

# How Business can Build a “Future of Work” that Works for Women

A Framework for Action

SEPTEMBER 2019



## Objectives

1. Gain an understanding of how the 'future of work' may impact women
2. Discover opportunities for business to take action
3. Identify how to get started today

## Agenda for Today's Webinar

1. Introductions
2. The Future of Work
3. Constraints to Women's Economic Empowerment
4. Business Framework for Action + Case Studies
5. The Way Forward

# Today's Speakers



**Katie Abbott**

Manager, Inclusive  
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# About Women Deliver



**COMMUNICATOR**



**CONVENER  
AND CONNECTOR**



**CAPACITY BUILDER**



**CATALYST**





# GIRLS AND WOMEN ARE DRIVERS OF DEVELOPMENT

AND CRITICAL TO THE  
SUCCESS OF THE NEW  
GLOBAL GOALS





**IF WOMEN COULD PARTICIPATE IN THE  
ECONOMY AT THE SAME LEVEL AS  
MEN, IT COULD ADD UP TO \$28  
TRILLION, OR 26%, TO ANNUAL  
GLOBAL GDP BY 2025.**





**A WOMAN'S ABILITY TO DECIDE  
ON HER OWN FERTILITY IS **THE  
BEDROCK OF GENDER EQUALITY.**  
WHEN SHE CAN PLAN HER FAMILY,  
SHE CAN PLAN HER FUTURE.**

# BSR and Women's Empowerment

We are a global nonprofit organization that works with our network of more than 265 member companies and other partners to build a just and sustainable world.

- 1 Design and deliver effective women's empowerment strategies
- 2 Build empowering supply chains for women workers
- 3 Tackle systemic challenges facing women globally





# Current State | Women in the Workplace

Given the current pace of change, the World Economic Forum suggests that it will take 200 years to achieve workplace gender equality.

## **Representation**

Women are still 26 percentage points less likely to be in employment than men.

## **Leadership**

Fewer than a third of managers are women

## **Pay Gap**


Still an average of 20% across the world.

## **Unpaid Care**

Main reason women are outside of labor force.

## **Harassment**

Impacts women in the fields and in the boardrooms.



**FUTURE OF WORK:** How employment systems—including who is in the workforce, what people do for work, and where the work takes place—are evolving between now and 2030 due to technology, demographic shifts, consumer expectations, and social and political factors.

# The Future of Work

# Transformation of Sectors and Roles



## **Change is certain.**

Automation and artificial intelligence will alter the employment landscape.



**Several jobs are “at-risk” to be eliminated.** Women hold a significant portion of jobs with high-ability to automate such as manufacturing and agriculture.



**New jobs will be created.** 60% of recently created professions were in male-dominated occupations.





# Demand for Digital Skills



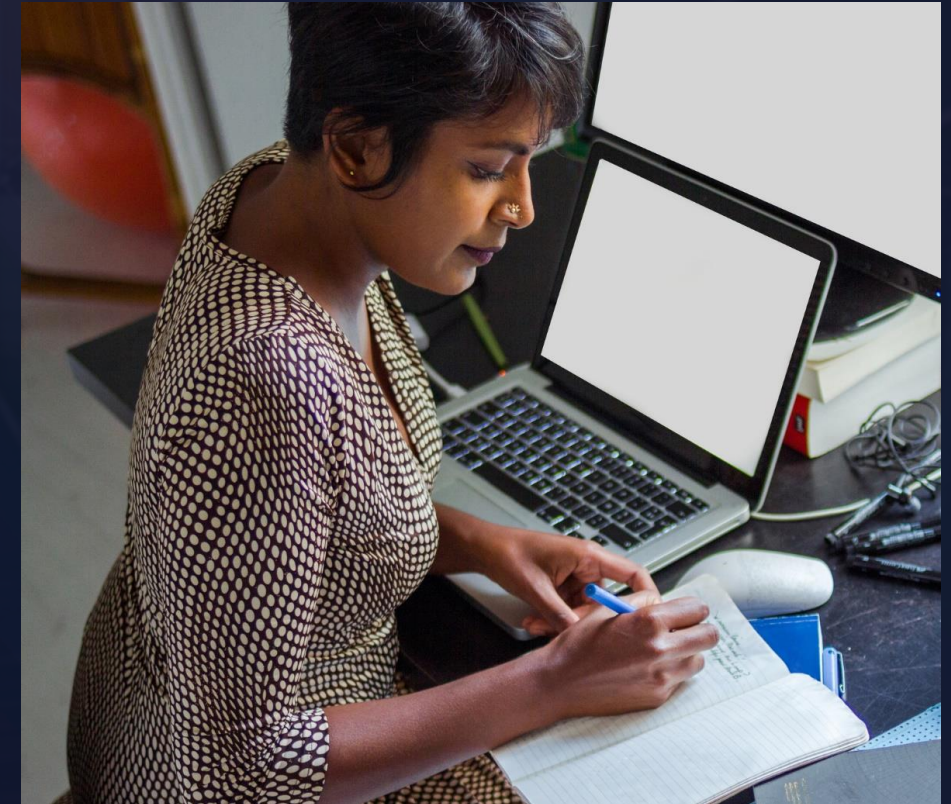
**How we work is changing:** remote work, increased efficiency, and the elimination of manual labor are some examples.



**The skills necessary to perform most jobs are rapidly shifting.** ~42% change in required workforce skills by 2022.



**In-demand skills will include both digital as well as soft skills.** Technology integrations will require abilities to work on and alongside digital systems.



# Rise of New Work Models



**Gig Economy includes many forms of work.** Short-term, part-time, freelance work arrangements are all examples.



**The quality of these opportunities is challenging.** Challenges with scheduling, safety, and wages and benefits



**A reworking of the social contract is needed** to allow businesses, workers and society to thrive together.





# Workplaces are rapidly changing – and there are risks and opportunities for women.



Transformation of Sectors &  
Roles



Demand for Digital Skills



The Rise of New Work Models



The background of the slide features a dark blue overlay. On the right side, there is a close-up portrait of a woman with dark hair, looking directly at the camera with a slight smile. On the left side, there are faint, semi-transparent images of business charts, including a bar chart and a pie chart.

# Constraints for Women's Economic Empowerment

# Systemic Constraints to Women's Economic Empowerment

## SYSTEMIC CONSTRAINTS




- Adverse social norms
- Discriminatory laws and gaps in legal protection
- Failure to recognize, reduce, and redistribute unpaid household work and care
- Gender gaps in access to digital, financial, and property assets



## PERSISTENT GAPS IN WOMEN'S ECONOMIC OPPORTUNITIES

- Labor force participation
- Unpaid work
- Types of paid work
- Informal work
- Pay and prospects
- Formal enterprise ownership

# Implications for Women

	Norms	Laws	Unpaid Care	Assets
 <b>Transformation of Sectors and Roles</b>	Traditional gendered divisions of labor and cycle of “women’s work” persisting	Disparities in wages due to lack of equal pay laws	Challenges with job mobility due to lack of quality care benefits and limited flexibility as need for elder care rises	Less able to manage economic shocks due to gaps in assets.
 <b>Demand for Digital Skills</b>	Women excluded from high-tech roles due to stereotype of women as less capable in STEM fields	Inability to pursue entrepreneurial opportunities due to legal restrictions	Challenges returning to a digital workplace after many years of unpaid care work	Inability to participate in upskilling opportunities due to cost or need for digital devices and internet access
 <b>The Rise of New Work Models</b>	Less well-paid gigs due to increased risk of harassment.	Risk of harassment and violence in gig jobs due to lack of legal protections for employees	Challenges with securing gig opportunities due to lack of care support	Continued gender gaps in savings and financial assets due to lack of benefits in the gig economy





# Business Framework for Action

Taking action helps to **shape a society in which women thrive**, and these efforts can create business benefits as well.

Companies stand to gain with increased **innovation**, enhanced **business performance**, and improved **talent attraction and retention**.

# Framework for Action: Act, Enable, Influence

**ACT** within a company's direct control by adjusting policies and practices within a company's operations and supply chain



**ENABLE** civil society organizations, community organizations, and business partners through partnerships



**INFLUENCE** using advocacy and policy efforts to shape the business environment

# Act

- ▶ Commit to **equal pay** globally for all workers
- ▶ Invest in employee **skills development**
- ▶ **Engage men** in gender equality initiatives
- ▶ Assess AI products and solutions for **gender bias**





# Enable

- ▶ Invest in **STEM education** programs aimed at girls and women
- ▶ Support **women as tech and digital entrepreneurs**
- ▶ Accelerate women's **access to digital tools** and mobile connectivity
- ▶ Fill **data gaps** on the future of work and women



# Influence

- ▶ Use marketing and advertising to **challenge gender norms**
- ▶ Support social protections and benefits for **contingent workers**
- ▶ Close the gap in **legal protections** for women in the workplace
- ▶ Support legislation that equalizes **care burdens**





# The Way Forward



# Next Steps





# Questions?

# Looking Ahead

- Partnerships + Milestones for Gender Equality
  - UNGA, CSW, HLPF
  - WEF Davos
  - Beijing +25
  - ICPD
  - Women Deliver 2022
- BSR Conference—Nov 12-14, San Jose, CA
  - “A Future of Work that Works for Women” on Wednesday, November 13



# Thank you!

Access the full report, here: <https://www.bsr.org/reports/BSR-WomenDeliver-Future-of-Work-for-Women-Framework.pdf>

Access the summary, here: <https://www.bsr.org/reports/BSR-WomenDeliver-Future-of-Work-for-Women-Framework-Summary.pdf>

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## Call to Action

**Commit** to workplaces that are free from bias and harassment, where women are encouraged to enter technical and high-paying roles essential to future business success.

**Integrate** gender-disaggregated data into decision making, and share evidence on how the future of work trends are impacting women and how companies are taking action.

**Build** AI tools and systems that are free from bias, are developed by diverse teams, and are used in non-discriminatory ways.

**Launch** partnerships that address gender gaps in education and digital access to prepare girls and women for the roles of tomorrow.

**Promote** public policies that provide protections for women workers and a reworking of the social contract to deliver advances in quality employment for women across industries.