid-1990s to support the one million persons displaced by the Nagorno-Karabakh conflict with Armenia. AMFA now has 28 members, including 16 microfinance institutions (MFIs), 11 banks, and 1 credit union. As of October 31, 2009, AMFA membership lent over \$400 million of microcredits to more than 290,000 active borrowers. AMFA's commitment to female employment and career development encompasses staff and clients alike. As part of its participation in the Asian Development Bank's country gender assessment (CGA), AMFA developed a Gender Responsive Microfinance Project to redress gender discrepancies in the industry's staff and client bases by recruiting female loan officers and clients. With 13 institutional partners, AMFA collected and analyzed data on recruitment, retention, and promotion of female loan officers and on the organization's treatment of female clients. AMFA surveyed former female employees to determine problems related to career development and to make recommendations on hiring criteria. With this information, AMFA recruited 18 new female loan officers and partnered with MFIs, the Gender Research Center, and the Russian Microfinance Center to provide orientation and trainings including gender sensitivity trainings. Since November 2009 AMFA, in partnership with MFC (Poland), was involved in the piloting of a gender mainstreaming project in Azerbaijan. The project's goal is to experiment with innovative solutions aiming at gender mainstreaming in microfinance in the Caucasus region. Project activities aim at microfinance clients' empowerment through: a) Equipping clients in life-planning and financial literacy tools through delivery of financial and non-financial services; b) Enabling MFIs to better support their clients with non-financial services, ensuring gender equality and equity for clients, and sustainability for MFIs. Following the experimental phase of the project, developed sustainable solutions and experiences will be distributed and shared worldwide.

BBVA aims to eliminate all impediments to the professional development of women in the Group. The two main focuses of action in which work is being done to ensure gender equality are: the professional development of women and maternity, by implementing measures to improve the balance between maternity and a professional career. Up until now we have planned to implement three main actions regarding maternity (long lasting maternity leave cover, teleworking facility and tutoring after maternity leave); four actions regarding talent (allowance for talented people to be aware that they are considered so, teleworking extension, economic pool for inequities and a talented-women choice for special monitoring); and a specific learning pack to raise public awareness on Diversity.

Moreover, the “general” tool is being tested as part of this project. This is a social network for the debate of opinions on a variety of subjects that must later be translated into specific action plans. By the end of 2011, almost 400 participants had left their opinions in general! This network has widened its structure, allowing almost 3.000 people in. The whole initiative is organized by a strategic committee with high-level representation chaired by the COO. The strategic committee is assisted by an operational committee that deals with greater detail and a managing body that acts to promote and organize the contributions.

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 promotes balance between work and personal life for its employees and 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 that recognized BBK as an “equal opportunity collaborating entity” in December 2004. BBK is committed to the principle of equal opportunity and establishes Strategic Plans which implement this objective. The first Equality Strategic Plan was implemented throughout 2005-2007. In 2007, €75.2 million was invested in the social welfare work of BBK. Part of this funding was aimed at the BBK Gazte Lanbidean foundation, which was established in 1998 with the goal of fostering the employment of young people. The foundation provides services for young men up to age 35, and to promote equality, extends the age limit for women to 45. In 2007, BBK conducted its second external diagnostic study. The results of this study served as the basis for the second Equality Strategic Plan for the 2008-2012 period. In 2008 women constituted 51.3% of the employees in BBK. Online training courses, the implementation of a protocol with specific measures to prevent sexual harassment and gender-based harassment in the workplace with procedures for reporting harassment or related claims and the use of non-sexist language in communications are only three aspects of this detailed plan. The plan also includes business and social actions in connection with equality issues to promote gender equality in the workplace and in the community.

British Petroleum Plc (BP) is one of the world's largest energy companies, providing its customers with fuel for transportation, energy for heat and light, retail services and petrochemical products for everyday items. BP is very committed to diversity and inclusion. A global diversity and inclusion council is chaired by the chief executive, and the council places women’s inclusion and representation high on its agenda. A global women’s networking group, BPWIN has been established to support and encourage women within BP to successfully navigate and develop their careers. The network aims to foster the

development and retention of talented women in BP by creating a forum for connectivity; helping women to help themselves by learning from others. BPWIN sits across all of the local women's networks and is governed by senior women from across the business globally. Across BP globally there are many local women's networks that provide support and advice for their members and local business units. BPWIN connects these local women's networks by hosting regular webcasts with internal and external presenters and publishing a quarterly online magazine enabling best practices to be shared globally.

BP recognises that at certain times in people's careers priorities change -- particularly when it comes to establishing an effective work life balance. To assist employees in meeting their changing priorities, local policies and guidelines enable and support part-time or flexible working. To encourage and demonstrate commitment to these policies, best practice case studies that include people caring for an elder, job sharing, working from home and working flexibly have been published on the global diversity and inclusion intranet site. Another focus for BP is to encourage more women globally to enter the science and technology industry. BP supports this through an extensive education programme in local schools and universities, and by supporting and partnering with organisations that address underrepresentation of women in engineering and sciences, doing significant community work in countries where they operate. An example of this is in Azerbaijan, where local women who traditionally face barriers to employment have been supported and have gained technical qualifications enabling meaningful and sustainable employment.

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 Yemen 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 among 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.

BPW International (International Federation of Business and Professional Women) is one of the most influential networks of business and professional women with consultative status at the United Nations Economic and Social Council. BPW's work in the area of women's empowerment has occurred at the international and affiliate or federation level.

At the international level, BPW hosted an international consultation on the WEPs with corporate sector representatives in Australia. International President Preda Mirkilis has also taken the WEPs to the *Commonwealth Business Council* and presented on the principles at the Global CSR Conference 2012 hosted by the Global Compact Korea Network, to over 600 CEOs. BPW International has also advocated for women's empowerment at the Asia Pacific Economic Co-operation Women's Leadership Network.

At the federation level, various BPW country networks have undertaken their own initiatives. BPW American Samoa is hosting its first Leadership Conference in 2012 and the conference is entitled "Women Mean Business". The conference aims to integrate the WEPs into America Samoa's corporate

and government environment. In Canada, BPW Canada engaged government leaders' support for the official launch of the WEPs; as a result, a conceptual framework has been established to advance women's equality with the launch of the principles in 2012. In Pakistan, BPW Pakistan has engaged with the Commonwealth Business Council's Commonwealth Business Women, and leading entrepreneurs have formed an executive committee to take the CBW forward in their country.

CA Technologies is a global IT management software and solutions company with expertise across all IT environments. The company is committed to supporting the advancement of Women in IT and is firmly focused on nurturing a culture of diversity and inclusion both inside and outside the company. Through its partnership with the Anita Borg Institute for Woman and Technology, CA Technologies supports programs that bring together members of academia, industry and government to discuss the preeminent issues facing women in technology. The company is a major sponsor of Anita Borg's annual Grace Hopper Celebration of Women in Computing, with involvement in both the U.S. and India. In addition, CA Technologies partners with venture-catalyst Springboard Enterprises, the premier platform where entrepreneurs, investors, and industry experts meet to build great women-led businesses. CA Technologies also recently launched a new initiative in partnership with Boys & Girls Clubs of America called *Tech Girls Rock*, which aims to inspire tween and teen girls to discover an interest in technology and down the road consider tech related educational opportunities and careers. Through fun, hands-on, interactive workshops held in clubs throughout the country, CA Technologies employees give their time as moderators, panelists and group leaders. In 2011, Bill McCracken, CEO, CA Technologies, was added to the UN Development Fund for Women and UN Global Compact's Women's Empowerment Principles *CEO Statement of Support*, joining more than 250 signatories from companies around the world. These are a set of principles for business offering guidance on how to empower women in the workplace, marketplace and community. In line with the company's values and commitment to building strong and productive communities worldwide, CA Technologies has been a member of the UN Global Compact since 2007.

Calvert Investments launched the Calvert Women's Principles in 2004, as the first global code of corporate conduct focused exclusively on empowering, advancing and investing in women. The Women's Principles are consistent with Calvert's longstanding investment approach, which holds that well-governed, socially responsible companies are better positioned to manage risk and deliver long-term value to their shareholders, and reflect Calvert's view that there is a strong business case for gender equality. Since their launch, the Principles have offered corporations a set of standards against which they can assess their performance and provided investors a set of tools to assess corporate progress on gender equality and women's empowerment. Recognizing that these Principles can play a critical role in improving the quality of life for women employees, their families, vendors, suppliers, and other stakeholders, while advancing the rights and status of women around the globe, Calvert's main focus has been turning the Principles from the aspirational into the operational.

In 2008, Calvert partnered with the City of San Francisco's Department on the Status of Women and Verité to adapt the Principles for the Bay area. Subsequently, the company launched the Gender Equality Principles (GEP) Initiative and has worked with companies to translate the Principles into practical policies, guidelines, indicators, and other performance tools for direct implementation of the standards into the workplace. Calvert developed and launched a companion website (www.genderprinciples.org) which serves as a one-stop shop to assist companies in implementing and promoting the GEP, by allowing them to establish a baseline, identify areas of strength and

opportunities for improvement, leverage extensive indicators and resources, and set concrete goals and objectives to strengthen gender-related policies, practices, and organizational culture.

Calvert continues to advance gender equality within our own organization, as well. The company recognizes that diverse, engaged Associates are critical to our success. Calvert strives to practice what they preach in their workplace practices. Calvert has long believed that the implementation of high and fair labor standards is not only the right thing to do, but also helps create a more fulfilled and productive workforce. Calvert's written policy provides equal employment opportunity (EEO) to all qualified Associates and applicants without regard to race, color, religion, national origin, sex, age, disability, veteran status, sexual orientation, gender identity or expression of other factors which cannot lawfully be used as the basis for an employment decision. Calvert's workforce is demographically diverse and the company discloses the related data. As of December 31, 2010, 29% of Calvert's 198 Associates were minorities, with 47.5% being female and 52.5% male. Calvert has created this diverse workforce through a policy of identifying a diverse pool of candidates for open positions. Every effort is made to identify candidates through referrals, websites, staffing firms, and other sources that are also committed to diversity.

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 provides women a smooth transition and guaranteed return to their job positions, 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.

The Chemical Industries Development (CID) is a leading Egyptian company in the production of pharmaceutical products. It produces 28 different therapeutic groups for human use. As part of its commitment to promoting Gender Equality (GE) within the company, CID is one of the companies that joined the Gender Equity Model in Egypt (GEME). Its commitment is reflected in many of the best practices that the company has adopted to promote GE. First, the company created formal documentation of the existing GE policy. CID's low drop-out rates of working mothers within the company is largely attributed to its affiliated subsidized day-care. The company also emphasizes equal pay for both males and females, and stresses the importance of one's qualifications for recruitment. CID's senior management is highly supportive of the GEME. As a result, CID included training on GE in its yearly training plan provided during working hours. Moreover, the training manuals were placed in the library for easy employee reference. An additional manual was developed to include all GE policies and was distributed across all departments. Lastly, an e-mail address was created through which all employees and workers can direct their suggestions and inquiries to the Gender Equity Committee, besides having a complaints box for easy placement of complaints.

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 issued a written statement entitled "I Believe in Women," in which she explains the disparities that women face in Israel, including low representation in managerial positions, earning 60% of what men earn in the same positions, the "glass ceiling" and the "sticky floor." The company is combating these issues by enacting strong policies and being vocal. The company voluntarily discloses a Social and Environmental Responsibility Report reflecting its commitment to responsibility towards women. It is the first mid-sized company in Israel to disclose such a report. The company also has a number of programs that support women. For example, it introduced a marketing campaign that promotes self-confidence in women and denounces the treatment of women as sex objects. Additionally, the company hosted a benefit to raise funds for the rehabilitation of prostitutes, and hosted prostitutes at the company's spa and treatment center for the purpose of providing health education and treatment. Most of the prostitutes said that it was the first time they had experienced any form of positive physical contact.

The Commercial International Bank (CIB) is one of the largest and most successful banks in Egypt. The bank's policy stresses equal opportunity for staff development and training. The policy specifies the different areas of training and career development and deliberately uses "he/she" language. The policy is transparent in its articles, as well as in setting the procedures to be followed to announce training opportunities. The code of conduct stresses equal opportunity, unbiased treatment based on qualifications and merits. The code of conduct sets a special article to tackle the issue of harassment. The code is clear in prohibiting harassment at all levels as well as with the bank's clients. It sets procedures to report complaints on harassment or annoyance and maltreatment in general. The bank also ensures equal pay regardless of gender.

The Commonwealth Bank of Australia (The Group) is one the largest banks in Australia offering financial services in retail banking, institutional banking, insurance, funds management and more. Founded in 1911, the Commonwealth Bank Group now has over 50,000 employees with women accounting for 61% of this figure. In January 2012, The Group was awarded with the 2012 Catalyst Award by Catalyst; a nonprofit membership organisation focused on women and business. The award recognizes the efforts of The Group to create a more inclusive and diverse environment within their business culture. In 2006, The Group created a Diversity Council with one of the stated goals being to promote "diversity in leadership". Through the "Opening the Door for Gender Diversity" initiative, The Group has increased the percentage of women in executive management positions from 21 to 29% between 2005 and 2011. The Group has set out to reach a target of 35% by December 2014. In addition, the percentage of women on the board of directors has also increased from 20 to 27%. These efforts

reflect an internal commitment to promote greater equality and increase the opportunity for advancement into senior level positions.

Compañía de Tierras Sud Argentino strives to empower women through skills training and entrepreneurship promotion. In the El Maiten area, region of Chubut in Argentine, the company will provide women with the opportunity to learn skills that were previously reserved exclusively for men. To achieve this, the company will provide a free training program for 40 women from the area who are interested in learning the following professions: pruning of pine trees, planting of pine tree, and sheep-shearing. The training program will last 2 weeks, following which 15 women will be selected and will begin to work from April 2012. Once this team of women has been formed, a leader will be elected among them and she will represent and run this new group, also hiring other women workers if necessary. The idea is not only to teach new skills but also to create an entrepreneurial spirit among the women of this area. If this initial experience and the first training session are successful, in the second half of 2012, a second training program to teach the above-mentioned professions will be organized and 15 more women will be selected and will have the chance to undertake the same path as the first group.

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 female employees. In addition, COSCO has created special health benefits for women including bi-annual gynecological health examinations in addition to regular health examinations.

Credit Mutuel, based in France, treats maternity leave as a “period of effective presence,” correcting for the effects of maternity leave on pay increase rates. Specifically, when a pregnant woman returns from maternity leave, the bank adjusts her pay using the average rate of increase in general and individual pay for her particular category or type of work.

Danone, a French-based food product company, is a group that is committed to women’s empowerment.

Deloitte Touche Tohmatsu (DTT). Deloitte United States launched the Initiative for the Retention and Advancement of Women in 1993 to address two related issues: a high rate of female attrition and underrepresentation of women in leadership positions. The United States member firm accomplished this—and much more—creating a sea of change in its culture and an engine for innovation, while becoming a model for Deloitte member firms and other organizations in the process. Today, Deloitte Touche Tohmatsu’s (DTT) Council for the Global Retention of Women (GROW Council) has representatives from member firms in Australia, Brazil, Canada, China, Middle East, Southern Africa, Sweden, the United Kingdom, and the United States, and is actively working to develop tools and programs to drive marketplace growth and create a culture where the best women and men choose to be. Unique member firm tools include the Women As Buyers workshops that addresses the distinctive communication and decision-making styles of women, and the Silver Telly award-winning DTT GROW

Business Case video which presents the business case for recruiting, developing, and advancing women. To support an inclusive and flexible culture, Deloitte member firms in several countries in Asia, Europe, and the Americas shifted from a corporate ladder to a customized corporate lattice™ model of growth, development and career progression. DTT and its member firms' signature program, Mass Career Customization (MCC)™, enables employees to dial up and dial down their levels of contribution along with the ebb and flow of personal life stages. DTT won the 2009 Global Diversity Innovation Award for Mass Career Customization from the World Diversity Leadership Council.

Dow Chemical Company (USA), a leader in the specialty materials industry, reaffirmed their dedication to women's empowerment in 2011 by signing the Women's Empowerment Principles. Dow has long been committed to issues affecting women as witnessed through their Women's Innovation Network, which has been active for over 20 years and is currently comprised of over 70 chapters across four continents. The network provides mentoring and networking opportunities, and access to professional development with a focus on women. In addition to engaging their internal culture, Dow has sought to engage the greater public through such initiatives as "The Future We Create"; an online conference where female scientific frontrunners shared their thoughts on the future of women in various industries. Dow has also been recognized for their efforts by "Working Mother Magazine".

EGA Master, located in the industrial heartland of Spain, is a company that designs and manufactures high quality tools and equipment for professional and industrial use. The EGA Master project rests on four pillars: its People, young, creative, enthusiastic and committed; Innovation, as a way to remain competitive in a sustainable way; Horizontal Integration as a manufacturing model, and Internationalization as the source of diversification, learning and continuous improvement. All four pillars share a common objective: Total Customer Satisfaction in order to add value to their business through our products and services.

The EGA Master team of over 100 dedicated professionals is young (with an average age of 30 years) and diverse -55% of the workforce is female, 60% of management positions held by women. It is also multicultural and multilingual: customers can be attended in about twenty languages. It is the well-trained and dedicated people of EGA Master that through their commitment, willingness to learn and enthusiasm to serve our customers make this enterprise a success in innovation and international business.

EGA Master has taken specific actions for the equality and non-discrimination in access to employment and recruitment:

1.1 MEASURES TO PREVENT DISCRIMINATION IN THE SELECTION

- 1) Expand and varying methods of recruitment: eliminate sexist language in job advertisements, job applications, aptitude tests and vocational tests, etc. And the elimination of potentially discriminatory questions for women, such as marital status, children, etc.
- 2) Avoid discrimination in the selection interview.
- 3) Evaluate the candidates with clear and objective arguments away from stereotypes and prejudices in order to avoid previous discriminations.
- 4) Establishment of minimum quotas for the selection and hiring of women: to reserve a certain percentage of vacancies for women as a temporary measure until they are selected in a standardized

way.

5) Establishment of measures of positive discrimination: in equality of conditions and merit choose to give preference to women and / or workers of other nationalities.

6) Collaboration with organizations that promote the advancement of women in the workplace, for example, sponsoring events, financial contributions or volunteer activities in organizations working with women, to establish agreements with practical employability workshops for women, etc.

1.2 MEASURES TO PROMOTE A CULTURE OF EQUAL OPPORTUNITIES

1) Internal and external reporting of the benefits of equity in the company.

1.3 MEASURES TO PROMOTE THE COMMUNICATION ON THE POLICY OF EQUALITY

1) Present value of equity in the company's vision: to reflect explicitly support the company's policy of equal opportunities between women and men in the enterprise system.

2) Designate to positions of responsibility to people who support the policy of equal opportunities between sexes and to publicly express that relationship.

3) Dissemination of the achieved objectives: regular reporting on the concentration of women as a measure to assess progress and boost confidence in the Equality Plan.

Endesa is the leading utility in the Spanish electricity system and the number one private-sector multinational electricity utility in Latin America. It is part of Enel Group, which owns 92% of its shares. 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. Besides, Endesa has created the Diversity Global Scorecard, with the target of knowing its diversity profile and checking the fulfillment of equal opportunities principles in its talent management Basic processes. In Spain it has developed the Plan for Equal Opportunities between women and men and the improvement of personal and working life conciliation, to answer company’s management and workers’ representatives willing to promote effective equal opportunities among the employees.

Within this plan, measures related to equal treatment, personal and working life conciliation, pregnancy, maternity and maternity protection and special measures aimed at assisting gender violence victims have been incorporated to this plan, as well as a specific protocol for preventing and eradicating sexual and sex based harassment. Furthermore, Endesa has been certified as Familiar Responsible Company. 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."

In addition, Endesa has an HR Social Corporate Responsibility plan (Senda Plan), which includes a dimension dedicated to managing diversity and equal opportunities. Since 2009, concrete and measurable objectives related to the increase in the hiring of women, have been set in this dimension. The accomplishments of these objectives are tied to the variable salary pay. Up to this point, Endesa has had very positive results. The rate of women hires vs Endesa's total hiring rate has improved year by year: from 26.5% in 2010 to 30.0% in 2011. Overall in Spain, the percentage of women hires has increased from 34.9% in 2010 to 39.5% in 2011.

Equalitec started in 2004 as a project of Portia, a non-profit umbrella organization for women's groups in the Science, Engineering and Technology ("SET") industries. Now a consultancy service of Portia, Equalitec promotes and pilots a range of tools and resources to redress gender disparities in the Information, Technology, Electronics and Communications ("ITEC") industries. Equalitec targets both individuals and companies. In terms of individuals, it has provided over 200 women with career clinics and mentoring circles geared toward career development and reintegration after career breaks or leaves. Equalitec also holds workshops for women that introduce them to industry trends and professionals. In terms of companies, it has provided over 80 employers with recruitment strategies targeted at particular groups. In one case, Equalitec partnered with the IT company ThoughtWorks to recruit and train women, many of them mothers, for employment at ThoughtWorks and reintegration into the workforce. ThoughtWorks selected 12 candidates for intensive training and hired 8 of them after 4 months. The remaining candidates interviewed elsewhere in the industry with improved qualifications. Equalitec also hosts conferences on the business case for diversity and forums on best practices related to recruitment, retention, and promotion of women. These conferences and forums help companies network and generate business for Equalitec. In fact, Thoughtworks learned about Equalitec's recruitment strategies at one of these best practice forums.

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, "technology can be a major catalyst for social and economic empowerment for women, improving their quality of life by supporting access to vital services."

ExxonMobil Foundation supported a program in 2008 that helped legal advocates for African women and entrepreneurs develop 30 new advocacy projects directly impacting over 3000 women in Africa while raising awareness of the inequities and the legal barriers they face. Together with the World Bank, the *Vital Voices/ExxonMobil Leveling the Playing Field for Women's Economic and Social Progress Program* created a co-branded publication featuring the success stories of female African entrepreneurs who were able to overcome these barriers and develop businesses. Through the *Vital Voices/ExxonMobil African Women Artisans Export Development Program*, the company trained 25

African women artisans from 12 countries on business essentials and how to access international distribution channels for their products. The participants developed 75 new product items for the *Vital Voices Collection* and items have been exhibited at major trade shows and events. Through follow-up activities, the original 25 participants have trained 3700 more artisans in their countries. ExxonMobil is providing support to Save the Children Federation, Inc. and Africare to address the education and health needs of women and children in Kibala Municipality, Kwanza Sul Province, Angola.

FCC, created in 1922 from the merger of two companies, is a leader in environmental services and infrastructure provision. As part of the social commitments acquired historically by FCC through its Ethics Code, Equity and Diversity Policy and its adherence to various agreements and commitments, such as the United Nations Global Compact, the company has defended as indispensable equal treatment and equal opportunities between women and men and the eradication of discrimination based on sex, including sexual harassment prevention. This commitment is also a requirement of the FCC action plan for each person in the company, both in its internal relations and in its external outreach, in domestic and international markets. As a result of social commitments acquired, and as a fundamental tool in the fight for equality of women and their promotion, FCC Construction has implemented in Spain the first Equality Plan within the construction sector which is an ordered set of measures focused on a series of areas of activities such as: hiring, promotion, training, pay, work-life balance, harassment prevention and gender violence. FCC's Plan for Equality includes the creation of a monitoring commission that reviews and evaluates continuously the evolution of the measures taken by the company and proposes other areas for improvement.

As two of the major action areas in the promotion of women's empowerment, FCC has conducted awareness training on equality and sexual harassment prevention to all the employees in the organization regardless of position or category, starting first with senior managers, executives and HR managers. FCC has provided on-line trainings consisting of three modules (Ethics Code, Equality Plan and Sexual Harassment Prevention) for employees in successive waves of 700 people for each training. In addition, each employee has been provided with support, a lesson conducted by individuals in charge of responsibility for equality or components of the Equality Commission, as well as a dedicated mailbox for questions, comments or concerns related to the subject matter (igualdad@fcc.es) that adds to the existing contact for matters of Harassment Prevention (denunciaacoso@fcc.es). Furthermore, the company has implemented training in equality and sexual harassment prevention accompanied with training courses in other subjects.

Moreover, the company encourages and promotes training activities for women in the company for management development in order to obtain the best position and promotion as senior level employees within the company.

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 toward 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.

Franky and Ricky is a Peruvian textile company engaged in the manufacturing of garments of cotton knitted fabric. Equal opportunity and non-discrimination are included in the company policy and Manual of Corporate Social Responsibility. To ensure that these policies are upheld, procedures have been established. For instance, when recruiting new employees, job profiles do not include gender. Rather, selection is made based on psychological assessments, experience and skills. Further, salaries are dependent on job level to ensure that all workers in a particular job receive the same pay. Similarly, promotions are based on the qualifications and merits of workers, regardless of gender. The company prohibits harassment at all levels, guarantees equal payment and training regardless of gender, and provides health care for mother workers. In addition, employees are able to file harassment or abuse complaints through the representatives of workers, the coordinator of management systems or the area of human development. Complaints are investigated under confidential terms. If complaints are found to be legitimate, disciplinary sanctions are applied.

The **FREESTAR Group**, an integral, solution-oriented Swiss human resources service provider and signator of the Women's Empowerment Principles, recognizes the difficulty in finding, developing and retaining the right personnel resources at the right time. As a result of their commitment to the WEPs, Freestar has recently initiated a women's mentoring programme to identify, train and develop young female professionals. According to Freestar's CEO, "with demographic change, more and more companies are being confronted with a totally new challenge in the area of Human Resources Development and Recruitment. On the one hand, young talent needs to be discovered, developed and nurtured at the right time, and on the other hand, vacancies need to be filled with the ideal candidates." Through the mentoring programme, Freestar hopes to empower women through their professional development.

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 educational, 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. was launched in Cambodia in March 2009.

Gender and Technology EQUAL Development Partnership (UK, Finland, Germany) uses a practice-oriented workbook with guidelines on mentoring and methodologies for supporting women, particularly young women and ethnic minority women, entering traditionally male-dominated fields. The workbook promotes two types of mentoring in particular: (1) developmental mentoring, where mentees volunteer for mentoring by an outside professional, and (2) sponsorship mentoring, where inside managers help mentees "climb the corporate ladder." The workbook includes a model mentoring program that can be

replicated according to the targeted group or corporate context. The guidelines also compare and contrast different structures for mentoring, including individual, group, peer and web mentoring.

Gender Equality Model Egypt (“GEME”) emerged when the Egyptian Ministry of Investments partnered with the Ministry of Labor, the Ministry of Manpower and Immigration, and a team of international organizations – particularly the World Bank, the United Nations Fund for Women (“UNIFEM”), and the International Center for Research on Women (“ICRW”) – to promote equal opportunities for men and women in the Egyptian private sector. Funded by the World Bank’s Development Grant Facility (“DGF”), GEME participates in one of 6 Results-Based Initiatives (“RBI”) that use impact evaluations to discover best practices for promoting gender equity in the workplace. GEME provides private firms with the training to document gender disparities, take corrective action in particular cases, and institutionalize gender equality. Firms self-select into the project, but GEME requires human resources departments sufficient to implement gender equity policies and monitor the results. Ultimately, outside auditors monitor the firms’ human resource practices with an impact evaluation component that determines best practices for use throughout Egypt. At the individual level, GEME improves access to employment and earnings; at the firm level, GEME improves productivity. For example, GEME partnered with Paradise Capital’s Olympic Group (“OG”) to implement gender equity policies in its 10 factories and filter them into its three sister companies. The process included a baseline study of the firm’s particular needs, technical support, training modules, and social marketing to raise awareness of the firm’s new priorities. The new policies, in particular, addressed women’s retention, promotion, and performance with an Employee Motivation Ramadan Program, themed Employees Unity days, a workplace Mosque with separate spaces for men and women, and a Gender Equity Training Program. Monitoring took place in a monthly HR Scorecard and an Employee Opinion Survey (“EOS”), and the results included percentage increases in overall employee satisfaction and the numbers of women retained at the firm.

General Motors’ Women's Retail Network is dedicated to increasing the female presence in the automotive industry by bringing women into GM retail organizations as dealer operators, general managers and employees and making the dealership environment attractive to female customers and employees. Announced in early 2001, General Motors is the first automotive manufacturer to institute a Women's dealer effort. General Motors Women's Retail Network is structured to provide industry leading training opportunities for qualified female dealer candidates. The program is designed to train and develop these candidates to become future General Motors dealers and to provide support to further ensure their success once they become General Motors dealers.

The Goldman Sachs Group, Inc., a New York-based preeminent global financial services firm, has taken significant steps to foster greater economic empowerment of women. In 2008, it launched *10,000 Women*, an initiative aimed at providing business and management education to 10,000 underserved women entrepreneurs around the world. The program is coordinated in local markets by a network of more than 60 academic and NGO partners, who have developed a practical, skills-based curriculum, as well as mentoring and networking opportunities for participating female entrepreneurs. Goldman Sachs is currently operating this program in 18 countries, including the US, Brazil, China, Afghanistan, Rwanda, and the Philippines. The initiative is founded on the firm’s own research and that of the World Bank and others, on the positive impact on GDP growth caused by more education and thus greater participation of women in the workforce. The firm has committed \$100 million toward the *10,000 Women* initiative.

HCL is a leading global technology and IT enterprise and is comprised of HCL Technologies and HCL Infosystems. For HCL, diversity in talent is not an option but a key business driver for success of a global enterprise. HCL firmly believes that fostering gender diversity helps an organization bring in a fresh perspective to an already existing situation or problem and come out with never-thought-of solutions, which in turn enhances the value offered to its global customers. With an 'Employees First' philosophy being the epicenter of majority of its HR policies, HCL 's inclusive policies makes it an employer of choice among the women workforce across the globe. The gender diversity update is presented in the sustainability report of HCL.

In addition to providing flexible working hours and maternity leave to the women workforce of HCL, the company provides innovative forums to its employees such as work-life balance chats, where employees discuss their personal/work related issues. HCL's internal social networking platform know as MEME hosts BlogHer, a work life continuity blog where employees discuss a range of issues affecting women at the work place or in a social sphere. HCL also offers life counseling programs for women, which support employees through work life challenges that they may face. In addition, there are special policies in place to ensure a safe and secure work environment for employees.

Through the HCLT foundation, HCL also reaches out to the young women in the slums where HCL youth clubs are operating and conducts program that enhance their livelihood. The company has also shown commitment in building platforms and initiatives that provide opportunities for women across geographies. HCL has launched www.hclwomen.com, a website aimed at bringing together female professionals across the globe on a common platform where they can share, learn and empower each other from one another's experiences. HCL also celebrates womanhood by inviting eminent female leaders from different walks of life to share their experiences and motivational messages to the employees through interactive sessions known as Feminspiration.

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, Hc Energía guarantees 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, Hc Energía bans discriminatory practices. The company has implemented a prevention and intervention protocol to report moral, physical or sexual harassment or gender inequalities. Third, it provides 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 it 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, it endeavors to protect victims of gender-based violence. Hc Energía provides flexibility in working hours, leave, 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.

Hindustan Paper Corporation Limited (HPC) aims to create sustainable income opportunities and gainful employment for women. These goals have been met via women's self-help groups in the villages nearby the HPC mill. HPC selected three villages, which are predominantly inhabited by poor tribal communities, and set up handloom weaving centers. Women from each village were selected through Mahila Samitees (Women's Council) to form a group to manage and run the Handloom Weaving Centers. HPC constructed three buildings and provided three Looms to each centre. The 'Gamochas' and traditional dress materials, woven by local women in these Weaving Centres have found ready acceptance in the local market. Besides creating clothes for themselves, The Centres run by the tribal women have created a positive impact. With their success, HPC plans to provide modern equipment to these Centres so that they can produce various household items such as bed covers and table-cloths.

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 Mannadeshi 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.

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.

IKEA Women's Empowerment Program in India - This cooperation with the UN Development Programme (UNDP) during 2009-2013 will enhance the social, economic and political empowerment of women in 500 villages in Uttar Pradesh, India where IKEA Social Initiative and UNICEF have been present since 2000. At least 50,000 women will be encouraged to become entrepreneurs, contribute substantially to their household income, strengthen legal awareness and participation in local political decision making processes. Through this program, UNDP will help women by training them in good financial practice, help with access to micro credit loans and equip them with business skills.

In addition, women will get more advanced literacy and leadership training in order to take on a catalytic and decision making role as village leaders in institutions of their local community.

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 its 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 to managerial staff. Although women make up the majority of graduates in the field of communications, at most Spanish communications consultancies, only 41.9% of responsibility positions are held by women. By contrast, at Inforpress, women make up 82% of the management and 80% of the staff. 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.

ITAIPU Binacional is the world's largest generator of renewable clean energy and has displayed a firm commitment to the Women's Empowerment Principles. ITAIPU is one of the major companies in Brazil that supports the movement of the Executive Women of Paraná-MEX- Paraná, which seeks to promote the development of female executives and entrepreneurs. The movement, which began in 2006, is set to release a publication that provides important statistical data and in-depth studies on women's participation in organizations. The book "Women, They Make History: Professional Experience, Business Practices and Reflections on Women's Leadership" will be launched on March 27. The book recounts the experiences of 60 women in MEX- Paraná.

In addition to their external efforts, ITAIPU management approved the *Policy Guidelines for Gender Equality* in 2011; a policy document based on the orientation of the WEPs. The policy will be implemented in a binational manner in Brazil and Paraguay. The guideline is based on 7 principles, which are: (1) increase the number of women in the ITAIPU Binacional staff, (2) ensure a dimension of gender equality in all training activities and qualifications, (3) ensuring gender equality in functional and management ascension, and in career plans and wage structures, (4) to promote and preserve the physical, mental and emotional health of women and men in the workplace, taking into account specificities in gender, (5) ensuring the dimension of gender equality in the benefits in an accessible way for all, (6) ensuring the dimension of gender equality in the programs of social and environmental responsibility, and (7) the consolidation of gender equality in organizational culture of the company.

Jaguar and Land Rover, a UK-based automobile company, developed a generous maternity leave policy – including 52 weeks of paid leave and another 52 weeks of unpaid leave with continued employee status, with maternity leave benefits improving when a woman has a second child. One plant provides

nursery places to grandparents caring for grandchildren. In terms of work-life balance, Jaguar and Land Rover provide concierge services, including dry-cleaning, photograph development, and video and other stores. Most sites also offer gym facilities.

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 and acts on this commitment by promoting women to senior management positions. According to a 2008 study by WOMEN-omics, Johnson & 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.

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.

Lilly is one of the ten leading pharmaceutical companies of the world. **Lilly Spain**, particularly, has a strong commitment to its employees and their professional and personal development. Accounting for 662 of the nearly 1,300 employees of Lilly Spain, women represent the 52% of the company. Lilly Spain has implemented a human resources policy that allows labor conciliation, thanks to its flexible timetable and financial grants for its professionals' children's studies, among other things. Furthermore, Lilly Spain has joined the Diversity Charter, a volunteer code of the Diversity Foundation that has the support of the Spanish Equality Department. Signing this code strengthens the commitment that Lilly Spain has with the basic principles of equity and with the inclusion in the work environment of people with different cultural, social and demographical profiles.

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 one 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.

Mahindra and Mahindra is an India based multinational company. Project Nanhi Kali, a national girl-child sponsorship project, was incepted in 1996 by the K. C. Mahindra Education Trust (KCMET) with an objective of providing education to underprivileged girls in India. Since 2005, the project has been jointly managed by KCMET and Naandi foundation, a reputable NGO, to ensure that underprivileged girls get 10 years of continuous and quality education. There is ample evidence showing that in India, girls do not receive the same level of education as boys, despite the fact that both may be from similar socio-economic backgrounds. Statistics reveal that in India out of every 10 girls who enroll in school, only 3 reach Std X. Project Nanhi Kali aims to increase school enrollment and retention of girls while ensuring the quality of education extended. Girls who are at risk of dropping out of government schools either due to financial constraints or social conservatism, are identified and special sponsorship is created for them providing effective academic support and also material support (uniforms, school bags, etc.) that enables the girls to attend school with dignity. The girls receive academic support through a 1-2 hour class called the Academic Support Centre, where concepts in Math, Science and Language are taught to bridge the gaps in learning and enable the children to attain grade specific competency level. The Nanhi Kali team also works with the parents and community to sensitize them on gender equity. Nanhi Kali is a participatory project where individuals, groups and corporations are encouraged to sponsor the education of a girl child for a minimum period of one year. The Project is also working with 23 NGO implementation partners at the grassroots level to ensure that the girls receive academic and material support. KCMET regularly monitors the NGOs giving technical inputs where ever required to ensure that quality education is being imparted.

Project Nanhi Kali currently supports the education of underprivileged girl children from poor urban, remote rural and tribal communities across 7 states of Maharashtra, Andhra Pradesh, Rajasthan, Chattisgarh, Madhya Pradesh, Karnataka and New Delhi. Drop out rates have been curtailed to less than 10% within the programme compared to national figures of 30% at the Primary level and 70% at the Secondary School level. Further assessments done by a third party have reported an increase in learning outcomes ranging from 40% improvement in tribal Chattisgarh to 78% in Mumbai slums within a period of a year.

The current list of donors include the Mahindra group, Capgemini, Johnson & Johnson, Hindustan Petroleum and many other corporations and individuals. The goal of project Nanhi Kali is to provide education to 1,00,000 under privileged girls.

Mary Kay Inc. is a United States based cosmetics company with more than 1.7 million Mary Kay Independent Beauty Consultants worldwide. Mary Kay's global presence spans more than 30 markets, providing an opportunity for women around the world. The company has donated just under \$2 Million from its sales of Beauty That Counts™ Creme Lipstick in Apple Berry to causes that change the lives of women and children around the world. In the U.S., a portion of the money helped fund Ending Violence, a DVD piloted by Break the Cycle aimed at ending teen dating violence. Since 2000, Mary Kay Inc. and the Mary Kay Ash Charitable Foundation have awarded more than \$11 million to domestic violence prevention programs and to women's shelters across the country. Mary Kay China became involved with the All China Women's Federation in 2002, encouraging Mary Kay independent sales force members to assist their local schools and provide financial assistance to female students. Mary Kay China and the independent sales force currently support 850 school girls attending 17 schools throughout China.

MAS Holdings ("MAS") is a major apparel manufacturer in Sri Lanka with manufacturing plants in India & joint ventures in China, Mexico, Indonesia with Design studios in the US, UK, & Hong Kong servicing brands such as Victoria's Secret, Nike and Speedo, GAP, M&S, DIM Branded Apparel and Hanes. MAS has a work force of 40,000 employees, with 75% of its total workforce and more than 80% of employees at its apparel manufacturing plants being female. 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. This programme was initiated to encourage female employees to work toward higher positions within the company by equipping them with the right skills. Initiatives include Career Advancement, Work-Life Balance Skill Enhancement and Rewarding Excellence. The programme is currently in operation in 24 plants in Sri Lanka and India, including at the recently launched eco-manufacturing facility. Formal programmes include English and IT classes, legal training, financial management and 'managing multiple roles' training. Additional classes have included reproductive health workshops and sexual harassment awareness sessions. Each year MAS recognizes "Empowered Women" for their personal and professional achievements at a grand awards ceremony. The programme has gained international recognition and resulted in a number of new CSR partnerships with companies such as Gap Inc. and Victoria's Secret focusing on female entrepreneurship, as well as the locally based organizations such as Sarvodaya Economic Enterprise Development.

Merck, the second largest global healthcare company in the world, has a deep and longstanding commitment to the advancement of women in the workplace, marketplace and community. Examples of some of the programs Merck has utilized to support women include the following:

Merck Women's Leadership Development Program: In conjunction with Simmons College, an educational leader with 30+ years of experience in educating women for senior leadership positions in global companies, Merck has collaborated to develop the Women's Leadership Development Program. The program has as its objectives to; (1) increase diversity of leadership to improve business results; (2) better reflect the diverse nature of our customer base; (3) Increase retention of high potential women leaders; (4) be viewed as an employer of choice for senior women; and (5) Create more opportunities for women's career advancement.

Merck Global Mentoring Program: Mentoring is a vital component in supporting the development of talent. The Company uses a combination of formal mentoring as well as informal cross-cultural mentoring to identify high-potential people and ensure they have the right tools to succeed. The global mentoring program provides a comprehensive approach and set of training tools to ensure that women and all employees have ample opportunities to build key relationships, learn new skills, and hear the perspectives of the senior-most people in the company to support their advancement.

Merck Women's Leadership Summit: Merck Women's Network (MWN) and Global Diversity and Inclusion hosted more than 200 female leaders in Munich during March for the second annual Merck/MSD Women's Leadership Summit. Offering a variety of mentoring sessions, executive panels, networking events and workshops, the Merck Women's Leadership Summit set its sights squarely on ways to retain top women and direct their focus to the future. The Summit was an opportunity for these women to network, learn from each other and develop new strategies and skills to be effective and successful leaders at Merck/MSD. Several Merck senior executive leaders, including Willie Deese, president of Merck Manufacturing Division (MMD), Bruno Strigini, president, Europe/Canada, and Joe Morrissey, senior vice president, Europe, Middle East, Africa and Canada (EMEAC) Operations, MMD were in attendance.

Women's Virtual Leadership Conference: Merck is one of the sponsors of the April 5, 2012 Simmons Virtual Leadership Conference, entitled "Innovation & Impact." This conference, which will be available through live webcast technology to Merck employees around the world—including Japan, the UK, China and the U.S.--will leverage Simmons' expertise in accelerating the leadership development of high potential women through powerful and engaging speakers on topics related to career advancement.

Mia / GyJ España began operations in 1978 as the Spanish subsidiary of Gruner + Jahr, and now includes such magazines as Parenting Today, Mia and Cosmopolitan in Spain. For the last 25 years, Mia has supported gender equality and women's empowerment through various initiatives. More recently, in 2011, Mia launched the initiative "Real Women"; a manifesto for women "as they are", emphasizing their achievements and diverse beauty. The initiative places Mia as the first Spanish magazine to put its own readers, not models, on its covers. In collaboration with El Corte Inglés, Mia organized castings in eight different Spanish cities to select "protagonists". Also, in 2011, Mia actively joined the Spanish Ministry of Equality's campaign "Red Card Against Abuse"; the campaign speaks out against domestic abuse and violence. The magazine also supports projects aiming to speak out against and curb gender violence by holding a weekly fundraising contest to support projects addressing the issue.

Micato Safaris, founded in 1966, is an award-winning, family-owned luxury tour operator specializing in African safaris and tours to India. Statistics showing the staggering rates of HIV/AIDS among women and girls in Kenya are supported by the personal anecdotes and the living conditions of the women and girls observed in the Mukuru by Micato and AmericaShare (the non-profit arm of Micato). Given the recognition that women are cornerstones of the community, Micato Safaris aims to empower women economically and emotionally by providing opportunities for education, training and access to small loans.

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.

Newmont Mining is committed to encouraging greater participation by women in its business and to paying special attention to gender in its impacts on and interactions with local communities wherever it operates. For example, in Ghana, Newmont has established a gender mainstreaming programme that encourages women to assume greater responsibility within the mine and amongst the company's host communities. It operates a 75-member Women's Consultative Committee, runs (with the IFC) a small business development project which identifies and strengthens female suppliers, partners with several NGOs in agricultural programs which have almost 50% participation by women farmers and targets women particularly for non-traditional areas of its mining operation including metallurgy and engineering. Women thus represent overall around 10% of the Ahafo operation's workforce.

New Space has offered services and BPO solutions for the financial market, industry and commerce for more than 25 years. With more than 2,700 employees, women comprise more than 75% of the company's workforce including leadership positions. New Space believes that equal treatment of women and men is good for business. In order to better report to and disclose information to their stakeholders, New Space has developed a document, "New Space Gender Equality Booklet", to be launched on March 8th in celebration International Women's Day. The document outlines New Space's approach and posture with respect to gender equity.

The Nile Company was established in 1962 for pharmaceutical and chemical industries, and is a Middle East leading company with over 40 years of experience in production of pharmaceuticals for the Egyptian market. It also has also at least 20 years of experience in most countries of the Middle East, Africa and in some European countries. As part of its commitment to gender equality (GE), the company included training on GE in its yearly training plan. Posters that explicitly demonstrate the company's commitment to equal opportunity and GE (which are also emphasized and guaranteed in the Code of Conduct) are displayed all over the company premises. Lastly, updates on the steps of the implementation of the Gender Equity Model in Egypt were periodically sent to employees.

Novo Nordisk is a global healthcare company, with its headquarters in Denmark, providing life-saving treatments for people with diabetes and rare bleeding disorders. Half of its employees (currently over 32,000) are women, working in 74 countries. Diversity, inclusion and equal opportunity are anchored in the company's business approach, Triple Bottom Line, and in its core values, Novo Nordisk Way. Gender is an important focus area for Novo Nordisk, as seen in its Diversity Aspiration. To advance women internally, Novo Nordisk embeds gender diversity into key corporate organizational assurance and accountability processes. For example, annual internal Organizational Audit requires that each business unit, within its own context, rigorously review diversity as one of key organizational growth drivers, and links business and gender diversity in succession planning. The Balance Score Card promotes, with a common set of measurable gender indicators, accountability and ownership of gender diversity results at business unit and executive levels. Furthermore, as part of Novo Nordisk Way, progress towards equal opportunity and inclusion in the workplace is regularly assessed through in-depth interviews with

approximately 20% of staff annually across the globe by a group of trained facilitators, as well as via annual employee perception surveys. Focus on women has explicitly been integrated into talent selection, ensuring solid growth of gender-diverse pipelines, and the company provides leadership development and networking opportunities targeted at women. Diversity has also become one of the key themes for corporate communications for the year 2012, which will lead to increased awareness among employees globally. Externally, Novo Nordisk promotes gender equality within its sphere of influence, for example, through its Responsible Sourcing practices, Take Action employee volunteering and Access to Health initiatives especially Early Origins of Health, which is aimed at promoting prevention of diabetes and other non-communicable diseases risk factors among mothers and children.

Olympic Group (OG) is a leading Egyptian company in the manufacturing of household electronic appliances. Over the past years it has become a regional player and global market leader in this field. Recognizing the importance of the gender dimension to the success of the company, OG further committed itself to Gender Equality (GE). Its senior management is very supportive of the implementation of the Gender Equity Model in Egypt (GEME) within the company. The concept of “diversity,” whether in terms of gender, religion or race, is widely accepted and supported by senior management. To foster an empowering environment for those values, the company organizes a number of social events and programs on a yearly basis. Examples are: a mother’s day event, a childhood day, and celebration of special religious feasts like the Holy Muslim month of Ramadan, among others. In 2008, the company also established a new department for “Employee Relations” outside the existing Human Resources Department. Information about the Gender Equity Committee and GE training has been widely disseminated among employees via e-mail and other means of communication within the company (including posters and flyers). Additionally, a presentation on the steps followed to implement the GEME was circulated via e-mail. Lastly, OG has institutionalized the GEME and has developed a training module on GE to be used in a monthly training session organized by the company to different groups of employees.

OMV Aktiengesellschaft is an international integrated oil and gas company, and is one of Austria’s largest listed industrial companies. The company’s Executive Board recently identified increasing gender diversity across the Group as a high-level objective. Under OMV’s Diversity Strategy the target set on the company’s Balanced Scorecard is achieving 18% female representation at the senior management level by 2015 and 30% representation by 2020. Ongoing monitoring of progress by the newly-formed Diversity Committee, a sub-set of the Sustainability Committee, as well as inclusion of target/s as a key performance indicator (KPI) for the Human Resources department, is testament to OMV’s commitment. Other initiatives include the company’s sponsorship of 15 tertiary technical scholarships targeting female high school graduates from economically disadvantaged Austrian communities where OMV operates. The initiative is set to commence in 2012 and will distribute a total of EUR 62,000 per recipient. Internationally, since commencing operations in Pakistan in 1991, OMV Pakistan has become one of the country’s largest foreign gas producers with a 13% market share. To ‘give back’ to the community, the company has set up a comprehensive Community Development Program consisting of education, income generation and environmental initiatives. Income generation activities have a particular focus on gender empowerment, with one handicraft project supporting 50 female artisans. 60 women have also undergone a 6-month training course to enhance their cutting and sewing skills.

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 comprised 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.

Pax World Management LLC has displayed a strong focus on women's empowerment through diversity initiatives internally and externally of the company. At Pax World, gender empowerment is not just an investment concept, but a guiding principle. Three out of six of the mutual funds that Pax World manages internally are managed by women, three of the six vice presidents who sit on the firm's senior management committee along with Pax's CEO are women as well, as are half of the company's sales representatives in the field and half of the company's sustainability research analysts. Pax conducts an annual pay equity analysis, the results of which are publicly reported in Pax's Communication on Progress as part of its membership in the UN Global Compact. The Pax World Women's Advisory Council, which is comprised of nationally-known leaders and experts on women's issues, assists Pax in its various initiatives focusing on advancing women and gender equality.

Pax has long integrated diversity analysis and other gender criteria into the company research it conducts for its mutual funds, including the Global Women's Equality Fund, the only mutual fund in America focused on investing in companies around the world that are leaders in advancing gender equality and women's empowerment. All of Pax's funds favor investments in companies with diverse boards and management teams while seeking to avoid companies that fail to provide a safe work environment for women by encouraging or tolerating harassment, or that have a history or pattern of discrimination or mistreatment of women, are involved in the exploitation or trafficking of women, or whose products demean women or use negative stereotypes in their advertising, promotion or marketing.

Pax continues to lead an effort to improve the gender diversity on corporate boards through its "Say No To All Male Boards" campaign. Pax is urging other institutional investors, investment advisors and individuals to adopt proxy voting guidelines – like those followed by Pax and other asset managers in the Sustainable Investing arena – that oppose all slates of director nominees that do not include women. Pax has written letters to other asset managers and institutional asset owners urging those investors to withhold votes from or vote against slates of corporate directors that do not include women, and provides a toolkit for investors who wish to use their own proxies or urge their own asset managers to encourage greater gender diversity on boards. Pax also recently revised its own proxy voting criteria to strengthen the message on board diversity: in the majority of cases, Pax now withholds votes from or vote against most director nominees unless there are at least *two* women on corporate director slate. In addition, Pax has filed shareholder proposals at companies requesting that the board of directors take steps to ensure women candidates are routinely sought as part of every director search. Finally, Pax has

participated in letter writing campaigns to companies encouraging them to take action to combat human trafficking, and has written to all companies held in the Global Women's Equality Fund asking them to endorse the Women's Empowerment Principles.

Pax's Global Citizen Program provides Pax shareholders the opportunity to support women around the globe by designating a portion of their investment earnings (dividends and/or capital gains) for contribution to two organizations: Women Thrive Worldwide and Mercy Corps. Pax World has also supported such organizations as the National Council for Research on Women, the Women's Funding Network, Women's Faith and Development Alliance, Girls, Inc. of New Hampshire, the Women's Fund of New Hampshire and the New Hampshire Women's Policy Institute.

Prime Group is regarded as one of the most competent, profitable and first class Investment Banks in the Middle East region. The Group provides innovative financial services, including the highest quality Fund and Portfolio Management and Corporate Finance to an extended client base, spanning the continents. In its annual corporate meeting, Prime Group adopted a new tradition of recognizing exceptional female employees who have proved distinguished performance and have applied managerial and leadership skills, or have supported fellow colleagues. In demonstrating Prime Group's high commitment to gender equality in the workplace, employees are asked to sign a form that explicitly states that they comply with the company's code of ethics and standard of professional conduct. The conduct includes, among other articles, forbidding harassment and discrimination, whether based on gender, race, religion or age. Upon completion of the implementation of the Gender Equity Model in Egypt (GEME) initiative for the first time in the company, employees were surveyed to learn about their opinions on its effectiveness. Female respondents noticed additional benefits. Internal memoranda and e-mails were also circulated informing employees of the establishment of the Gender Equity Committee and its functions.

PwC South Africa has made the retention and career development of its high-performing women a key goal with the launch of the A.W.A.R.E. programme. Launched in May 2007, the programme, which stands for Attract. Women. Advance. Retain. Empower, is aimed at helping to retain the firm's female talent at all levels, and breaking the glass ceiling by strengthening the pipeline and pathway to leadership. [Gender Advisory Council](#) member and PwC South Africa Assurance Partner [Anita Stemmet](#), who leads the programme, says: "We are focusing on core priority areas which we believe will contribute towards the retention of our talent, especially our females. These areas include: flexibility and work-life balance; reasons why women leave and do not return; dealing with prejudice; and networking, coaching and mentoring." As part of the programme, a dedicated team provides advice, guidance and support to women in the firm on a variety of programmes designed to support them in the workplace. Women also have access to a database which contains useful information and toolkits, such as forms to help them make a business case for flexible working, information on upcoming women's events and much more.

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.

Renault (France) offers each pregnant employee the option of meeting before and after maternity leave to explore individualized strategies for improved working conditions. Renault also provides information to women during their maternity leave and trainings to women returning from their maternity leave.

Renfe is a Spanish government-owned company that operates 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. As part of the diagnostic study, Renfe 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/Life 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.

Rio Tinto is a leading international mining group headquartered in the UK. Traditionally, the involvement of women in mining has been slight. Rio Tinto recognizes the importance of gender as a factor in social dynamics, community development and stability. Thus, Rio Tinto tries to include women in every aspect of work in the field of mining. As a result of this initiative, Rio Tinto published a resource guide entitled “Why Gender Matters” to explain key considerations regarding gender during the planning and implementation of gender-related policies and initiatives. The main notion behind this guide is the concept of inclusiveness and equality. Rio Tinto takes a 4-step approach to achieve this goal. Firstly, one has to know and understand the underlying gender situation. Cultural and religious differences differentiate the gender balance in each region or country and, thus, there cannot be one uniform gender policy. Second, plan and implement the community strategy with respect to the underlying gender issues into achievable long-term milestones. Also align the gender milestones with operational milestones to signal the importance and significance of gender-related goals. Third,

monitor, evaluate and, if necessary, improve the current policy or strategy. There is the need to set-up a monitoring infrastructure, which includes gender-sensitive indicators. Fourth, plants and business units must report and communicate which actions have been taken to address gender issues and the results of those actions. Additionally, gender-related performance needs to be reported just like regular operational reports.

SAFARICOM LIMITED, a Kenya-based leading provider of converged communication solutions, has gone to great lengths to ensure that the needs of its working mothers are well met. Through adoption of various best practices in creating a mother-friendly environment, Safaricom has ensured that the needs of a working mother are amply met over and above the market trends. Working mothers' pre and post natal requirements are provided for through Safaricom's comprehensive medical coverage. Antenatal clinics and scans are covered, including both natural and caesarean deliveries. Once the baby is born all immunizations are provided for up to 9 months, solidly ensuring the child's healthy start in life. In the company's new state of the art contact centre, Safaricom has provided a room for breastfeeding mothers and a free state of the art child day care facilities run by childcare professionals. The contact centre also houses an in-house doctor who can attend to the children should they fall sick while on the premises. HR policies have also been adapted to support the working mothers. This includes a 3 month maternity leave, while the mother is still entitled to her annual leave. Safaricom has gone to great lengths to create mother friendly working hours for the employees deployed in shift based positions. New mothers are allowed to choose from various mothers' shifts encouraging breastfeeding for the first 7 months after delivery. Safaricom is committed to the principle of equal opportunity and, therefore, when hiring or promoting staff in all job classifications, it does so without regard to race, religion, gender, sexual orientation or disability.

SAFARICOM FOUNDATION is the Corporate Social Responsibility (CSR) arm of Safaricom Limited. The Foundations' motto "working with you to develop our country and our communities," is a reflection of the Foundation's role in empowering communities for change. The Foundation has a broad mandate, supporting communities to improve their livelihoods in the areas of education, economic empowerment, health, environmental conservation, arts and culture and sports. The Foundation also supports disaster response initiatives. In all of these focus areas, women and girls are a key target group. Our areas of support align with the Millennium Development Goals and Kenya's Development Plans, including Vision 2030.

Scotiabank Canada launched a revitalized Advancement of Women (AoW) initiative in 2003. An aggressive strategy for change (focusing on seven strategic elements designed to attract, retain and advance women) was developed with an initial focus on Canada, with a phased approach to global expansion. This strategy was the result of external research on competitor analyses, demographic and economic projections, as well as research on advancement of women issues and industry best practice. This was coupled with extensive internal research, which included workforce analyses and employee surveys.

Scotiabank Mexico will continue with the following Catalyst initiatives in an effort to help advance women and achieve diversity:

1. Senior Commitment: The objective is to achieve buy-in at the most senior levels of the organization and influence demonstration of senior management support.

2. *Accountability & People Report*: The goal is to cascade “accountability” throughout all leadership levels. The CEO and her direct reports have women's representation targets and employee satisfaction index measurements included in the people quadrant.
3. *Mentoring*: The objective is to provide career development support to women by fostering mentoring relationships across the organization. Since last year we arranged meetings with 34 pairs.
4. *Networks for women*: The main objective is to help women build their network through formal networking opportunities.
5. *Broaden & Deepen into the Talent Pool* The objective for this particular initiative is to extend deeper into the talent pool to identify and develop future leaders.
6. *The Career advancement process*: Its main objective initiative is to make transparent policies and procedures for career advancement so that all employees can compete on a level playing field and almost all of them have an individual development plan.

SEKEM is a group of companies that produce an extensive variety of high quality consumer products in the field of natural pharmaceuticals, delicious organic foods and beautiful textiles. SEKEM group takes the responsibility of working on sustainable development locally and in the region, and supports the social and cultural enterprises, like educational institutions, vocational training, research centers, and hospitals. The group takes on the promotion of Gender Equality (GE). In support of that end, SEKEM has trained employees on all levels; in the office and in the field, regarding adoption of the Gender Equity Model in Egypt (GEME) on the importance of GE. A new article was added to the group’s internal regulations stressing on GE in general and on the aspects of GEME in particular. The group’s newly established Gender Equity Committee is headed by the CEO, which reflects GE as a high priority to senior management. Moreover, GE training was integrated in the yearly training plan. In order to follow up closely with the implementation of the GEME and to ensure its effectiveness, a questionnaire was designed for distribution every three (3) months among a sample of the employees from different levels to measure their awareness about GE. The results are displayed before the Gender Equity Committee to undertake the necessary decisions.

Sodexo Inc. is a global leader in food and facilities management with operations in 80 countries and over 300,000 employees. Sodexo has been recognized for a number of initiatives and a key component of these efforts have been aimed at empowering women within their workforce. Within Sodexo, women comprise: 54% of the workforce, 40% of managers, 25% of the global executive committee, and 31% of the board. In 2009, Sodexo launched the Sodexo Women’s International Forum for Talent (SWIFT) initiative, which brought together senior level female executives to develop a strategy to increase the representation of women within its top 300 executive positions. In addition, Sodexo has also established a Diversity Inclusion and Advisory Board (DIAB) to examine diversity within a broader scope. The company has also encouraged their staff members to engage one another through the formation of employee networking groups and the Women’s Network Group (WiNG) is a result of this. The group provides networking and mentoring support, while also engaging outside community groups. In an effort to support the promotion and mentoring of female employees, Sodexo has established the IMPACT Mentoring Program, and the results have proven fruitful as 30% of female participants in the program have received a promotion.

Sinopec Corp. works hard to build diversity in the workplace. Female employees and people from ethnic groups occupy various positions in different levels of the Company. To assist and empower female

employees, Sinopec Corp. established a Women's Labor Union that provides special protection for female employees. Special interest provisions for female employees in labor contract and collective contracts are also considered. Sinopec Corp. organizes health and safety supervision and inspections to improve the working environment for female employees. The Company has also implemented maternity leave provisions and provides regular health checks. All the Sinopec Corp. subordinate enterprises have established Labour Union Committees, Labour Union Fund Auditing Committees, Labour Union Women Workers Committees and Employee Representative Congress. The Labour Union Committees have established relevant agencies and their workshops have set up branches, union teams and have been in fully functional system. Sinopec Corp. is therefore committed to supporting and respecting the protection of human rights and avoiding their abuse.

SK Group is one of the largest conglomerates in South Korea. SK endeavors to create jobs for women of low-income families while improving childcare services for working moms. In cooperation with the Ministry for Health, Welfare, and Family Affairs, and Busurugy, a non-governmental organization supporting low-income families, SK began recruiting, training, and finally dispatching female workers to Community Children's Centers in 2005. By 2007, a total of 1,479 teachers were sent to 1,180 Community Children's Centers across the nation. SK also partnered with the Ministry of Labor and the YMCA on the Baby Village and Agaya projects. Baby Village is a 24-hour daycare center for low-income families and Agaya is the nation's first hour-based childcare service. By the end of 2009, these two projects had created 768 jobs. In 2009, 8 out of 16 Agaya centers were recognized by the Korean government as social enterprises that are in accordance with the Social Enterprise Cultivation Law. Such recognition will secure a self-sustaining foundation for the centers.

In January 2010, SK announced the launch of the Happy School Foundation in cooperation with Seoul City and Women's Resource Centers. The Happy School will provide after school programs for elementary school students and students of double-income families which are in need of high-quality but affordable after school programs. This program alone is expected to provide 5,800 new stable jobs within next the five years for women who have experienced difficulties in continuing their career after years of absence due to marriage and childcare.

South Indian Bank (SBI) - South Indian Bank has launched the 'Money Lender-Free Village' pilot project at Meloor in the Trichur District of Kerala. The main objective of the Project is to replace the non-institutional, usurious, exploitative rural credit mechanism of private lending with lending through Self-Help Groups (SHGs) and direct lending by SIB. Under this initiative, SHGs act as extensions of SIB to reach out to villages in even the most remote locations. This project, though started very recently, could garner acclaim from many quarters. The bank has also commenced a rural empowerment initiative in association with the Kerala Agricultural University. While the bank would provide the necessary finance, the university would impart the requisite skills and technology required for the sustainable development of agriculture. The project would be executed through the NGO "Organisation for Women Empowerment & Rural Development."

Standard Chartered has a history of over 150 years in banking and is present in many of the world's fastest-growing markets. The Bank employs over 70,000 people, almost half of whom are women, representing 125 nationalities worldwide. Diversity lies at the heart of its values and is a distinctive element of the brand. Standard Chartered's ambition is to lead the way through diversity and inclusion,

supporting employees, customers and communities across over 70 markets. Within the workplace, the Bank's aim is to ensure that employees are representative of its markets and client profile. It also strives to create an inclusive environment for all employees and to improve employees' work-life balance. This approach also helps to attract, retain and develop the best talent, getting the best out of the broadest spectrum of people to sustain strong business performance. Standard Chartered believes that its inclusive approach will enable it to understand and better serve all its stakeholders. Many of the Bank's products and services are reflective of the society and customer base that it supports and a number of specific initiatives are underway to enhance this position. For example, the Bank launched a number of products and services specifically targeted at women, including a specialised account, microfinance (as 80% of end-users are women), business loans for female entrepreneurs and all women's branches. The Bank also provides an online resource center for women entrepreneurs running small and medium size enterprises. Addressing longer-term challenges such as gender diversity is key to economic development and growth. In the community, the Bank's focus is on supporting financial empowerment. In 2008, Standard Chartered announced a Clinton Global Initiative commitment and will be providing financial literacy training to at least 5,000 women across Asia. The Bank is also expanding its own work with Goal, an innovative programme which uses sport and life skills education to empower adolescent girls. In 2010, Standard Chartered will begin a global roll-out of Goal, with an ambitious target of reaching 100,000 girls directly in five countries – touching more than 5 million mothers, fathers, sisters, brothers, and community members.

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.

Symantec is a global leader in providing security, storage and systems management solutions to help consumers and organizations secure and manage their information-driven world. As a company operating in a sector that faces widespread underrepresentation of women in technical positions, we believe our commitment to diversity requires a special emphasis on providing opportunities for women to join the company and advance their careers.

In October 2007, Symantec's Diversity and Inclusion Steering Committee adopted the Calvert Women's Principles™, a global code of corporate conduct focused exclusively on empowering, advancing, and investing in women worldwide. Symantec also supports the Women's Empowerment Principles (WEP) of the UNGC, and has been active in the development and promulgation of the Gender Equality Principles (GEP) Initiative.

Representation of Women in the Workforce – At the end of FY11, we had increased the percentage of women in leadership at Symantec to 26.4 percent from 25.6 percent the previous year. We will continue our efforts to recruit and retain women in management and have set a target of 27.6 percent female leaders, a percentage that reflects the overall percentage of women in the company for FY12.

The attraction and retention of technical women is a challenge for Symantec and the technology industry as a whole. To help facilitate greater career advancement, we have identified “Top Talent Technical Women” as those Symantec female technical employees who receive high potential and performance ratings. These women are invited to participate in an advanced learning and development program.

Syantec Women’s Action Network (SWAN) – Now seventeen chapters strong, SWAN was established in 2007 to attract talented female employees and support and encourage them to further their careers at Symantec. SWAN provides a forum for personal and professional networking throughout all levels of the company, enabling women professionals to build relationships and share information.

Mentoring Circles – Symantec has established mentoring circles as a mechanism to share information and best practices around career advancement and work life balance, and to help women build an internal network of personal and professional relationships.

Syantec hosted six mentoring circles for three different learning tracks, including two circles for new hires and new college grads, two circles for managers, and two circles for individual contributors. Women who participated in the circles earned Symantec learning credits, applicable towards their individual annual training requirements.

External Partnerships – Symantec is proud to sponsor the following organizations focusing on empowering women:

- Anita Borg Institute for Women & Technology
- Alliance of Technology and Women
- Catalyst
- Society of Women Engineers
- Women in Technology International
- Women Unlimited

TAG Heuer, a leading international watch company, recently signed the Women’s Empowerment Principles CEO Statement of Support; however, the company has long advanced the role of women. TAG Heuer has supported women’s empowerment through their contribution to the UN Trust Fund to End Violence against Women, which is managed by UN Women. Previously, TAG Heuer has partnered with UNIFEM to raise funds through such events as a 2007 auction, which saw 15 one-of-a-kind portraits of esteemed women taken by the world’s top female photographers go up for bidding. Presently, one key focus area of the company is equal pay for equal work.

Tata Steel has launched the following initiatives to support the advancement of women and diversity:

- *Women Empowerment Cell*, a special wing at the IR Division, comprised of members from management as well as unionized category female employees, monitors women's issues and organizes need-based training for female employees.
- Tata Steel is concerned with protection of female employees from Sexual Harassment in the Workplace, which is a part of the Tata Code of Conduct clause of Equal Opportunity employer. The company has also created the *Sexual Harassment Redressal Committee* based on the guidelines of the Supreme Court.
- Aimed at the working women of Tata Steel, the *Legal Awareness Programme for Women* aims to create legal awareness for the working woman on the home-front and in the work place.
- Under SA-8000, Tata Steel has initiated an *awareness programme for the welfare of the women employed in the contractors' cell*. These women are generally illiterate, and are unaware of their rights and duties. The company has also initiated the *Adult Literacy Programme* inside works for women workers.
- The company has set up *Basera* - a Trust for Women Empowerment which is targeted at the wives and daughters of employees. The Domestic Management Programme (DMP), run by Basera, which was started in 1997, is by far the most successful programme under the company's women's empowerment initiative.
- The company has pledged to spread safety awareness to the masses in its areas of operations through *SAFE* (Safety Awareness for Everyone), a woman organization set up for the purpose. The SAFE committee members are wives of the senior executives of Tata Steel and local Tata Group companies.
- Tata Steel is empowering women of the displaced families in its Greenfield Project sites by facilitating the creation of women's *Self Help Groups*.
- The company has been providing the *Employability Training Programmes* like the Motor Driving Training for rural women and Community Health Providers / Nurses Training for tribal girls.
- The company launched the *Tejaswini Programme* in 2002 to help empower women on the shop floor to move into non-traditional positions. The first of its kind, Tejaswini, was designed to transform the female employees into proficient operators of heavy mobile equipment like tractors and locomotives. Successive batches of Tejaswinis who have been trained in other trades, such as, welding, gas-cutting, rigging, grinding, and bench-fitting are carrying out skilled jobs alongside their male colleagues.
- With regards to supply chain, Tata Steel is implementing the *SA8000 management system* and an element of implementation is the focus on raising awareness on occupational health, safety and legal aspects among the women workers who are engaged by various contractors for service provisions in the company's supply chain

Teijin Limited regards its CEO's signing of the WEPs as reconfirmation of its continuing efforts for women's empowerment, which started in 2000 by establishing a section fully dedicated to this important task.

Results from there include, among others, increase of women managers (from 8 in 1999 to 69 in 2009), two women corporate officers and one woman outside auditor who regularly attends Board of Directors meetings. From 2003 to 2005 we had a program to train prominent young women to accelerate their promotion to managers with mentoring by senior executives and other measures. We are also working hard to support men & women with small children. In fact the number of women who enter nursery

leave increased from 60 in 2000 to 90 in 2009. Also we are very proud to say that one-third of our 69 women managers have children.

Although our number of women in key positions is still very small compared to US and European companies, we are steadily moving. (Teijin Group in Japan has 11,000 employees and 2,000 are women.)

Titan Industries Ltd. (“Titan”) is an Indian company that is part of the Tata Group and that manufactures watches, jewelry and Eyewear. 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 and jewelry movements and parts assembly 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 their company, receive business education, and to play significant roles in the company, including negotiating with Titan Industries. All of these initiatives have helped women to achieve status and respect in regions where they previously had little chance for professional advancement.

Total is the fifth largest publicly-traded integrated oil and gas company in the world, operating in more than 130 countries, with 92,885 employees. For the past ten years, Total has taken actions to increase the number of women at all levels throughout the company and to further the empowerment of women. In addition to significantly increasing the number of women in senior management positions and on its Board of Directors, it has made efforts to promote equality of women in the company on five fronts: recruitment, wage equality, career management, raising awareness and combating stereotypes, and work-life balance.

In the area of recruitment, Total has made a commitment to increasing the percentage of women recruits, in both technical and business and support disciplines. In the second front, wage equality, Total set aside a specific budget to study and address unjustified wage differentials, which affected one woman out of two in France, and signed a workplace gender equality agreement with employee representatives in France. In regards to career management, in 2006 Total created a group called “Twice,” in order to promote career development through networking and mentoring; raise awareness about gender equality; and serve as a think tank for creating innovative practices. Twice now has 2000 members throughout the world. In the fourth working front, raising awareness and combating stereotypes, Total provides training on non-discrimination and diversity for recruiters, career managers, and other human resource team members. Lastly, to promote a health work-life balance, Total is in favor of improving work-life balance for both women and men. It has added to the 16-week maternity leave provided under French law and granted additional measures to expecting mothers, adoptive fathers and mothers, and fathers or mothers on leave to care for a sick child. In addition, a 12-month pilot telecommuting program will begin in March 2012, with progress to be tracked throughout the year, in collaboration with employee representatives.

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 our own business operations we are committed to equal opportunity and diversity at all levels. We have a global diversity board and

regularly monitor diversity across the company. Through our community programmes we are supporting education initiatives specifically for women. For example, our business in Egypt worked with a local partner to set up an initiative to improve women's literacy. Dove's successful Campaign for Real Beauty is complemented by a charitable fund which aims to increase self-esteem among women and girls around the world. The Fund works in partnership with schools and organisations such as Girl Scouts of America and the Eating Disorders Association in the UK to inspire girls to feel more confident about the way they look. Dove's self-esteem programmes have reached more than 750 000 young people. We also contribute through initiatives like Project Shakti in India. This is an innovative partnership scheme that trains village women to become rural entrepreneurs and, at the same time, creates a new sales mechanism for our products. For the thousands of women who have become Shakti entrepreneurs, this initiative has had an impact on their lives over and above the income they earn from selling products, including a sense of pride and empowerment.

Unilever (Bangladesh) Piloted in 2003, Project Joyeeta had 1 950 entrepreneurs selling Unilever products in hard to reach communities by the end of 2008. Joyeeta is derived from the Bengali word for win. In Bangladesh, poor infrastructure means it is often difficult to distribute and sell products in rural areas. Project Joyeeta helps Unilever overcome these difficulties, giving access to the huge number of rural consumers throughout the country. Unilever achieved BDT200 million (€2.1 million) additional sales through Joyeeta in 2008. Not only does Project Joyeeta mean Unilever can increase sales in rural Bangladesh, but the lives of local women and their families have been changed significantly. By running their own businesses, women are empowered, and they provide inspiration to others. The scheme is part of a series of micro enterprise initiatives around South Asia that encourage women to add to their household incomes by selling Unilever products to members of their communities. Local NGOs provide loans to help women buy the goods – everything from tea to toothpaste – while Unilever helps with training in commercial skills. Project Joyeeta has inspired several spin-off projects, including a joint venture with aid agency CARE Bangladesh which aims to increase the number of entrepreneurs and sales by offering a wider range of goods including shoes, spices and clothes as well as Unilever products.

Unilever (India) To expand its markets, the challenge for Hindustan Lever (Unilever's business in India) was how to reach millions of potential consumers in small remote villages where there is no retail distribution network, no advertising coverage, and poor roads and transport. The solution was Project Shakti, launched in 2000 in partnership with non-governmental organisations, banks and governments. Women in self-help groups across India are invited to become direct-to-consumer sales distributors for Hindustan Lever's soaps and shampoos. The company provides training in selling, commercial knowledge and bookkeeping to help them become micro-entrepreneurs. After an initial investment in stock - usually borrowing from self-help groups or micro-finance banks facilitated by Hindustan Lever - most Shakti entrepreneurs net a monthly profit of 700 - 1 000 rupees (US\$15 - 22). This is a far cry from the few rupees single mothers had earned before, and for those with husbands who work in the fields, this typically doubles the household income. By the end of 2007 there were more than 45 000 Shakti entrepreneurs covering 3 million homes in 100 000 villages in 15 states in India. We are rolling out similar initiatives in Sri Lanka and Bangladesh. By the end of 2007, Sri Lanka had over 3 500 entrepreneurs covering 275 000 households in 4 000 villages, and Bangladesh had 4 250 entrepreneurs covering 400 000 households in 8 000 villages.

Unilever (Ghana) Plastic waste is growing in Ghana as sales of products packaged in plastic increases.

Unilever's Tema factory sponsored the first national forum on the management of plastic waste in 2000, in collaboration with the Ghana National Packaging Cluster and the International Centre for Sustainable Development. Samples of jewelry made from waste plastic were displayed at the forum. The Centre for the Development of People – a non-governmental organisation based in Kumasi – encourages women's groups and small businesses to collect rigid plastic waste from homes, factories and refuse dumps, and put it to good use. The used plastic is cleaned, melted and coloured then wrapped around straw and cut into pieces to make attractive beads for jewelry. The sale of these products provides much-needed income to the women.

United Nations Federal Credit Union (UNFCU) is proud to support Africa UNiTE, a historic climb led by UN Women to the summit of Mount Kilimanjaro in Tanzania, which aims to galvanize the world's attention on ending violence against women and girls. Right now, 75 climbers who represent 36 African countries, 14 United Nations agencies, business, women's rights activists and civil society, including Michael J. Connery, Jr., president/CEO of UNFCU, are ascending the "rooftop of Africa" armed with African national pledges to undertake coordinated actions to eliminate the scourge of violence against women and girls across the continent. Climbers will arrive at the summit on 8 March, International Women's Day.

The climb, united under the banner, "Climb Up-Speak Out," has an end goal to prevent violence, promote justice, end impunity and provide services to survivors through Africa-wide actions, including enforcing national laws, collecting reliable data and developing safe public spaces for women and girls.

"Because of its scope, keen level of interest among governments and diversity across all sectors, this climb is truly unprecedented," said climb organizer Timothy Challen, manager of business development at UNFCU in Geneva and founder of Kilimanjaro Initiative (KI), a Nairobi-based NGO, which has championed the rise of safer cities in East Africa since 2005. "Through its Board mandate, UNFCU is committed to operating as a good citizen of the world," said Debra I. Da Costa, vice president of Marketing at UNFCU, who made the trek in 2009, as part of a UNFCU KI delegation.

UNFCU contributed towards the provisioning of the 2012 climb, as well as insurance coverage for the climbers through high-risk provider Clements Worldwide. Additionally, through its "Action Page," numerous fundraising efforts on behalf of the UN Trust Fund which is promoting gender equality; and visit to a UN Women safe house in Ethiopia last year, UNFCU has continued to actively raise the visibility of the "UNiTE to End Violence against Women" campaign.

Usha Martin Limited, India's largest and the world's second largest steel wire rope manufacturer, has been working toward the development of Jharkhand through its Corporate Social Responsibility arm – Krishi Gram Vikas Kendra (KGVK). Usha Martin Limited has promoted the integration of women-led Self-Help Groups (SHGs) and community-based organizations in Jharkhand comprised of dynamic women involved in savings, credit, and various income generation activities. In 2007-08, 212 women's SHGs were promoted in the remote villages of Patan Block of the Palamau District, Rajnagar Block of Seraikela-Kharsawan and Chanho Block of the Ranchi District to enable 2,173 tribal families access cooperative credit for the first time. Some of these initiatives have brought significant results. Examples include:

- Financial linkages, credit assistance, income generating schemes and micro-credit facility increased monthly incomes, resulting in up to 90% recovery rate of loans
- Greater community awareness and literacy programmes led to a 50% rise in awareness of health and social issues and a 90% hike in literacy levels

- Self-help Group Mahadhiveshan Mela was organized on 8th March, 2008, to celebrate International Women's Day by the 60 SHGs of the Burmu Swa Shakti Mahila Sangh, who contributed 35% of the ceremony's expenditure
- Encouragement of income-generating activities with technical assistance from SEWA
- Introduction of integrated insurance packages for SHG members
- Cooperative movement in dairy activities
- Development of financial literacy programs for women
- Linkages with banks
- Training of members through workshops by animators from their own villages
- Awareness of profitable saving and credit habits
- Capacity Building

United Bank for Africa (UBA) is a Nigerian banking conglomerate. Through its foundation (UBA Foundation), it aims to make sustainable improvements in the lives of the needy and under-privileged by supporting entrepreneurship programmes which benefit the community at large, i.e. social entrepreneurship schemes. UBA Foundation also sponsors several skills acquisition and empowerment conferences, workshops and seminars, such as:

- Part-sponsorship of the 7th Annual Celebrations and Entrepreneurial Awards of Fate Foundation, a private sector- led non-profit initiative with a vision to foster the establishment of 5,000 businesses and the creation of employment for at least 50,000 Nigerians by 2015
- Part-sponsorship of the 2007 Conference of Women In Management and Business (WIMBIZ), an NGO formed in 2002 to improve the success rate of female entrepreneurs and the proportion of women making it into senior positions in corporate organizations

Westpac Banking Corporation is a multi-brand financial services company (including Westpac, St. George Bank and BT Financial Group) and one of the largest banks in Australia. Westpac has long recognised the role of women in Australian business and has a Women's Markets Team which supports businesswomen in achieving their goals. Women's Markets Managers across Australia provide advice and resources on financial services, financial education, cash flow management, superannuation, networking opportunities and business growth. In 2008 Westpac launched 'The Ruby Connection,' an on-line platform enabling Australian businesswomen to connect with other women in business to share information, research and inspirational stories. Westpac also has a long-standing focus on internal programs to enable women employees to achieve their potential. These include 'Women Achieving their Potential' which assists women progress to senior management and the Corporate Mothers Forum which supports middle and senior female managers returning to work from parental leave. Westpac has a progressive parental leave policy which provides an automatic right to two years parental leave for the primary care giver. This leave can be taken flexibly, rather than only on a full time basis. Westpac has also continued to improve the opportunities to work part time, in job-share arrangements and from home. Finally Westpac is one of very few Australian public companies, and the only top-ten Australian Securities Exchange-listed company with a female CEO - Gail Kelly.

Yahoo! is a California-based digital media company whose digital content is available in more than 30 languages. The company, founded in 1994, now employs over 10,000 employees in 25 locations and has displayed a deep commitment to human rights and women's empowerment. As a component of Yahoo!ForGood, the company has acknowledged the salient linkages between human rights and

business. Within their human rights initiatives, Yahoo! has incorporated human rights impact assessments to identify potential areas where privacy and freedom of expression are in jeopardy or can be strengthened. In addition, Yahoo! hosts an annual Business and Human Rights Summit. Most recently, Yahoo!, in partnership with Yahoo! Maktoob and Vital Voices, hosted “Change Your World!” in Cairo, Egypt in January 2012. The one day event sought to highlight examples of women are using technology to promote freedom and empowerment and incorporated four main themes: women’s leadership, women’s rights and social justice, journalism and entrepreneurship.

In addition to their human rights and business efforts, Yahoo! has actively sought the active participation of women in community and employee engagement. Within the company, there are volunteer driven Employee Resource Groups (ERG) aimed at fostering discussion and innovation, and one such group is the Yahoo! Women in Tech ERG. As part of their diversity initiatives, Yahoo! has identified one of its key focuses as women and the promotion of their entry into the tech industry. Yahoo! has fostered and encouraged greater female participation in the tech industry through partnerships with external organizations such as the Anita Borg Institute for Women in Technology. Yahoo! has also campaigned for an increase in female participation by providing travel and attendance scholarships for events such as Random Hacks of Kindness; a partnership initiative between major technological firms and the World Bank aimed at providing innovative solutions for practical problems.