WOMEN WORK IN FISHERIES, TOO!

NOVEMBER 29, 2021
- Gender Diversity & Inclusion as a Financial Consideration
- The Growing Tide of Gender Lens Investing
- Key Steps in the G&I Journey
- Key Entry Points
- Key Opportunities
- Case Studies
GENDER DIVERSITY & INCLUSION AS A FINANCIAL CONSIDERATION

- Investor demand, regulatory pressure, and customer demand are driving push towards stronger G&I integration
- Gender affects long-term performance of investments
- Growing evidence of materiality of gender risk on performance
- COVID-19 has highlighted social and gender risks for businesses
KEY BENEFITS OF GENDER DIVERSITY & INCLUSION

- Governance & Decision-making
- Hiring & Retaining talent
- Innovation
- Meeting Customer Needs
- Reputation & License to Operate
Companies with higher gender diversity perform better and have stronger brand equity & image.

<table>
<thead>
<tr>
<th>Region / Country</th>
<th>Gender Variable</th>
<th>Average ROA</th>
<th>Average ROE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASEAN (6 countries)</td>
<td>If a company board includes no women</td>
<td>2.4</td>
<td>4.2</td>
</tr>
<tr>
<td></td>
<td>If a company board includes at least one woman</td>
<td>3.7</td>
<td>5.8</td>
</tr>
<tr>
<td></td>
<td>If more than 30% of company board members are women</td>
<td>3.8</td>
<td>6.2</td>
</tr>
</tbody>
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Source: Economist Intelligence Unit Analysis
2/3 ASIAN COMPANIES FOUND G&I INCREASED BUSINESS OUTCOMES

400 COMPANIES IN ASIA-PACIFIC

- Increased business outcomes, including profitability and productivity: 60.2%
- Increased ability to attract and retain talent: 56.8%
- Greater creativity, innovation and openness: 54.4%
- Enhanced company reputation: 54.1%
- Better ability to gauge consumer interest and demand: 36.5%

THE GROWING TIDE OF GENDER LENS INVESTING

Est. $21B

Sustainable Investment

$30.7 T

USD $ Billion

2017 2018 2019 2020

Public Market Private Market

1.04 1.19 2.55 2.25 3.4 4.78 10 11

Data sourced from: Catalyst at Large, Parallele Finance, Sagana, and Veris Wealth Partners
*Private markets data for 2020 forthcoming
Approximately 20% of fishers and aquaculture farmers are women.

90% of the people employed in seafood processing are women.

50% of the people employed in the seafood sector are women.
### Governance

- Informal/Casual workers
- Limited access to information, training, technology, finance
- Low representation in producer goods, associations, networks

### Labor & Working Conditions / Occupational Health & Safety

- Low-paid, low-skill roles
- Lower access to networks and career opportunities
- Under-represented in decision-making positions

### Community Health, Safety, and Security

- Underutilized use of resources
- Lower productivity & yields
- Lower quality
- Lower support to conservation & management

### Risks

- Lower access to diverse talent
- Higher costs of hiring & training
- Lower brand image
- Likelihood of lower financial performance
More Diverse Leadership & Stronger Governance

Better Labor & Working Conditions / Occupational Health & Safety

Better Community Health, Safety, and Security

OPPORTUNITIES

• Stronger license to operate by engaging and employing local community
• Better access to a reliable supply by enhancing skills of sellers, support knowledge exchange and access to information, credit, and finance
• Improved productivity for workers and compensation payments if robust safety standards are achieved and maintained
• Leveraging local knowledge to mitigate climate risk

BENEFITS

• Lower costs & higher productivity
• Easier to attract and retain motivated and competent workers
• Improved access to markets and finance if the business achieves certain standards and/or certifications
• Stronger brand image & reputation
Supply chains of large buyers are dominated by male-owned companies.

Growing interest to intentionally develop an inclusive and sustainable supply chain to:

- Foster Innovation
- Offer products and services that serve a diverse customer base
- Reduce risks of harming women in the community through their operations

LESS THAN 1% OF PROCUREMENT BY LARGE FIRMS GOES TO WOMEN-OWNED BUSINESSES

Source: WEConnect International
KEY STEPS IN THE G&I JOURNEY

A LONG-TERM COMMITMENT

1. GAP ANALYSIS & RECOMMENDATIONS
   Establish Baseline; Identify Key Issues; Make Recommendations

2. G&I IN POLICIES & PROCESSES
   Include G&I throughout to promote a diverse & inclusive culture

3. STRATEGY & IMPLEMENTATION PLAN
   Set actions, targets, budgets, responsibilities, timeline

4. MONITOR & ADJUST AS NEEDED
   Collect data regularly and adjust targets & solutions as needed
INTRODUCE GENDER-SMART MEASURES TO INCREASE ENGAGEMENT

- Review hiring & promotion practices to remove biases; open up roles and opportunities for women beyond what is traditionally done by women
- Introduce flexibility in schedule and part-time opportunities, as feasible
- Ensure PPE and facilities are safe and appropriate for women
- Introduce zero tolerance policy on gender-based violence and harassment and train all staff on it
- Maternity leave
- Childcare support and/or benefits
- Career advancement training & clearer pathways to promotion to supervisory and senior roles

EXAMPLES

Sol Tuna, Solomon Islands (Food Manufacturing)  
Maxport Limited, Vietnam (Textile Manufacturing)  
Nestle Malaysia (F&B Manufacturing)
INTRODUCE GENDER-SMART MEASURES TO REDUCE STAFF TURNOVER AND UNPLANNED ABSENTEEISM

• 1,800 workers (65% women) - 67% of all operational staff, 26% of junior management, 14% of middle management, 0% of upper management, 20% top management, 0% of board

• Tuna accounts for 18% of domestic GDP. Most is exported to EU

• Key business challenge: employee retention and consistent attendance at work

• 2/3 of women have experienced gender-based violence in Solomon Islands

**Step 1.** Understand root causes of absenteeism and turnover among production staff

**Step 2.** Identify opportunities to increase engagement and gender equality, including:

- Supporting emerging women leaders to move into management roles.
- Improving access to jobs for women in non-traditional roles.
- Improve financial literacy, household budget management, and life-planning skills of employees.
- Implementing a structured approach to address GBV involving employees. Training and access to a safe house.

The training contributed to significant improvements in financial attitudes and behavior, as well as an increase in staff attendance at work – increased revenues for the business.
• Sportswear manufacturer that supplies to top global brands such as Nike, Lululemon, and Spyder
• 6,000 staff ~ 85% women
• Conducted an overall review of its HR policies and work policies and processes
• Introduced gender-smart measures to reduce staff turnover and unplanned absenteeism:
  • Improved human resource policies and practices, including data analytics, career planning, and enhanced childcare support
  • Career advancement training & clearer pathways to promotion to senior roles

RESULTS
• Savings of up to U$ 0.5M/year in production costs.
• Better employee retention.
• Strengthened management pipeline.
• **Maternity Leave**: 12 weeks of paid leave + option of another 12 weeks of unpaid leave. This is applicable to all primary caregivers of newborns, including male employees and adoptive parents.

• The company launched a **Maternity Protection Policy**, which includes:
  - Employment protection
  - Flexible working arrangements
  - Access to breastfeeding rooms during working hours

• **Other benefits**: Child day-care and medical or dental treatments
SOMETHING TO KEEP IN MIND

- Advancing G&I is not linear
- Top-of-mind Awareness
- Some issues are hard to quantify

- Companies should be ambitious but also realistic in their G&I plans
- The process might be slower than anticipated
- Collecting and monitoring data is key to track progress and adjust as needed.
- Make gender explicit and intentional
- Gender lens / gender mainstreaming throughout operations
- Non-discrimination clauses are not sufficient
- Have a clear principles and a robust process for applying a gender lens approach
- Targets and solutions might vary across different companies in the same sector
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THANK YOU