



# OECD\_IDEAFACTORY\_2012

HOW CAN WE BUILD PATHWAYS FOR GENDER EQUALITY?

22 MAY 2012





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# IDEA FACTORY

BETTER POLICIES FOR BETTER LIVES

BETTER POLICIES FOR BETTER LIVES



## Keynote Speakers

**Michelle Bachelet • Executive Director, UN Women**

**Yves Leterme • Deputy Secretary-General, OECD**

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**Aniela Unguresan • Co-founder, The Gender Equality Project**

*This report contains the textual and graphical documentation that was recorded 'real time' during the course of the IdeaFactory. The report is not a transcript and is not intended to be complete; documentation is captured idea for idea, not word for word, from participants' plenary conversations. The capture is based upon what the documenters heard and understood of the discussion.*



**"The agenda for equality is an agenda for everyone and it is not only about economic empowerment."**

"I call myself an 'entrepreneur for equality' because I invest in women. I'm here in this capacity today. What is truly impoverishing humanity is inequality and discrimination. For girls and women specifically it remains far too common.

More than 100 countries impose legal differences between men and women in areas such as women's abilities to:

- sign contracts;
- travel abroad;
- manage property; and
- interact with public authorities and the private sector.

But these differences are not only between men and women: in some countries unmarried and married women have different legal opportunities.

Equality is a human right. The good news is that equality is also economically efficient. It is statistically proven that countries with greater gender equality have higher GNP per capita. It is statistically proven that companies with a higher proportion of women in executive and management roles perform better. The case is getting stronger: it pays to invest in girls and women.

There is a clear need to address the gender gap to fully unleash the true potential of girls and women. It is time to unleash their energy, their creativity and their talent.

This is what 'strategies for equality' are all about.

This is why I need this IdeaFactory to be very successful, with bright ideas that we can then incorporate into an actual plan.

The agenda for equality is an agenda for everyone and it is not only about economic empowerment. We need a real political commitment to the agenda of equality, one that includes planning and budgets.





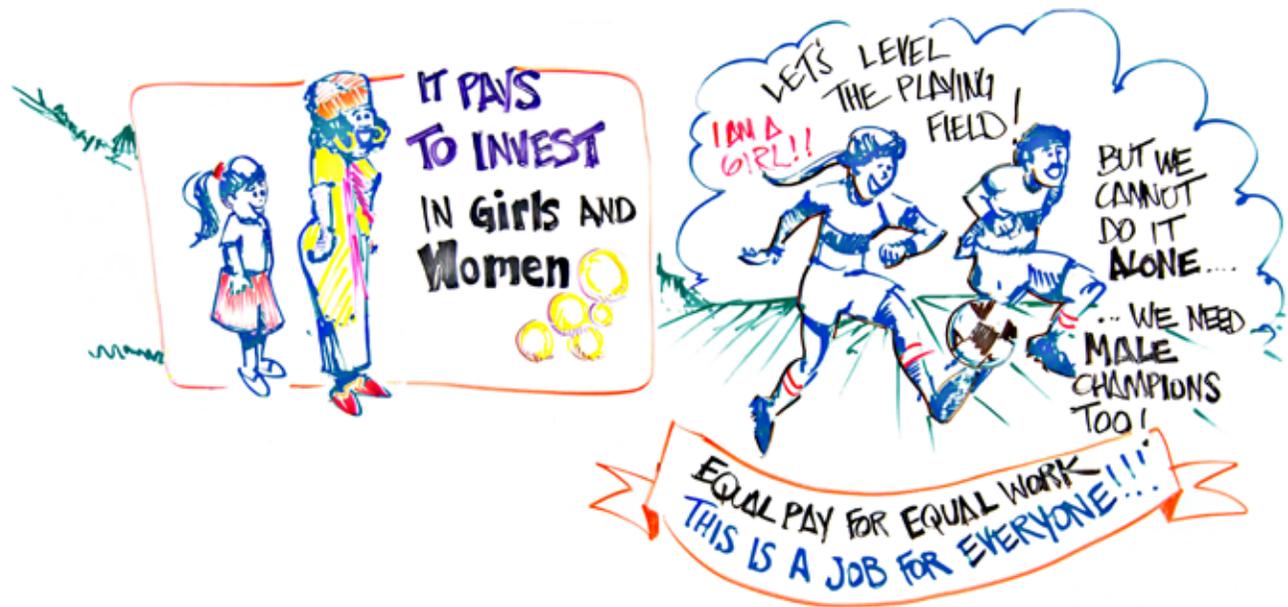
We also need more men championing women's rights. We need role models because we need cultural changes. This is a job for everyone: everyone here in the room, government, civil society, and the private sector. We have to join forces together to advance an agenda for equality.

As regards my own experience, I appointed an equal number of men and women in political positions. I tried to insist on parity, because I thought it would create a better representation of society and also allow people to visualise it.

This is our moment to show that we as leaders and privileged people, can assume our responsibilities and can put in place the measures needed to build a more inclusive and sustainable society.

Today I would like to ask you to join me as fellow entrepreneurs in building an agenda for equality and in shaping new pathways for equality."

**Michelle Bachelet**  
Executive Director, UN Women



"The purpose of this IdeaFactory is to learn about existing solutions to the issue of gender equality and to discuss how these solutions can be applied, distributed, and scaled. There are many interesting 'social experiments' taking place around a world that is already full of interesting solutions. We are all here to learn about these experiments and to see if they can be better distributed around the world.

We will be looking for ideas at different levels – and when talking about ideas, I like to mention what blogger Hugh McLeod ([www.gapingvoid.com](http://www.gapingvoid.com)) says: 'Ideas that don't risk offense ... aren't'. When we are talking ideas and we talk about something new, we have to take the risk of upsetting somebody – this is what ideas can really do.

Before we move to work in small groups, I would like to suggest that you reflect on your personal experience of 'new solutions' at work – not solutions you have read about, not solutions you have heard about, but solutions you were able to 'touch with your hands'.

Our work will begin from your own authentic experience of 'new solutions'."

**Maurizio Travaglini**

Co-Founder, Architects of Group Genius





**Solutions and distributed social experiments >> Group activity**

**What are the most interesting solutions that you have experienced?**

**What threads can you identify among them?**

**What underlying patterns are invisibly at work?**

**What unexpected links can you discover?**



**What is the next generation of solutions and experiments?**

**How can we make these solutions *more solid*?**

**How can we distribute their impact across more communities?**







## Snapshots from group discussions



"Our proposed 'Human Resources' programme addresses the big problems of gender equality in the workplace. It would facilitate work from home both for men and women; counter stereotypical representations of 'women's work and tasks'; promote day-care for longer hours; support the development of women at work, especially via women's networks; and call for salary transparency to avoid gender-based discrepancies in compensation. This is about bringing some effective ideas inside corporations."



*Empowering rural women to become economic agents*  
*Village → Population of 200 people*  
*Actions:*

- Access to land (land plots)
- Seeds / fertilizers
- Capital (credit loans)
- Water / Storage / MA / financial literacy / transportation / TOT / TA / CB / value added /
- Marketing / support groups / cooperatives
- Plug into global supply chains
- connect w/ existing aid opportunities

*Social Dimension:*

- child care
- Education (men & women)
- housing

*Political Empowerment bottom-up / change structures & policies / legal protection.*

"Our village project is called 'Women Rock' and it wants to empower women to become economic, social, and political agents. For the economic dimension, we think it is important for women to access land, water, seed, fertiliser, credits, and loans. It is equally important for women to have support for financial literacy, transportation, technology transfer, technical assistance, and capacity building. The success of these women would also depend on their connection to the global supply chain, existing aid and donors. We need to provide them with childcare, education, housing, and family planning initiatives. Political empowerment would come later via regulation and legal protections."

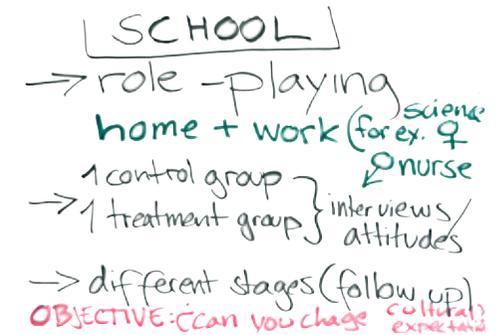
## From Stereotype to Commitment

- collect local facts
- collect good & bad practices
- engage in a dialogue followed by trainings of go
- Bring in external perspectives
- Champions
- change roles for some time
- Advocacy [govt, ETS] Accountability
- live by example

"Our social experiment, 'From Stereotype to Commitment', is a learning project aimed at changing mindsets and is based on our belief that gender equality is not a women's issue — it is an issue for both women and men. This project would be based on concrete facts and figures: we would collect both best and worst practices that illustrate the need for change. It would welcome both formal and informal gender-focused dialogue and training programmes as well as the exchange of information internationally (e.g., experiences in France may be different from experiences in South Korea). We need 'champions'— role models of both genders to lead by example."

- 1/ Disruptive Change needed
  - 2/ 3 Levels of intervention  
individual, corporate, public pol.
  - 3/ Project: a) change the face of board  
b) provide ambassadors
- case study**
- We have the numbers to do so
  - 2000 Women Ready Today
  - do not look for the companies to match
  - we use the results of our product
  - companies invest in business school
  - + now can use their product
  - EVALUATION: PERFORMANCE, SATISFACTION

- Women's power as consumers (80% of Purchasing Power)
- Man must understand that it is in their best interest to promote/defend and believe in gender equality.
- Main stream media product - Her Wealth Supplement
- addressed to woman bankers, investors + high powered
- Print / on line / interactive
- Success measured by consumer purchasing of products, it promotes:
  - fairtrade
  - organic
  - Chemical free etc
- Whole new market.



"Using disruptive measures, our experiment would change the face of corporate boards in Western Europe. We need a disruptive change. We see this intervention happening on three levels: one, the individual, or 'how do we address what we each believe about gender and gender-determined roles?'; two, the corporate sector; and three, public policy. How would we change corporations using those three levels of intervention? Our initiative would build on one small initiative that is already in motion: we have a databank with more than 7000 highly qualified female executives' CVs, each with more than 15 years of experience in corporations. We will discuss with corporate boards first and, if they are not ready to engage, we will turn to public policies to achieve these goals."

"Women are becoming increasingly wealthy and already control 80% of household spending decisions. They cannot be ignored as consumers. Our project is a publication called 'Her Wealth', a weekly financial supplement that, within 3 weeks, would target female professionals, aspiring women, and enlightened men. 'Her Wealth' would focus on new markets, and its positive and inspiring content would highlight success stories (including those that promote social responsibility and justice) for creators and consumers. We want to give readers another reason for acting in a way that promotes social justice."





#3 MODELED ON HEALTHY TOWN EXPERIMENTS  
 invite cities (10k-100k pop) to volunteer  
 GET FOUNDATION + NATIONAL SUPPORT  
 CREATE EXPERIMENTAL ZONE  
 3yr-5yr-10 years  
 EQUALITY TOWN  
 24 HOUR CHILDCARE, NON SEXIST EDUCATION  
 SO 90% FEMALE ENTREPRENEURS / CORP BOARDS  
 = PAY/PROMOTION  
 Minimum of 40% Men on City Council!  
 GOALS: Strong econ growth, improved quality of life  
 MEASUREMENT: Women empowered, people move to Equality Town  
 CREDIBLE  
 OERI!

'Gender Awareness Course' (6-11 yrs)  
 Content: Language, roles, stereotypes, sexuality education, incentives, violence against women  
 Methodology: Peer-educators (externals) - 11yrs  
 MBE: Questionnaire, Consultation, behaviour at home  
 OCCUPY GENDER

A TV PROGRAM → ROLE REVERSAL  
 → ABSURDITY  
 ⇒ FEELINGS TOWARDS GENDER DIVERSITY BEFORE/AFTER (audience + viewers) ♀♂  
 • A COMPANY  
 • FEMALE BOARD  
 75% of senior are ♀  
 • ALL SECRETARIES AND HR are MEN  
 • 6 MONTHS

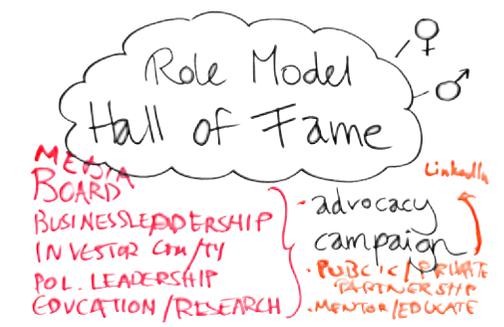
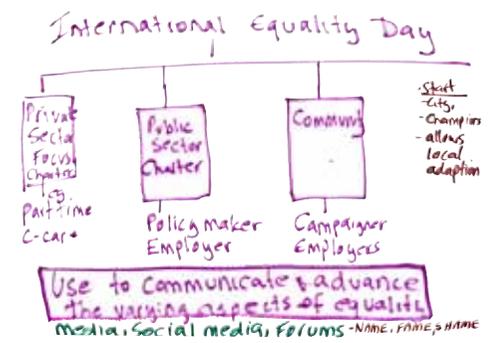
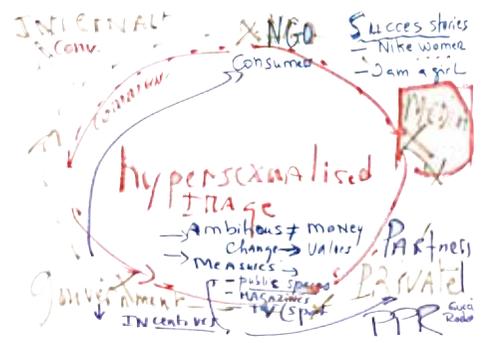
"The US has a healthcare problem characterised by a lack of health coverage, high rates of obesity, early death, and more. Some US foundations are backing so-called 'Healthy Towns', for which whole towns agree to certain documentable healthy behaviours. Our social experiment, 'Equality Town', would build on that model. We would invite cities of 10-100,000 residents to compete or volunteer for foundation funding, national attention, regulation, and support. This experimental zone would be evaluated over 3, 5, or 10 years on issues of childcare, corporate board representation, non-sexist education, entrepreneurship, city council representation, anti-violence initiatives, equal pay and promotion, and reproductive rights. Our goals would be economic growth, improved quality of life, and empowered women - so that people will want to live in these towns."

"Our 'Gender Awareness Course' targets kids from 6 to 11 years old to counter the early formation of gender discrimination. This peer-education programme would focus on language, stereotypes, roles, and rights. It would be evaluated through questionnaires about perception and behaviour at home. We would also launch an 'Occupy Gender' campaign that would focus on the same issues via, for example, public spaces, business cards, and t-shirts."

"There are not enough women in leadership positions in business. While a lot has already been undertaken in quotas, mentoring and sponsorship, we need a change in culture. Our social experiment will create a television programme to reverse the paradigm. We will choose a company and reverse it completely, flipping the traditional work roles to reveal the absurdity of our current situation. The board would be completely female, 70% of senior managers would be female, and jobs in HR and secretarial support would be male.

After 6 months, we will measure how the perception of gender diversity has changed for both the company's employees and the show's viewers."





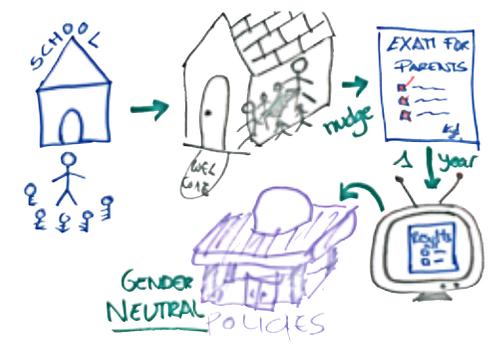
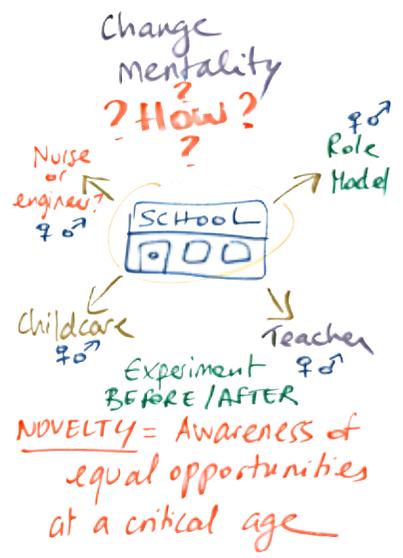
"Our experiment is about images, values, and a change in the hypersexualised image of women. We will select success stories from different existing projects regarding women's empowerment and connect the different actors that are leading the effort. In order to do so, we need to create strong partnerships with all actors (private partners, public spaces, NGOs, consumers, governments, and media)."

"We propose the establishment of an 'International Equality Day' that provides a platform for businesses and communities to sign up to charters, and make commitments about what they are going to deliver over the course of the year, including pledges to which they would be held accountable. Social media would be harnessed to support the champions at the local and national level, and 'name, blame, and shame' those that do not meet the goals."

"Changing the paradigm is the goal. Our social experiment is to create an advocacy campaign under the title of 'Role Model Hall of Fame'. This campaign would capture the voices of leaders from diverse disciplines — such as education, research, politics, investment, and business — who would speak on the importance of women's economic empowerment and why they are personally engaged with the issue. The powerful storytelling is part of this equation. In order to make this project sustainable we want it to be scalable through a social media partner,

like LinkedIn, to build in opportunities for mentorship together with local NGOs."





Problem: CULTURE ATTITUDES VALUES OPPORTUNITIES

EXPERIMENT:  
a 50/50 small municipality council has to allocate its budget resources to provide access to:  
- childcare facility  
- safe transport  
- training and services for employment  
- civic education on gender equality **now!**

MEASURE:  
→ measure budget through new lens: reallocations?

"Changing policies without changing popular perspectives on gender equality would be ineffective. Our solution targets are young school students, around 14 years old, who are just beginning to consider their post-education work. We would start by asking students about what they would like to do in the future. We would then introduce them to a variety of model workers, largely in unconventional gender positions (such as men in nursing and women in engineering), who would talk to the students about their work. We would then survey the students again about what they would want to do in the future to assess whether these presentations had opened their minds to a wider, non-gendered range of job opportunities."

"We have two fundamental positions: one, policies are our biggest failure because they are not gender neutral. And, two, young people are not the future generation; they are the 'now generation'. We propose a community-wide experiment in which students, rather than being evaluated, would evaluate their parents themselves. Teachers would provide guidance for them on how to evaluate their parents during the school year. The students would monitor their parents regarding a range of gender stereotyping issues. After a year, the collected data would be published via the media in the community in the hope of changing public policy."

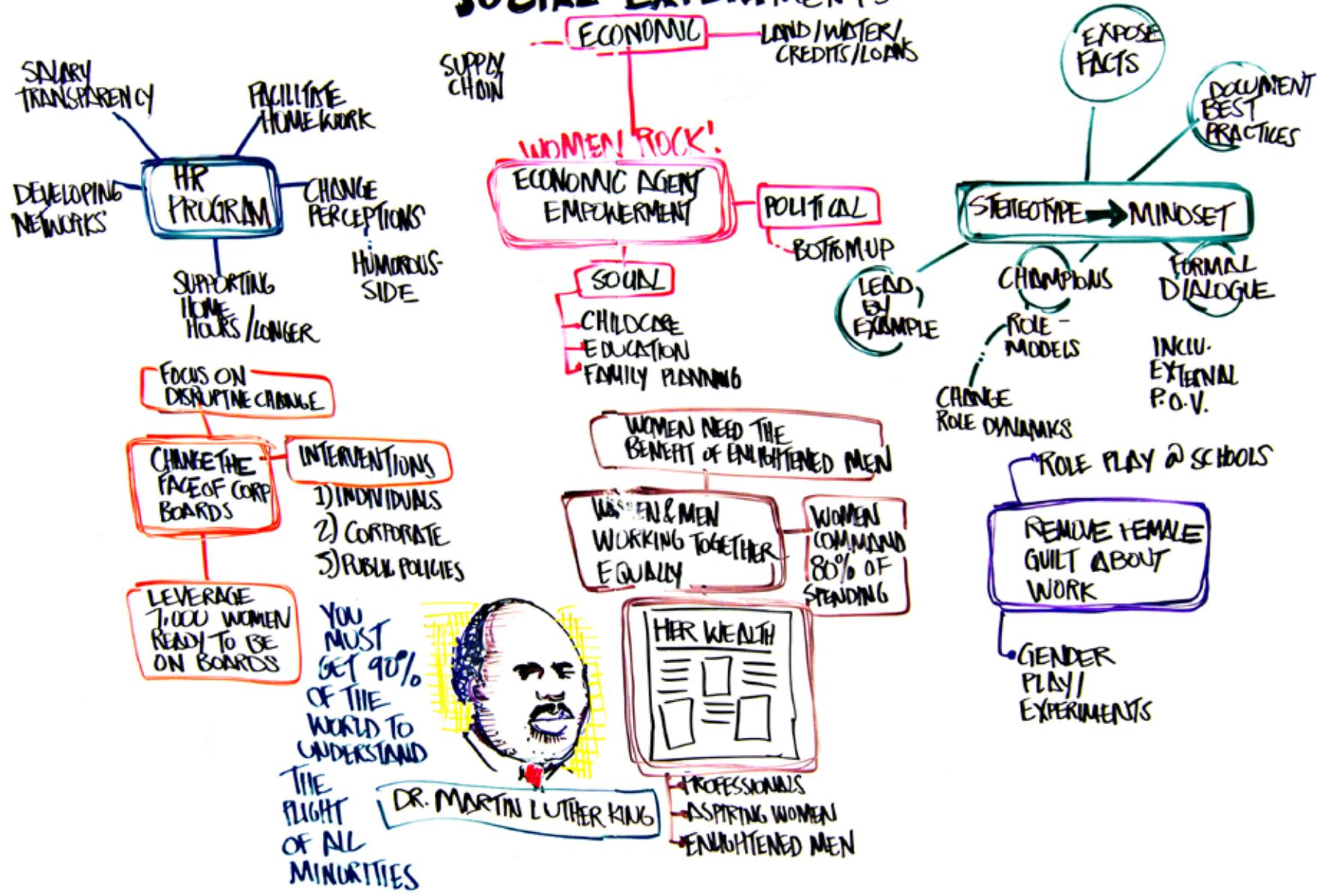
"In a community with limited budgets and resources, we would create a small municipal council with equal representation of men and women. They would allocate a budget - in addition to the usual mandates regarding childcare services, transportation, training for employment - that would be charged with providing funds for civic education on gender education to the schools. We would measure the success of this initiative by its influence on future allocations of budget resources."

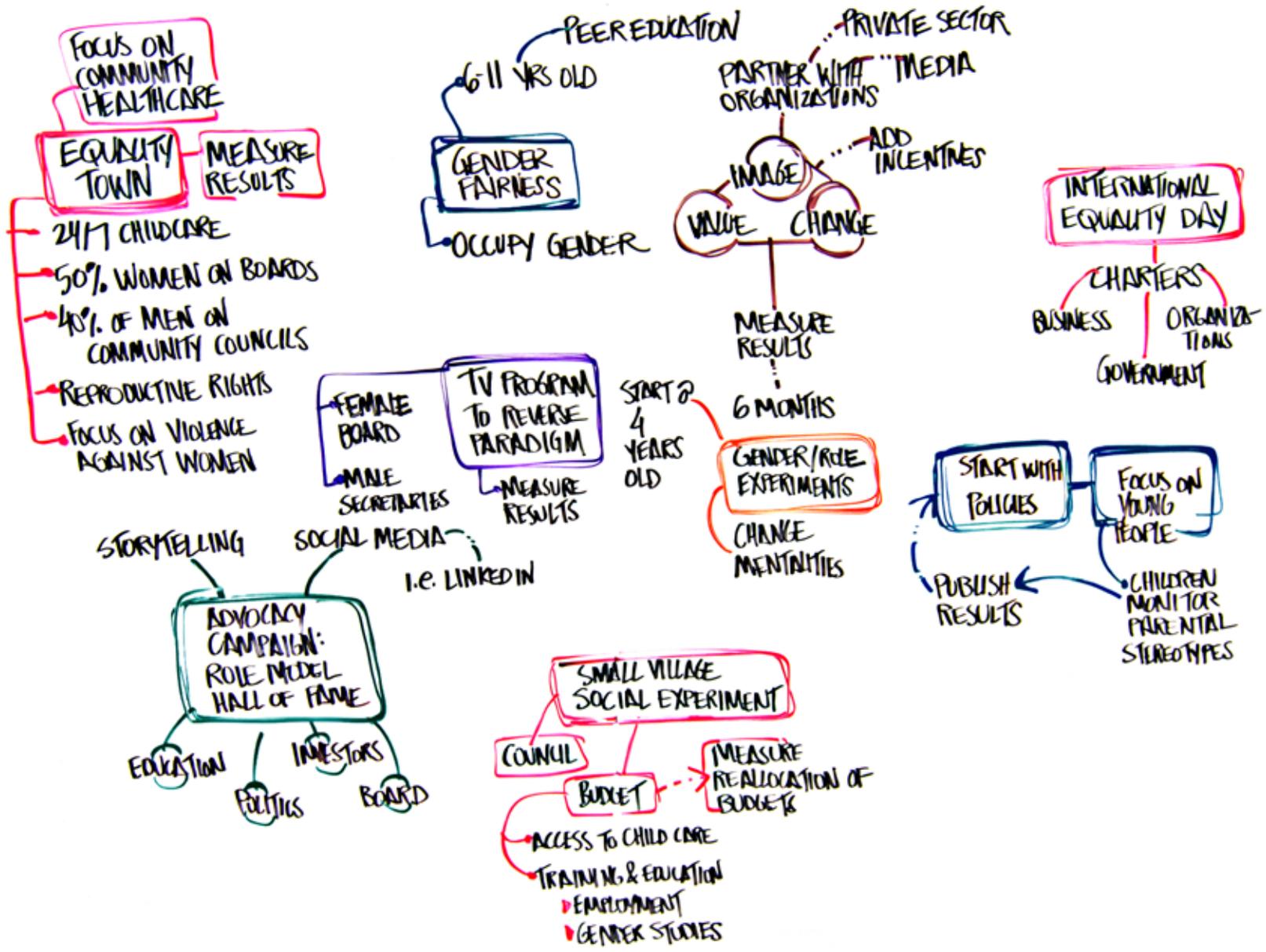






# SOCIAL EXPERIMENTS





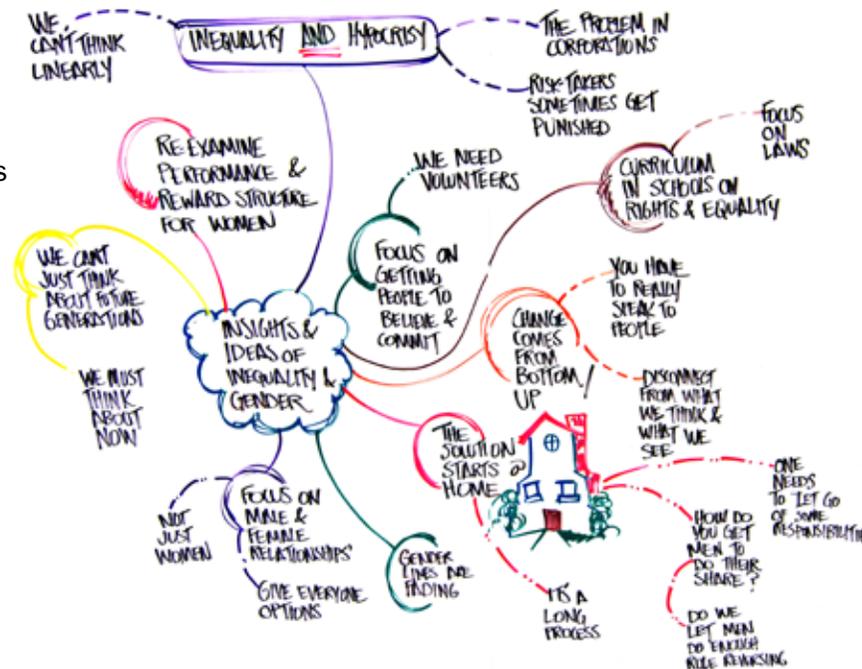


## Snapshots from conversations

"What do these experiments mean to us all?  
What is stopping us from doing more?"

- "Budgets are important to implementation, especially in those areas which are more fragile and complicated."
- "How would some of these projects be financed (e.g., the 'Equality Town')? I think they should have a strong volunteer component, as people need to be willing to support, facilitate, and monitor these experiments on a volunteer basis. These experiments require energy and leadership more than money."
- "In large companies, the problem goes beyond inequality to hypocrisy."
- "Risk-takers who fail are punished, not rewarded, especially if there is no buy-in from leaders and middle management."
- "As long as we only measure the success of corporations by profitability, without any expectations of how those profits were made or without any expectations in terms of 'social responsibility', we will not solve gender inequality. And as long as we believe that a successful career is a linear path from one stage to another without any interruptions, we will not shift the paradigm."
- "I believe change happens from the bottom up through little actions. Instead of being judgmental, you have to speak to people in a personal, individual, and empowering way."

- "Part of progress is about the policies, but a big part is related to media and the way they promote these images in society. The most difficult part, in the end, is to make it happen at home."
- "Developing curriculums at school that teach people about the rights of equality is a project that everyone can do and will increase awareness around the issue."
- "Children were the thread that ran through many of these presentations. I like this approach as this is about our whole lives, what we — men and women — are taught to believe."



- "We are talking about inequality. We are talking about changing culture. We cannot focus on women. We cannot focus on work. We have to focus on the *relationship* between men and women. We have to focus on the *relationship* between home and work. In focusing on only one group and one area, we lose something along the way."

- "As mothers and as managers, we are part of the problem and part of the solution. In my own team, men and women do not have the same salaries, despite similar roles. Why do I not begin in my own home and in my family, raising my son like I raise my daughter? A lot of change can happen at the family level, more than in policy alone."

- "We are speaking about roles and the desire to take our space, but we women also have to take responsibility over letting go, letting men claim their space in some domains — starting at home."

- "Without commitment from the top, change cannot happen. And when corporate leaders are 80-90% male, it's 'changing men' that we really mean. Organisations are being created by men for men. We have to change this paradigm."

→ FOCUS ON QUICK-WINS

- ▶ TAP THE 7,000 WOMEN PROGRAM
- ▶ WHAT COULD BE THE QUICK WINS FOR MENTALITY CHANGES?
  - ▶ AUDITING CORPORATIONS
- ▶ ORGANIZATIONS PROGRESS DUE TO THE COMMITMENT OF LEADERS
  - ▶ HOW DO WE INCREASE COMMITMENT?





**"We really need breakthroughs and revolutionary methods to facilitate this transition towards a more equal world."**

"The shift from the unequal burdens of cooking, cleaning, and childcare to equal access to education, employment, and entrepreneurship has a lot to do with shifts in mentality. Nevertheless, policies can make a very important difference.

In terms of education: this is about role models both formal and informal including roles promoted

in the family. In terms of employment: this is about equal access to all professions, opportunities for entrepreneurship, and access to financial resources.

Sometimes I think we need great truths. When I started my political career, I was very much opposed to all kinds of quota systems, based on constitutional principles of equality. But after 25 years of practice, I have witnessed

that, indeed, there are barriers which withhold women from reaching the positions they deserve.

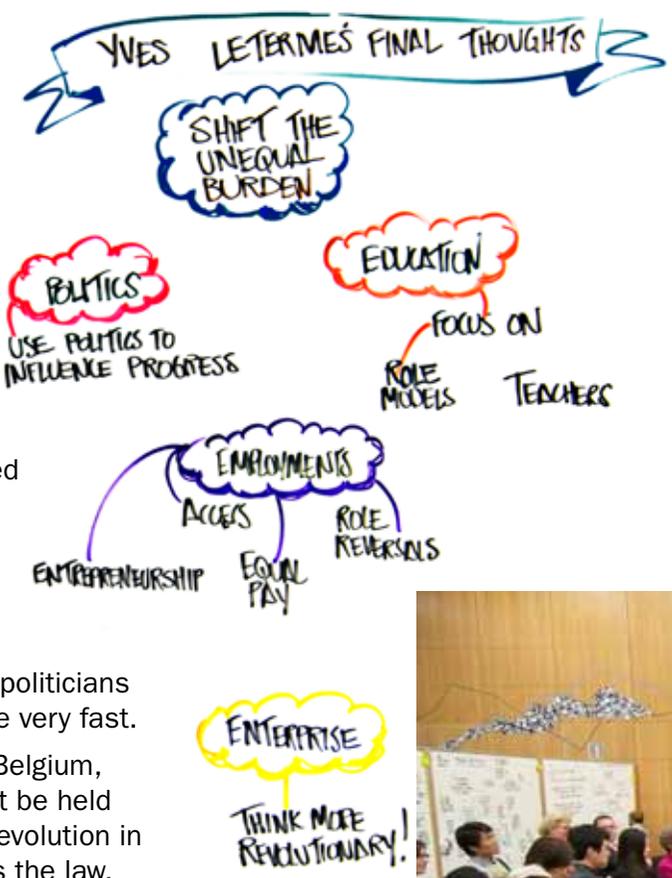
There are all kinds of social habits which are real barriers to the political careers of women. That is why I proposed to the Belgian parliament to have 50% female representation. We really need these kinds of regulations. Last week I was in Switzerland. The right to vote was only granted there to women in 1971. Today in Switzerland, 50% of politicians are female. Change can move very fast.

Since 1 January this year in Belgium, 30% of seats on boards must be held by women. This is almost a revolution in the economic landscape. It is the law.

The domain in which it is not moving fast enough is public and private enterprises.

Today we heard very good and valuable ideas (for which I have to thank everybody): I am more and more convinced that we really need breakthroughs and revolutionary methods to facilitate this transition towards a more equal world."

**Yves Leterme**  
Deputy Secretary-General, OECD





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The opinions expressed and arguments employed in this report are those of the participants in the OECD\_IdeaFactory and do not necessarily reflect the official views of the OECD or of the governments of its member countries.

**Ideas that do not risk offense, aren't.**

**Hugh McLeod**



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BETTER POLICIES FOR BETTER LIVES. DISPOSITIONS POUR UNE MEILLEURE

