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EXECUTIVE SUMMARY

Studies have found a positive correlation between female labour force participation and economic development. Therefore, women's empowerment leading to an increase in female labour force participation is a key contributor to economic growth. With this in mind, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact (UN Global Compact) developed the Women's Empowerment Principles (WEPs), which provides a set of principles for businesses to empower women in the workplace, marketplace and community.

The WEPs contain 7 principles, which are corporate leadership; human rights and nondiscrimination; health and safety; education and training; enterprise development; community leadership and engagement; and transparency, measuring and reporting. In order to promote these principles, the Indonesia Business Coalition for Women Empowerment (IBCWE), Indonesia Global Compact Network (IGCN), and UN Women initiated a study on the application of the WEPs in the private sector in Indonesia. This is the first study on the WEPs undertaken in Indonesia, which will become the baseline to identify awareness and implementation of the WEPs in Indonesian companies.

Primary data for this study was generated from indepth interviews carried out from December 2017 to May 2018 with at least one representative from the corporate board or management of 50 large companies in Indonesia. The questions were developed in accordance with the reporting guidelines and the WEPs Gender Gap Analysis Tool. Some additional questions were added to capture opinions and trends on awareness of gender equality. The analysis on the 7 principles of women's empowerment utilised a simple scoring category developed by the researcher. The scoring has four levels from "not aware" as the lowest level to "aware with good practice" as the highest. Next is a brief description of the results of study.

FIRST, the overall score for principle 1 (Leadership Promotes Gender Equality) is 49 per cent, which indicates that, on average, participating companies in this study are aware of the importance of having women on the board and they have applied minimum practices to promote this. As such, 84 per cent of the participating companies already have women on their board of executives. However, the average percentage of women on boards compared to total board members is 28 per cent and only 10 per cent of the participating companies have policies or activities to empower and promote women to reach board level.

SECOND, the score for the principle of Equal Opportunity, Inclusion and Nondiscrimination (principle 2) is 34 per cent. This score demonstrates that, in general, the participating companies are aware of the importance of equal opportunity, inclusion and nondiscrimination for women. However, the number of participating companies promoting and putting policies into practice is very low. About 68 per cent of the participating companies have facilities and/or policies specifically targeting female employees, such as lactation and nursery rooms, flexible working arrangements, and education and training programmes. These policies enable companies to retain female talent in the workplace. Furthermore, 30 per cent of the participating companies have active policies on women's empowerment with regards to equal opportunities, promotion, career advancement, salary

84 PER CENT
PARTICIPATING
COMPANIES HAVE
AT LEAST ONE WOMAN
ON THEIR BOARD

structure, and equal access to education and training. On the other hand, only 6 per cent of participating companies have policies to regularly evaluate equal pay.

THIRD, regarding the principle of Health, Safety and Freedom from Violence (principle 3), the overall score is 71 per cent. It means that the participating companies are aware of the importance of health, safety and freedom from violence for women. Many of them also have implemented sufficient practices on these issues. For example, most of the participating companies (94 per cent) have zero-tolerance policies towards violence and harassment. Moreover, 53 per cent of the participating companies have zero-tolerance policies covering sexual harassment and gender-based violence. About 54 per cent of the participating companies have special committees to handle grievances at work.

FOURTH, the overall score for the principle of Education and Training (principle 4) is 51 per cent. It implies that the participating companies are aware of the necessity of having education and training programmes specifically targeting women. However, only few participating companies have practices or policies addressing these issues. In this study, 28 per cent of participating companies have programmes to increase the number of women in leadership positions. Furthermore, only 26 per cent of the participating companies have specifically-designed education and training programmes for women employees that aim to promote them into leadership positions and increase the retention rate of female employees in workplace.

FIFTH, the overall score for the principle of Enterprise Development, Supply Chain and Marketing Practices (principle 5) is 27 per cent. This score indicates that, on average, awareness of the importance of the women's empowerment in enterprise development, supply chain, and marketing in the participating companies is low, with only a few of them implementing minimum practices. Only 22 per cent of the participating companies have conducted assessments on the possible differential impacts on women and men when developing products and/or services. Meanwhile, 20 per cent companies have products catered specifically to the needs of women.

SIXTH, the participating companies have scored 17 per cent, the lowest score of all the WEPs, in the principle of Community Leadership and Engagement (principle 6). It indicates that overall the companies participating in this study have not yet used gender as a key component when developing community engagement programmes and assessing their social impact on local communities. All participating companies carry out community engagement programmes, yet only 38 per cent of them have programmes specifically targeting women. Moreover, 30 per cent of the participating companies have taken steps to ensure that women and girls are positively impacted and participate in their community engagement programmes.

LASTLY, the overall score for the principle of Transparency, Measuring and Reporting (principle 7) is 43 per cent. It means that, on average, the participating companies are aware of the need for transparency, measuring and

38
PER CENT
HAVE COMPANY
POLICIES AND
IMPLEMENTATION
PLANS TO
PROMOTE GENDER
EQUALITY

reporting with regards to gender equality. However, most of them have put minimal practices in place to achieve this. Only half of the participating companies disclose information on gender diversity on the board of executives, whilst 38 per cent have company policies and implementation plans to promote gender equality.

In conclusion, some companies in Indonesia have implemented initiatives to empower women in the workplace, marketplace and community, yet there is still a lot of work to be done. Therefore, it is important to continuously advocate for women's empowerment to ensure that people maintain an awareness of these issues in the long run. In addition, the companies can begin to formulate key performance indicators (KPIs) for implementing WEPs with a systematic approach in terms of governance, policies, and allocation of budget. As an example, the companies can start by initiating a steering committee and adapting the available performance indicators from the WEPs reporting guidelines. The companies' involvement should also be supported by the government, with stronger implementation and control of regulations related to women's empowerment.









STUDY ON THE APPLICATION OF VERMENT IN TOP 50 COMPANIES IN INDONESIA



Interview

RESEARCH METHODOLOGY



Sampling

50 companies with the following criteria:
• Listed in Indonesian Stock Exchange; or

Non-listed company with more than 500 employees, minimum 7 years of operation and operating in at least 2 cities in Indonesia

40% FINANCE 29% **HUMAN CAPITAL** 27% LEGAL have at least 1 woman on their board. Average proportion of women MARKETING 19% on board is 28% SALES 18% **10**% CEO 11% 11% INTERNAL AUDIT have policies or acts PRODUCTION 10% to empower and promote women to board level CORPORATE COMMUNICATION 10% LEADERSHIP PROMOTES GENDER EQUALITY INFORMATION & TECHNOLOGY

EQUAL OPPORTUNITY, INCLUSION AND NONDISCRIMINATION



have policies to promote equal opportunities for career advancement



HEALTH, SAFETY AND FREEDOM FROM VIOLENCE



have zero tolerance policy towards violence and harassment



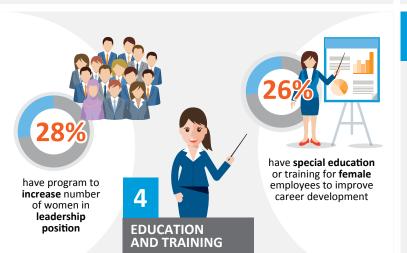
have zero tolerance policy towards gender-based violence and harassment



have dedicated committee for handling (sexual) violence and harassment

women have to prove their spouse is not covered for family insurance

(e.g. providing lactation room, daycare, training, flexible work)



ENTERPRISE DEVELOPMENT, **SUPPLY CHAIN** AND MARKETING PRACTICES



assess differential impacts on women and men when developing products and/or services



have products catered to specific needs for women

COMMUNITY LEADERSHIP 6 AND ENGAGEMENT



have community development or CSR programme targeting women



take steps to ensure that women and girls are positively impacted and participated fully in community development or CSR programme







publicize company's policies and implementation plans for promoting gender equality

WOMEN'S

EMPOWERMENT PRINCIPLES

are a set of 7 principles for business offering guidance on how to empower women in the workplace, marketplace and community. They are the result of a collaboration between UN Women and the United Nations Global Compact. More than 1,900 business leaders around the world have demonstrated leadership on gender equality through the Women's Empowerment Principles.



- 1 Leadership Promotes Gender Equality
- 2 Equal Opportunity, Inclusion and Nondiscrimination
- Health, Safety and Freedom from Violence
- 4 Education and Training
- Enterprise Development,Supply Chain and Marketing Practices
- 6 Community Leadership and Engagement
- 7 Transparency, Measuring and Reporting

www.weprinciples.org

In order to promote the principles, IBCWE, IGCN, and UN Women initiated a study on the application of the WEPs in private sector in Indonesia.

Indonesia Business Coalition for Women Empowerment (IBCWE) is a coalition of companies who are committed to promote women's economic empowerment and gender equality. Our mission is to support business to optimize its role in enhancing women's economic empowerment and gender equality. $\bowtie info@ibcwe.id \bullet \oplus www.ibcwe.id$

Indonesia Global Compact Network (IGCN) is a local network of the United Nations Global Compact, the largest corporate sustainability initiatives. A call for companies to equate strategy and operations with the universal principles of human rights, labor, the environment, and anti-corruption, and take action that can advance the goals of society. \bowtie igcn@indonesiagcn.org • \bigoplus www.indonesiagcn.org

UN Women

is the United Nations organization dedicated to gender equality and the empowerment of women. UN Women's efforts are based on the fundamental belief that every woman has the right to live a life free from violence, poverty, and discrimination, and that gender equality is a necessary for global development. \bowtie info.indonesia@unwomen.org • \oplus indonesia.unwomen.org

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INTRODUCTION

A number of studies have indicated that female labour force participation is positively correlated with economic development. The latest McKinsey Global Institute (MGI) report in 2015 states that if both men and women participate equally in the labour force, as much as US\$28 trillion could be added to the global annual GDP by 2025. Further, the MGI report in 2018 indicates that if gender equality in the labour force is advanced in the Asia Pacific, about US\$4.5 trillion could be added to the GDP of countries in the region by 2025. This is a 12 per cent increase compared to business-as-usual. However, not all countries undergo positive changes in economic development as a result of an increase in female labour due to socio-economic factors, including education levels, economic growth, and social norms (Verick 2015).

The United Nations Entity for Gender Equality and the Empowerment of Women¹ (UN Women) and the United Nations Global Compact² (UN Global Compact) have formulated the Women's Empowerment Principles (WEPs) with the intention of providing businesses with principles for empowering women in 3 areas: the workplace; the marketplace; and the community. These principles were developed through an international multi-stakeholder consultation process. There are 7 dimensions under the principles, which are corporate leadership; human rights and nondiscrimination; health and safety; education and training; enterprise development; community leadership and engagement; and transparency, measuring and reporting. Globally, more than 1,900 business leaders signed the pledge to support the WEPs, 11 of which are from Indonesia.

In Indonesia, over several decades rapid urbanisation and industrialisation across the country has created more job opportunities for women. However, the female labour force participation rate remains at 47.8 per cent. This indicates approximately a 30 point gap in the labour force participation rate between men and women, which is the highest in Southeast Asia (International Labour Organization modelled estimates May 2017). Moreover, a report from the Indonesian Ministry of Women's Empowerment and Child Protection (2016) claims that 45 per cent of female labourers work in the informal sector and about 62 per cent of female labourers work in temporary labour, unpaid labour, or are self-employed3. In addition, in terms of unemployment, there is a 1.3 point gap between men and women in Indonesia, where women's and men's unemployment rate is at 6.6 per cent and 5.3 per cent respectively (International Labour Organization Map December 2017).

Today, more women have higher levels of education, thus are equally qualified to hold responsibility in the workplace as men. This opens up their career prospects and they have the opportunity to reach top management level. Yet, women still encounter obstacles when it comes to reaching these top positions in companies, such as CEO or Director (International Labour Organization Bureau for Employers' Activities 2015). That is to say, women who wish to hold top leadership positions, especially in larger companies, still encounter the glass ceiling4. It may occur due to a patriarchal workplace culture, gendered stereotyping, the educational gap between men and women, religion, or biological factors, such as giving birth. Although the influence of these factors is decreasing over time, they still contribute to an unfavourable working environment for women (Kercheval 2012).

Furthermore, a study by Taniguchi and Tuwo (2014) has shown that women are also confronted by the salary gap. Women's salaries are 30.8 per cent lower than those of men in Indonesia and the gap is even wider in urban areas. A recent study by the Australia Indonesia Partnership for Economic Governance (2017) indicates that Indonesian women working in the formal and informal sector receive 34 per cent and 50 per cent fewer salaries respectively, compared to the salaries of Indonesian men.

As previously mentioned, women's empowerment in the workplace, marketplace, and community is crucial in addressing several issues. For example, it has been found that women's empowerment in the workplace brings

IF BOTH MEN AND
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EQUALLY IN THE LABOUR
FORCE, AS MUCH AS
US\$28 TRILLION COULD BE
ADDED TO THE GLOBAL
ANNUAL GDP BY 2025

¹ UN Women is the UN organization dedicated to gender equality and the empowerment of women.

² UN Global Compact is the world's largest corporate sustainability initiatives to advance universal principles of human rights, labor, the environment, and anti-corruption for the achievement of Sustainable Development Goals (SDGs).

³ The concepts of formal and informal sector use 'status of occupation' and 'type of occupation' as proxies. The concepts of temporary, unpaid, and self-employed labour use 'status of occupation' as a proxy.

⁴ A glass ceiling refers to an artificial barrier that prevents minorities and women from progressing to higher levels within an organisation (Weyer 2007).

 $^{^{5}}$ IBCWE is a business coalition to promote gender equality in the workplace and women's economic empowerment.

⁶ IGCN is a local network of the UN Global Compact to mainstream the universal principles of human rights, labour, the environment, and anti-corruption for sustainable development.

⁷ The reporting guideline for WEPs is available from http://weprinciples.org/Site/WepsGuidelines/The WEPs Gender Gap Analysis tool is available from https://weps-gapanalysis.org/

COMPANIES WITH AT LEAST ONE WOMAN ON THEIR BOARD OF EXECUTIVES HAVE HIGHER BUSINESS PERFORMANCE THAN COMPANIES WITH ALLMALE BOARD MEMBERS

benefits not only for the employees but also for businesses. That is supported by the research conducted by Qian (2016) on the effects of gender diversity in corporate boardrooms in Asia and the Pacific on corporate performance. The study has found that companies with at least one woman on their board of executives have higher business performance than companies with all-male board members.

In the context of the marketplace, companies play a significant role globally in women's empowerment through purchasing policies and practices on corporate spending, especially through engaging women-owned businesses to drive economic growth. A survey conducted by Foggin (2011) has found that becoming suppliers of large companies provides small businesses with the opportunity to grow. Worldwide, women own 35 per cent of small and medium businesses but companies only use 1 per cent of their total spending to purchase from women-owned businesses (Vazguez & Sherman 2013). This indicates that there may be a gap in business knowledge and experience between women entrepreneurs and their male counterparts (Tambunan 2017). Women entrepreneurs must also deal with a number of constraints, such as a lack of access to financial, social, and human capital (UN Women 2017).

Moreover, nowadays companies exercise their power to develop and nurture members of the communities in which they operate through their corporate social responsibilities. According to Carroll and Shabana (2011), corporate social responsibility is not just about philanthropy. Rather, integrated implementation of corporate social responsibility into business strategy allows companies to gain advantage over their competitors, including an increase in social capital and the opportunity to maximise their resource potential. Some examples of corporate social responsibility initiatives for women are: female entrepreneurship programmes that are integrated into the supply chain; education and training of female labourers; and product stewardship programmes for female buyers or users.

Despite the increase of global awareness on women's empowerment, few studies have been carried out regarding women's empowerment in the workplace, marketplace and community in Indonesia. Therefore, the Indonesian Business Coalition for Women Empowerment⁵ (IBCWE), Indonesia Global Compact Network⁶ (IGCN), and UN Women initiated

a study to assess the application of the Women's Empowerment Principles (WEPs) in the top companies in Indonesia. The specific objectives of the study are:

- To assess the commitment of the top companies to gender equality and women's empowerment and to identify whether gender equality issues are amongst their priority concerns;
- To assess the state of adoption of the WEPs in the top 50 companies;
- 3. To raise respondents' awareness of the WEPs and of how they can help to improve gender equality in the workplace, especially amongst the top 50 companies in Indonesia.

This study is also designed to provide baseline data for IBCWE, IGCN, UN Women, and other organisations working in promoting gender equality and women's empowerment in Indonesia. The baseline data is expected to provide a clear picture on the state of women's empowerment in the workplace, marketplace and community in Indonesia.

To generate primary data, in-depth interviews were conducted with representatives from the executive level, board members, or senior managers in the participating companies. In order to meet the objectives of this study, the top 50 companies were selected based on their financial performance and scale of business operations. The criteria are their listing status on the Indonesian Stock Exchange, the size of the companies' workforce, the companies' age and their scope of operations in Indonesia.

Through in-depth interviews, the respondents were asked to answer the following questions:

- 1. How aware are companies operating in Indonesia of surrounding gender equality in the workplace?
- 2. To what extent are companies operating in Indonesia familiar with the WEPs?
- **3.** To what extent are the WEPs being implemented in companies operating in Indonesia?

The list of questions for interview were developed based on the reporting guidelines and the WEPs Gender Gap Analysis Tool with a total of 65 questions⁷. Additional questions were also added to capture opinions and trends on the awareness of gender equality. As this is the first study on the application of WEPs in Indonesia, the results will provide a clear understanding of the state of women's empowerment in the workplace, marketplace and community.

Although this study makes a significant contribution to addressing issues of women's empowerment in Indonesia, it also has several limitations. First, the study has a small number of respondents, and as such the results cannot represent the whole industry. One of the contributing factors to the small number of respondents is the low rate of participation of companies in the study. However, the interviews enabled the author to explore current business practices and views on women's empowerment in great depth for the companies that did respond.

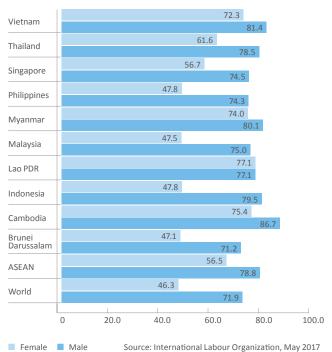
BACKGROUND

Female Labour Force Participation Rate

The International Labour Organization (ILO) (Figure 2.1) made modelled estimates of the male-female labour force participation rate through data analysis in May 2017. In Indonesia, the female labour force participation rate (FLFPR) is only 47.81 per cent, which is below the average FLFPR of ASEAN countries at 56.5 per cent. Indonesia's FLFPR is lower than those of Lao PDR (77.1 per cent), Cambodia (75.4 per cent), Myanmar (74 per cent), Vietnam (72.3 per cent), Thailand (61.6 per cent), and Singapore (56.7 per cent). There is also a 31.7 per cent gap between Indonesia's FLFPR and Indonesia's male labour force participation rate. The gap is higher than those of neighbouring countries, such as Lao PDR, Vietnam and Thailand that have gaps of less than 10 per cent.

In the past 3 decades, Indonesia's FLFPR experienced the sharpest increase between 1990 and 1993 from 44.5 per cent and 48.4 per cent and then it was relatively stable in the following years. A number of moderate decreases of FLFPR occurred during the periods of 2000-2005, 2010-2014, and 2016-2017. Indonesia's highest level of FLFPR level, 51.9 per cent, occurred in 2010, before an extreme downturn in Indonesia's FLFPR in 2015.

Figure 2.1. Employment to Population Ratio (ILO Modelled Estimates in percentage)



The fluctuation of FLFPR reflects the economic conditions in Indonesia. Higher or stable FLFPR occurs when the country's economy is weak. The increase in FLFPR under weak economic conditions indicates that more women leave their houses in order to earn money to sustain themselves and their families.

Impact of Women on Boards

The Glass Ceiling Commission (1995) is a panel of experts that research, advocate, and educate decision-makers in American companies regarding biases and the glass ceiling in the workplace. The glass ceiling is a metaphor used to describe the invisible and artificial barriers that block women and minorities from advancing in their careers to management and executive positions (Johns 2013). The Commission identified several barriers including societal, governmental, internal business and structural blocks that hinder the success of women and minorities in advancing to top levels of management. In order to eliminate the barriers, the Commission encourages government and businesses to take actions in women's empowerment to enable them to reach the top management levels.

Recent studies show that gender diversity in business leadership improves the financial performance of companies. Catalyst (2011) carried out a study on Fortune 500 companies for the period of 2004 to 2008. The study concludes that higher representation of women on boards leads to higher financial performance in the companies' return on equity (46 per cent), return on sales (84 per cent), and return on investment capital (60 per cent). Moreover, Nolan et al. (2016) found that female executives had a positive effect on companies' net revenue in a global survey from 2014 which was conducted in 91 countries with a total of 21,980 companies. The study indicates that a shift from zero to 30 per cent in female leaders is correlated with an increased margin of net revenue of up to 15 per cent.

Qian (2016) has reaffirmed the results of previous studies through research on the effects of gender diversity in corporate boardrooms on corporate performance in Asia and the Pacific, including Indonesia. The study sampled 10 economies that are home to the top 100 largest listed companies based on market capitalisation during the period 2013-2014. Results of the study show that companies with at least one woman on the board of executives outperform those that have all-male board members. It found that companies with women on boards are likely to have a higher return on equity (ROE) and return on assets (ROA) at 3.5 per cent and 0.9 per cent respectively.

⁸ Laos only provide 60 per cent of minimum wage during the maternity leave.

⁹ In some of European countries, such as Sweden, Portugal, Poland, etc. the usual practice is to share the maternity and paternity leaves, therefore is more common to call it as parental leaves. Also, not all leave periods are cover with full payment (European Parliament 2016).

¹⁰ According to Arulampalam et al. (2007), sticky floor exists if the 10th percentile wage gap is higher than the 25th percentile wage gap by percentage points. In other words, the workers in lower level experience higher gender wage gap difference, compared to workers in higher level.

Maternity and Paternity Leave

Indonesia's regulations concerning maternity and paternity leave are less favourable compared to those of the international convention. ILO recommends at least 126 days for maternity leave, however, Indonesian Law No.13/2003 on Labour, article 82, only allows maternity leave of up to 90 days. Indonesia's neighbouring countries provide longer periods of maternity leave. For example, Singapore, Lao PDR, and Vietnam mandate 112, 1328 and 180 days of maternity leave respectively (ASEAN 2013). Maternity leave in ASEAN countries is way below that in European countries, which have the longest maternity leave. For example, Sweden provides 420 days and Croatia, Denmark and Serbia all provide 364 days. Indonesia only provides two days of paternity leave (see Law No. 13/2003 on Labour, article 93), whilst countries such as Iceland and Norway mandate 91 days and 70 days respectively (Weller 2016)9.

Some business practitioners may think that longer maternity or paternity leave is bad for business because the company must pay employees while they are not working. However, recent studies show that maternity and paternity leave are positive for business. The Boston Consulting Group (2017) has reviewed the maternity and paternity leave policies of more than 250 companies and has found that those polices have improved employee retention rate, attracted more talent, and increased employee productivity. The study claims that 93 per cent of women who took paid leave were more likely to stay in the workforce for up to 12 months, compared to those who did not. Moreover, companies' maternity and paternity leave policies also influence workers' decisions when choosing a workplace. A good maternity and paternity policy will attract more talent, not to mention that companies with favourable policies will become more popular and will be thought of more highly than their peers. Around 70 per cent of employers also reported seeing an increase in productivity after their employees had taken leave.

In addition, a literature study by Adema, et al. (2015) summarised the benefits of having paid parental leave in OECD countries. The study has found that female labour force participation rate increases up to 2.5 per cent as the employers begin to provide paid parental leave or expanded their existing policy. Moreover, the study indicates that paid maternity leave is effective in retaining women working in companies.

Flexible Working Arrangements

In Indonesia, "ibuism" is still strong, which emphasises that women with children should stay at home and depend on their husbands to support their family (Kercheval, et al. 2012). Indonesian society does not highlight the importance of women in the labour force. This is rooted in the country's historical background and political system, which exercises paternalism, forced consensus, and coercion, resulting in the formation of a social construction of woman-hood and a state ideology about women as caretakers (Suryakusuma 2004). Previous studies have proven that the "double burden" on women both from formal work and domestic duties (which include house work and child care) is the key factor contributing to women falling out of the workforce (Australia Indonesia Partnership for Economic Governance 2017; International Labour Organization 2015). Therefore, flexible working arrangements, which may be in a form of family-friendly working schemes, can be an alternative strategy to sustain female labour force participation and to encourage men's engagement in family and domestic life.

Companies in other countries have started to reduce working hours or have introduced 'work-at-home' schemes. According to a study by Silim and Stirling (2014), in Sweden, the government allows parents to reduce their working hours up to 25 per cent just until their children reach the age of 8. The Netherlands also implements a similar policy, where this entitlement applies to employers with more than 10 employees. The regulations lead to a higher number of female part-time workers, up to 80 per cent for the Netherlands and 39 per cent for Sweden, leading to more female labour force participation.

Moreover, recent studies show that flexible working arrangements can bring benefits for both companies and employees. According to a study by Nicholas Bloom, a Stanford Professor, working from home leads to massive increases in productivity because there are less distractions and meaningless conversations (James 2017). The experiment was conducted on a Singaporean company for 2 years where 50 per cent of the employees had a four-day week working from home, while the other half came to the office five days a week. The study also claimed that employees who work from home are more likely to remain in their jobs longer and be happier and healthier. A case study of a Chinese travel website company (Ctrip) undertaken by Bloom (2017) confirmed those findings. The study indicates that working at home enables people to spend more hours working, as they do not spend much time commuting or shopping during their lunch breaks. As a result, as fewer employees are working in the office, the company can save more money on renting office space.

Gender Wage Gap

The gender wage gap is the difference in wages between male and female employees, which can be calculated by using the average or median salaries, or the distribution of wages. A study by Taniguchi and Tuwo (2014) based on the 2010 Indonesian labour force survey has revealed that women's wages are 30.8 per cent lower than men's. The wage gap is even wider in urban areas and within the public sector.

Moreover, Fang and Sakellariou (2015) have found an increasing gap on the bottom line of wage distribution (the lower level) in Indonesia. A recent study by the Australia Indonesia Partnership for Economic Governance (2017) also shows a gender wage gap in both the formal and informal sector in Indonesia of 34 per cent and 50 per cent respectively. In the formal sector, there is a high indication of a sticky floor effect¹⁰, as the wage distribution is large at the lower level. The study has observed that the gap is caused by discriminatory practices rather than worker's unproductivity.

Indonesian Law No. 80/1957 states that employers should provide equal payment for equal work. Yet, the evaluation mechanism for the implementation of the law is inadequate, as the labour inspection services are only able to cover less than 1 per cent of enterprises each year (Asian Development Bank 2016). Meanwhile, governments in other countries, such as Iceland and Great Britain, have started to address the gender wage gap. Starting from January 2018, the Icelandic Government, based on their Equal Pay Law, have been regularly auditing companies to assure that employees are paid equally for equal jobs (Beauchamp 2017). Moreover, in April 2018 the UK government (excluding Northern Ireland) required all UK companies with more than 250 employees to submit reports that revealed the statistics of their gender wage gap to the Government Equalities Office. The companies also had to report detailed information,

disaggregated by gender, of the employees who received bonuses and their pay range or quartiles (The Guardian 2018).

Inclusive Environment

An inclusive working environment is a key driver to increase female labour force participation. Inclusive refers to ensuring fair access to job applications, training programmes and promotion opportunities regardless of gender, ethnicity, or age. Several studies in the International Finance Corporation's report (2013) indicate that companies introducing an inclusive working environment, especially in terms of gender equality, can gain financial and non-financial benefits¹¹.

Yet, the Indonesian government does not have sufficient active policies to encourage companies to adopt an inclusive working environment. Indonesian companies are also still not aware of the benefits of implementing an inclusive working environment.

Sexual Harassment and Violence

Sexual violence is defined as "any sexual act committed against the will of the other person, either in the case when the victim does not give the consent or when consent cannot be given because the person is a child, has a mental disability, or is severely intoxicated or unconscious as a result of alcohol or drugs" (UN Women 2011). It includes sexual harassment and other forms of sexual assault. Sexual harassment in the workplace can come in various forms, which includes inappropriate comments, jokes about one's sex life, physical interactions (touching, hugging, kissing) and demands for sexual pleasure. In the United States of America, a study by Cosmopolitans, as written in Lyons (2016), indicates that one out of every three women have been sexually harassed in the workplace.

In Indonesia, there have been a few studies on sexual harassment in the workplace. One of which is a study by Better Work Indonesia and Tuft University from 2011 to 2014 which looked at 70 Indonesian garment factories. It indicates that up to 85.4 per cent of female workers have experienced verbal, physical or sexual harassment (CNV International 2015). Yet, most victims are unlikely to report such incidents, even though their companies provide a confidential grievance mechanism.

On the other hand, there are no specific and reliable procedures for victims to make a formal legal report of workplace harassment in Indonesia. They will meet major constraints and the remediation process takes a long time. The Criminal Code of Indonesia does not cover specific policies on sexual harassment cases in the workplace (CNV International 2015). There is a ministerial code, called the Circular Note on Sexual Prevention at the Workplace¹² as a guideline but it is not legally binding. Sexual harassment cases filed under the Criminal Code are not a priority for law court settlements compared to those of other cases, such as abduction or murder cases. Therefore, many

sexual harassment victims have dropped their cases because they waited too long for settlements in the courts.

Health Benefits

The Indonesian government has a national social security system covering the public health insurance services at national level. It is managed under the Social Security Administrative Body for Health (Badan Penyelenggara Jaminan Sosial Kesehatan/BPJS). All companies are mandated to register their employees to BPJS to get access to the services. The health insurance covers regular medical check-up, inpatient or outpatient medication, and surgery. Moreover, the health insurance also covers family members including spouses and children.

According to the International Labour Organization's report (2015), women are less likely to have access to national health services than men. A commissioner from the Indonesia National Commission on Violence Against Women (Komisi Nasional Perempuan) said that most companies mostly ignored the roles of women who controlled the household. Companies do not recognise that those women need higher insurance policies to take care of their children or unemployed husbands. Another study indicates that companies only give health benefits to their female employees plus one child included, while male employees have the rights to health benefits covering their spouses and a maximum of two children (Laia & Manuturi 2015).

In general, Indonesian companies are still reluctant to provide better health benefits for their female employees, while in other countries companies have already begun to address this. The International Finance Corporation (2013) observed that companies providing health clinics or complete health benefits for women experienced a decline in absenteeism and attrition. For example, the apparel factory, Levi Strauss, in Egypt saved up to US\$48,000 as a result of a lower rate of absenteeism because they started to invest in women's health. Garment factories in Bangladesh that provided health service programmes for women in certain periods also received a 300 per cent return on investment (International Finance Corporation 2013).

International Initiatives

To promote gender equality and women's empowerment, several conventions and initiatives have been made globally. The UN General Assembly initiated the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1979. It provides the basis for achieving gender equality in various fields, including employment, health, education, and politics. Countries that have ratified it are required to submit their annual reports on the updated status of implementation. As of May 2018, 189 countries have ratified CEDAW, with Indonesia ratifying the Convention in 1984. Moreover, the fourth World Conference on Women was held with the participation of the Indonesian government in 1995, which adopted the Beijing

¹¹ By promoting 69 female employees from 2010 to 2012, Finlays Horticulture Kenya saved on their advertising and training cost up to US\$200,000 because they were able to motivate their female employees more and efficiently use the available human capital. Odebrecht, a Brazilian procurement and construction company, also managed to maximise their local labour supply. The company engaged local communities and conducted free pre-hire training programmes to ensure female applicants were invited to apply for construction jobs. This initiative led to a larger pool of applicants. Meghmani Organics limited, an Indian chemical group, has also shown the non-financial benefits of recruiting more women. The company found that female workers tended to be more careful on operational safety rules and were able to maintain longer life-spans of machinery.

¹² The Ministry of Manpower and Transmigration with ILO issued the Circular Note on Sexual Prevention at the Workplace (SE. 03/MEN/IV/2010), which describe forms of sexual harassment, prevention and the mechanism to respond to cases.

Platform for Action, emphasising the need for women to participate in the economy, power, and decision-making.

Furthermore, there are a number of International Labour Organization (ILO) conventions promoting gender equality and women's empowerment, especially in the workplace. For example, the ILO Convention No.89/1948 (171/1990) on night work for women; Convention No.100/1951 on equal remuneration; Convention No.175/1994 on part time work; Convention No.177/1996 on home work; and Convention No.183/2000 on maternity protection. The Indonesian government has ratified only one of the conventions, which is on equal remuneration.

Women's Empowerment Principles

To promote women's empowerment through business, the UN Women and the UN Global Compact have developed the Women's Empowerment Principles (WEPs) as a set of principles for business on how to empower women in the workplace, marketplace and community. As of May 2018, more than 1,900 business leaders from around the world have signed the pledge to support the WEPs, 11 of which are from Indonesia.

The WEPs consist of 7 principles, which are:

1. Leadership Promotes Gender Equality

- Affirm high-level support and direct top-level policies for gender equality and human rights.
- Establish company-wide goals and targets for gender equality and include progress as a factor in managers'performance reviews.
- Engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality.
- Ensure that all policies are gender-sensitive identifying factors that impact women and men differently and that corporate culture advances equality and inclusion.

2. Equal Opportunity, Inclusion and Nondiscrimination

- Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men.
- Ensure that workplace policies and practices are free from gender-based discrimination.
- Implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors.
- Assure sufficient participation of women 30 per cent or greater – in decision-making and governance at all levels and across all business areas.
- Offer flexible work options, leave and re-entry opportunities to positions of equal pay and status.
- Support access to child and dependent care by providing services, resources and information to both women and men.

3. Health, Safety, and Freedom from Violence

- Taking into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health.
- Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and prevent sexual harassment.
- Strive to offer health insurance or other needed services

- including for survivors of domestic violence and ensure equal access for all employees.
- Respect women and men workers' rights to time off for medical care and counselling for themselves and their dependents.
- In consultation with employees, identify and address security issues, including the safety of women traveling to and from work and on company-related business.
- Train security staff and managers to recognize signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.

4. Education and Training

- Invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas and encourage women to enter non-traditional job fields.
- Ensure equal access to all company-supported education and training programmes, including literacy classes, vocational and information technology training.
- Provide equal opportunities for formal and informal networking and mentoring.
- Articulate the company's business case for women's empowerment and the positive impact of inclusion for men as well as women.

5. Enterprise Development, Supply Chain and Marketing Practices

- Expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs.
- Support gender-sensitive solutions to credit and lending barriers.
- Ask business partners and peers to respect the company's commitment to advancing equality and inclusion.
- Respect the dignity of women in all marketing and other company materials.
- Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation.

6. Community Leadership and Engagement

- Lead by example showcase company commitment to gender equality and women's empowerment.
- Leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.
- Work with community stakeholders, officials and others to eliminate discrimination and exploitation and open opportunities for women and girls.
- Promote and recognize women's leadership in, and contributions to, their communities and ensure sufficient representation of women in any community consultation.
- Use philanthropy and grants programmes to support company commitment to inclusion, equality and human rights.

7. Transparency, Measuring and Reporting

- Make public the company policies and implementation plan for promoting gender equality.
- Establish benchmarks that quantify inclusion of women at all levels.
- Measure and report on progress, both internally and externally, using data disaggregated by sex.
- Incorporate gender markers in to on-going reporting obligations.

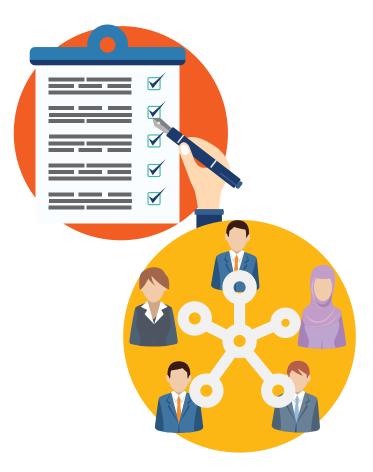
RESEARCH METHOD

THIS STUDY WAS CONDUCTED FROM DECEMBER 2017 to May 2018. It utilised a qualitative method to analyse primary data generated from in-depth interviews. The sample was chosen based on a non-probability and purposive sampling technique. Moreover, the study aimed to take a sample of 50 large companies in Indonesia with the following criteria:

- 1. Listed company on the Indonesian Stock Exchange; or
- A non-listed company with more than 500 employees, minimum of seven years of operation and operating in at least two cities in Indonesia.

In the interview session, the respondents answered questions presented in three sections:

- General questions to capture the perception of issues surrounding gender equality in certain industries (trends and barriers);
- Introductory questions to know if companies are aware of the WEPs;
- 3. Specific questions that follow each principle of the WEPs.





THE RESULTS WERE DERIVED FROM THE ANALYSIS OF THE VIEW OF CORPORATE LEADERS

The questions for interviews were developed following the reporting guidelines and the WEPs Gender Gap Analysis Tool with a total of 65 questions¹³. Additional questions were used to capture opinions and trends about the awareness of gender equality. In addition to the interviews, the respondents were asked to provide supplementary information through separate questionnaires, but only 15 respondents submitted feedback; thus, they were not analysed.

Considering the small sample size, the results of this study may not represent the entire situation in the industry. Many of the companies refused to respond, leading to a low participation rate in the study. However, this study is still significant as the first piece of research on the application of the WEPs in Indonesia, where the results can provide a clear understanding on the state of women's empowerment in the workplace, marketplace and community. One positive is the contribution of at least one middle-level manager or one board member from each participating company. Therefore, the results were derived from the analysis of the views of corporate leaders.

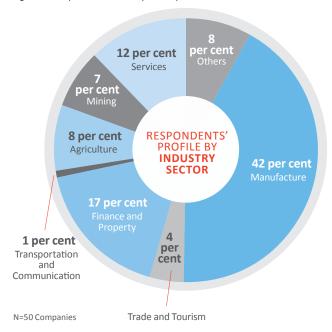
¹³ The reporting guideline for WEPs is available on http://weprinciples.org/Site/WepsGuidelines/The WEPs Gender Gap Analysis tool is available on https://weps-gapanalysis.org/

RESPONDENTS' PROFILE

RESPONDENTS IN THIS STUDY COME FROM

50 companies based in Indonesia. About 48 per cent of them are multinational or regional enterprises and the others are national corporations. The participating companies operate in different industry sectors: agriculture; mining; manufacture; trade and tourism; transportation and communication; finance and property; services; and other sectors. Figure 4.1 presents the respondents' profile distribution based on industries in the Indonesian Stock Exchange.

Figure 4.1. Respondents' Profile by Industry Sector



ABOUT **48 PER CENT** OF THE RESPONDENTS
ARE MULTINATIONAL
OR REGIONAL
ENTERPRISES AND THE
REST ARE NATIONAL
CORPORATIONS

Moreover, as the participating companies assigned up to two people to respond to the study, 75 people were interviewed in total. 63 per cent of respondents were male and 37 per cent were female. In terms of position, the respondents were working at least at the middle management level varying from manager, general manager, department head, up to director level, as depicted in figure 4.2. The majority of our respondents (72 per cent) are from the human resources departments and the second highest number of respondents (5 per cent) come from the communications and corporate social responsibility (CSR) departments.

Figure 4.2. Respondents' Profile by Title or Position

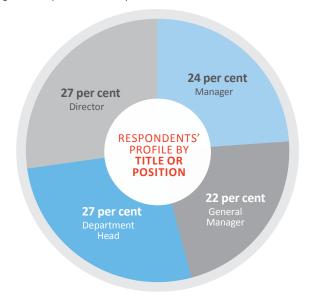
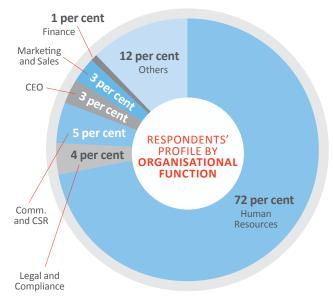


Figure 4.3. Respondents' Profile by Organisational Function



FINDINGS AND DISCUSSIONS

Application of Women's Empowerment Principles at a Glance

This study indicates that the respondents' implementation of the Women's Empowerment Principles (WEPs) is low. About 70 per cent of respondents had never heard of the WEPs prior to this study. However, there was interest in getting support to promote gender diversity and equality in the workplace, at a relatively high 88 per cent.

For the purpose of this study, an index scoring has been formulated to assess the level of awareness and practical implementation of the WEPs in the 50 companies. The scoring system is employed to each principle and conjoined into one final index, which divides companies in this study into four categories: not aware; aware with minimum practice; aware with sufficient practice; and aware with good practice.

Table 5.1. Reference for Scoring Categorisation

SCORE RANGE	SCORING CATEGORY
0 to less than 25 per cent	Not aware
25 to less than 50 per cent	Aware with minimum practice
50 to less than 75 per cent	Aware with sufficient practice
75 per cent to 100 per cent	Aware with good practice

Table 5.2. Scoring Summary by the 7 Principles of Women's Empowerment

WEPs	TOTAL SCORE	STATUS
Leadership Promotes Gender Equality	49 per cent	Aware with minimum practice
Equal Opportunity, Inclusion and Nondiscrimination	34 per cent	Aware with minimum practice
Health, Safety and Freedom from Violence	71 per cent	Aware with sufficient practice
Education and Training	51 per cent	Aware with sufficient practice
Enterprise Development, Supply Chain and Marketing Practices	27 per cent	Aware with minimum practice
Community Leadership and Engagement	17 per cent	Not aware
Transparency, Measuring and Reporting	43 per cent	Aware with minimum practice
Overall WEPs average score	44 per cent	Aware with minimum practice

Based on the scoring summary in table 5.2, it can be concluded that, in general, companies in Indonesia are aware of the importance of women's empowerment in the workplace, market-place and community. However, there was a lack of policies and practices in place to promote the WEPs. Next is a presentation of the more detailed findings and a discussion of each principle.

Principle 1: Leadership Promotes Gender Equality

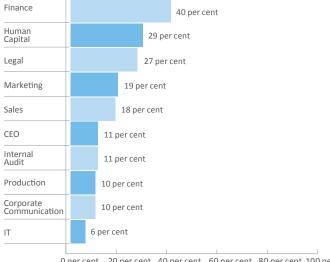
THE OVERALL SCORE FOR PRINCIPLE 1 FOR THE 50 COM-PANIES IN THIS STUDY IS 49 PER CENT. This indicates that on average, companies within this study are aware of the importance of having women on the board and have applied minimum practices to promote this.

Out of 50 participating companies, 84 per cent of them have women on their board of directors. Based on this observation, 75 per cent of respondents believe that women in their companies do not encounter the glass ceiling. However, the average proportion of women at board level is just 28 per cent in participating companies, which proves otherwise. Although this figure is higher than in some other countries, it indicates that the glass ceiling still exists for women.

Figure 5.1 shows that the proportion of women on the board is heavily skewed towards certain roles, particularly finance, human capital and legal. Respondents argued that this was due to a high supply of qualified female talent found for these particular roles. The study has also found that certain gender stereotypes exist regarding work behaviours, with skills such as attention to detail, better communication, and higher levels of empathy being known as feminine work characteristics.

Furthermore, among the 50 participating companies, only 10 per cent of them have policies or acts to empower and promote

Figure 5.1. Percentage of Women on Boards by Job Function



0 per cent $\,$ 20 per cent $\,$ 40 per cent $\,$ 60 per cent $\,$ 80 per cent $\,$ 100 per cent $\,$ N=42 Companies

women to board level. For most of the companies, there are no policies intentionally created to encourage the WEPs. In fact, companies with a higher number of women as board-level executives (more than 26 per cent) have a tendency to find policies to require women to be promoted to board level as unnecessary. About 60 per cent of the participating companies believe that board members must be selected solely based on their qualifications; thus, policies specifically targeting women must be avoided. Creating such policies are believed to put men at a disadvantage, since women are already selected because of their capabilities. Other companies are more cautious about making specific policies due to the systems needed in order to implement them, which will take up more resources than the companies are willing to contribute.

Out of the 50 companies participating in this study, eight do not have women on the board of executives and six of those eight companies do not have concrete actions to increase the number of women on the board of executives. Two companies expressed it was not relevant to have such steps in place due to the belief that men and women are already equal in the company and therefore both should receive the same treatment. Those companies also do not have plans to implement regulatory requirements regarding the number of women on the board of executives within the coming 12 months.

Principle 2: Equal Opportunity, Inclusion and Nondiscrimination

FOR PRINCIPLE 2, THE OVERALL SCORE FOR THE 50 COMPANIES IS 34 PER CENT, which falls into the 'aware with minimum practice' category. Overall, 30 per cent of the participating companies have active policies and programmes to support women in having equal job prospects, opportunities for promotions, career advancements, salary increases, and education and training programmes. Some of the implementation includes female mentorship programmes, policies promoting women to leadership roles, anti-discrimination policies and specific training programmes for female employees.

More than half of the total companies (58 per cent) do not have policies to promote the inclusion of women in roles historically held by men. Out of those companies, three have started to implement informal actions to increase the number of women in male-dominated roles, such as proactively seeking female candidates. Some respondents have found that for certain roles, such as IT and engineering, there are fewer women available in the talent supply, thus reducing the number of women in these roles despite of equal opportunities being provided. Only 6 per cent of the participating companies conduct regular equal pay reviews as an initiative promoted by the global management. The reviews are conducted on employees' basic payment, as well as overtime and bonuses each year. In terms of discrepancies in salary between men and women, one company believe that women earn 20 per cent more than men, while 3 companies believe that men earn 5 per cent-10 per cent more than women. However, 84 per cent of the participating companies believe that there are no discrepancies in salaries for male and female employees. For the majority of companies who believe there are no discrepancies in salary between men and women, an equal pay audit is seen as unnecessary because the gender wage gap within their institutions is believed to be non-existent.

About 12 per cent of the participating companies believe there are justifiable gender-based reasons as to why women sometimes earn less than men for the same job. Those reasons are mostly related to men being perceived as the main breadwinner in families due to the patriarchal culture in Indonesia. This often results in a more persistent approach from men when it comes to salary negotiations. Additionally, 6 per cent of the participating companies argued that women have higher tolerance and acceptance levels when it comes to salary and compensation compared to men.

To support women throughout different life stages and critical points within their career cycle, 68 per cent of the participating companies have specific policies to retain women. Those policies include providing nursery and breastfeeding rooms, flexible working hours, and training. Additionally, 4 per cent of the participating companies provided subsidised child care facilities for their employees.

Almost half of the participating companies (43 per cent) have policies to allow for flexible working arrangements. These policies are applied to certain roles and departments,

Figure 5.2 Availability of Policies to Retain Women Employees

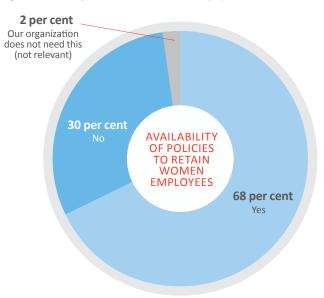
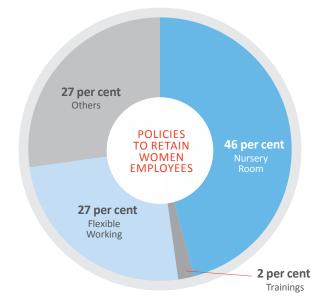


Figure 5.3 Policies to Retain Women Employees



employees returning to work after childbirth, employees dealing with family or personal matters, and allow for work-from-home days every week. From these companies, 50 per cent believed there is room for improvement on their flexible working policies, such as expanding its availability to more departments or starting to implement agile working policies (e.g. giving employees freedom and flexibility to choose where and when they want to work) instead of just flexible working times (clock in and clock out times).

Despite the implementation of government labour laws¹⁴ that prevent discrimination based on gender, in practice, certain biases still exist. As an example, for roles in remote locations or in the field, men were sometimes preferred due to safety concerns over female employees. This often arises because women are seen as more vulnerable than men. In terms of active policies to stop or prevent discrimination based on gender, 48 per cent of the participating companies have specific policies in place, while 28 per cent do not. The rest believe that it is unnecessary to have such policies. These policies come in the form of a company code of conduct, business ethics guidelines, and employment contract.

Principle 3: Health, Safety and Freedom from Violence

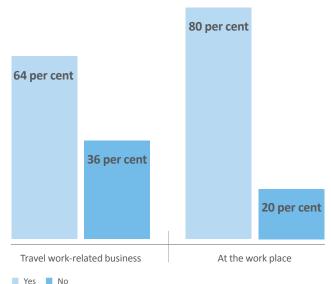
THE SCORE FOR PRINCIPLE 3 IS 71 PER CENT, the highest among all the principles. This indicates that companies have adequate awareness of the importance of implementing policies in regard to the health, safety and freedom from violence for women. The companies have sufficient policies for implementation in place, with further room for improvement.

The majority of companies (82 per cent) provide health services and/or health insurance for their employees, other than the one regulated by the government, namely the Social Security Administrative Body for Health (Badan Penyelenggara Jaminan Sosial Kesehatan/BPJS). Out of those companies, 61 per cent have analysed the use of health services and insurance by gender to determine specific gender needs through a third-party and about 7 per cent have conducted the analysis by themselves. However, 24 per cent of the participating companies have not conducted such analysis, with 8 per cent believing their companies do not need it.

In terms of the medical benefits, 54 per cent of the participating companies differentiate medical benefits for male and female employees. It is carried out to accommodate different needs of men and women and also to specifically address the reproductive health of women. However, in certain cases, for women to have medical benefits for their spouses and children, they need to provide additional proof that their husbands are not receiving health insurance from other companies or are unemployed. This indicates gender-based discrimination since the regulation does not apply for male employees.

Furthermore, about 94 per cent of participating companies have zero-tolerance policies towards violence and harassment. Only one of the 50 companies stating that they do not have such policies and two out of the 50 companies believe that their companies do not need such policies. The

Figure 5.4. Policies in Place to Prevent Sexual Harassments



policies are communicated to employees through the employee induction (56 per cent), company regulation (35 per cent), and the code of conduct (21 per cent).

However, just 53 per cent of the participating companies have zero-tolerance policies towards gender-based violence and harassment. Low-tech companies or labour-intensive businesses, which make up 27 per cent of the sample, are more likely to have a zero-tolerance policy towards gender-based violence and harassment. Although gender-based violence and harassment can happen anywhere, 8 per cent of the participating companies without such policies take the view that these policies are irrelevant because incidents involving violence and harassment have not been encountered within the company within the past 12 months.

Almost all the companies (80 per cent) provide policies to prevent sexual harassment in the workplace, while 64 per cent have similar policies to cover business travel¹⁵. Those policies include standardised accommodation and transportation on business travel, transportation for late shifts, workplace security, and warning posters in the workplace. Provision of transportation is mandatory for late shifts by government regulation (Law No.13/2003) and there are sanctions in the form of fines and confinement if companies fail to comply with this law.

Moreover, about 88 per cent of the participating companies have a confidential grievance mechanism for employees, but only slightly more than half of them (54 per cent) have specific committees in place to handle grievances. For those with specific committees in place, the primary role of the committees is to gather evidence of the grievance, conduct further investigations if necessary, and decide on punishments for offenders. The committees are usually comprised of cross-functional team members from the human resources department, department heads, and members of other departments, such as internal audit.

Principle 4: Education and Training

THE OVERALL SCORE FOR PRINCIPLE 4 IS 51 PER CENT, which indicates in general the participating companies in

¹⁴ UU Ketenagakerjaan No.13 Tahun 2003

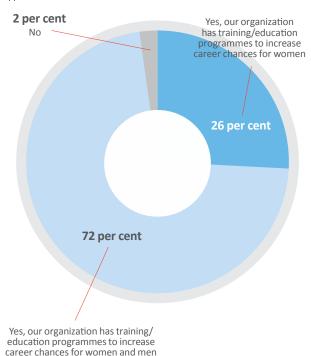
¹⁵ Zero tolerance policy towards gender-based violence and harassments are written policies/regulations that prevent acts of sexual harassment. Policies preventing sexual harassments at the workplace are action steps or facilities provided by companies to prevent acts of sexual harassment.

this study are aware of the necessity of having education and training programmes specifically for women, and have sufficient practices or policies to support it. The majority of companies have career clinics (84 per cent) or mentoring programmes (82 per cent) for their employees, both male and female. The career clinics and mentoring programmes mostly serve employees at the lower management level (82 per cent) and staff/officer level (74 per cent). In the mentoring programmes, the upper level of managers (80 per cent) and middle management level (62 per cent) are involved as the mentors. Reviews or evaluations on career clinics and mentoring programmes are conducted twice a year by 28 per cent of the companies. A substantial portion of companies (20 per cent) carry out the evaluation more often than once every three months, according to project finishing dates.

Furthermore, only 26 per cent of companies in the study have specific education or training programmes aiming to improve career development for female employees. The programmes are generally trainings or seminars for soft skills, such as communication, personal branding, and grooming. These programmes are typically attended by employees from the staff/ operator level or lower to middle management level. In some cases, the programmes are conducted for employees in departments and positions dominated by female employees, such as cleaning service staff, masseuses, and factory operators. For those kinds of departments and positions, the education or training programmes usually deliver hard skills and technical advice, such as standard operating procedures or work instructions. About 6 per cent of the participating companies have specific training or education programmes to improve soft skills in leadership.

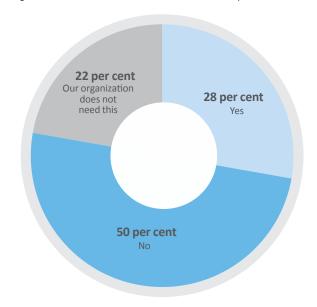
Only 28 per cent of the participating companies have programmes and measures aiming to increase the number of women in leadership positions. Those programmes are mentoring programmes specifically for female talent, executive

Figure 5.5. Percentage of Respondents' Feedbacks on the Companies' Support on Education or Training Programmes for Female Employees to Improve Career Opportunities



coaching for women, and the tracking of indicators with regards to gender equality in all levels of the company.

Figure 5.6. Percentage of Respondents' Feedbacks on the Companies' Programmes to Increase the Number of Women in Leadership Positions



Principle 5: Enterprise Development, Supply Chain and Marketing Practices

THE OVERALL SCORE FOR PRINCIPLE 5 IS 27 PER CENT, which indicates that, on average, companies in this study is starting to be aware of the importance of the issues in this principle, but they only implement minimum level of practices. Overall, it can be concluded that most companies in this study do not take into account the importance of assessing the differential impacts of their business on women and men when developing their product and/or marketing practices.

Only 22 per cent or 11 of the participating companies have products catered for female consumers or marketing practices targeting women. Meanwhile, there are 10 companies (20 per cent) that have products catered to the specific needs for women and only one company has marketing practices targeting women. However, the services can be used both for men and women.

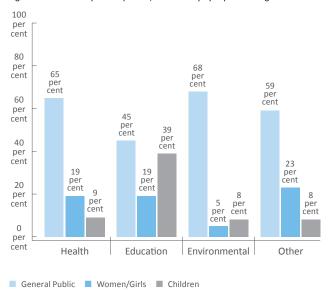
Nevertheless, among the 11, only one has a mechanism to ensure involvement of men and women during product development. Yet, none of the 11 companies have formal differential impact assessments for men and women. By doing so, the company would be able to understand the needs and interests of their customers.

Principle 6: Community Leadership and Engagement

THE OVERALL SCORE FOR PRINCIPLE 6 IS 17 PER CENT, WHICH means that, in general, the companies participating in this study have not yet considered gender when developing community engagement programmes and assessing their social impact on the local communities in which the companies operate.

All companies in this study have community engagement activities targeting the general public. Only 38 per cent of the participating companies aim to engage women

Figure 5.7. Community Development / CSR Activity by Topic and Target



and girls in community-based activities, such as health education, entrepreneurship programmes, financial literacy programmes, and farmer education programmes. Furthermore, 30 per cent of the participating companies have ensured that women and girls are positively impacted by and fully participated in their community engagement programmes. Moreover, among those companies, six of them have conducted an assessment to evaluate and ensure the positive impacts of their activities on women or girls.

Furthermore, although the companies have analysed the impacts of their community development programs on women, they do not have separate stakeholder engagement channels established for women and men in the community. They argued that such separation was not necessary and did not make a significant contribution.

Principle 7: Transparency, Measuring and Reporting

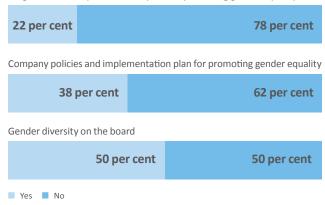
THE OVERALL SCORE FOR PRINCIPLE 7 IS 43 per cent, which demonstrates the companies' awareness of the need for transparency, measuring and reporting on gender equality. This study has found that half (50 per cent) of the companies publish information regarding gender diversity at board level. However, some companies responded that such actions were taken due to government regulations, namely regulations from the Financial Services Authority (Peraturan Otoritas Jasa Keuangan/POJK)¹⁶, regarding annual reports of publicly listed companies, and not their voluntary initiatives.

Furthermore, 38 per cent of the participating companies have published their policies and action plans to promote gender equality. By doing so, they expect to have a better corporate image. Additionally, listed companies have a higher tendency to disclose gender diversity on their board of executives and their plans to promote gender equality.

Regarding the progress on their action plans to promote gender equality, only 22 per cent of the participating companies have disclosed this information. These

Figure 5.8. Disclosures on Gender Equality

Progress on the implementation plan for promoting gender equality



companies are among those that publish their policies and implementation plans on gender equality.

Case Studies

Some of the participating companies in this study have programmes and/or initiatives to empower women in the workplace, marketplace, and community beyond the minimum requirements and recommendations from the Indonesian government. We have found three good cases presented so far by this study, which are detailed below.

Unilever Indonesia: Subsidized Full-Day Child care Facility

Unilever Indonesia has been implementing policies to support employees with families by providing seasonal child care facilities in workplace. Recently, these facilities have been successfully upgraded to provide child care with more holistic services for the employees' children throughout the entire year. This supports the implementation of principle 2: Equal Opportunity, Inclusion and Nondiscrimination, especially in supporting access to child and dependent care.

The Initiative

Unilever Indonesia has been providing child care facilities in the workplace since 2004. It is part of a strategy to increase employee welfare and retention rate. However, the facilities were only provided for a period of two weeks after the month of Ramadhan to address the needs of domestic help for employees during the extended holidays. Over time, employees suggested that child care facility should be provided year-round, not just seasonally. Upon assessing this need, Unilever Indonesia has formulated a plan to establish a full-day child care facility available for employees throughout the entire year. The subsidised full-day child care was established and started to operate at the beginning of 2017.

The facility is available to all permanent employees in Unilever Indonesia's head office. It applies the same subsidised fee for all employees regardless of their job positions or gender. The employees must register to use the facility and define the drop-off and pick-up times for their children. A number of child care professionals are assigned to manage the

¹⁶ No.29/POJK.04/2016

facility as well as to deliver early education for the children. Therefore, not only do they have child care from trustworthy practitioners, the children also obtain high-quality childhood development programmes with cognitive stimulation. Learning and playing as well as resting, eating, and personal hygiene activities are designed based on the children's profiles. In addition, professional catering companies also provides healthy meals for the children. Customer satisfaction surveys are also distributed to employees who use the facility with the objective to identify potential areas of improvement and development for the programme.

Outcomes, Impact, and Key Challenges

Since its first operation to date, about 10 to 18 children have obtained services from the facility per day. Employees are satisfied with the services provided by the facility and they are happy that day care is available year-round. Some employees also expressed that the availability of this facility has increased their families' agility and flexibility. An example of this is the case of a female employee whose husband works at home, so she is able to take her child with her to her workplace.

One of the main challenges of the program is the employees' obedience to the rules and procedures of the day care. That includes sticking to drop-off and pick-up times, clear communication when unable to pick-up their children on time, and discipline in filling out the requirements in the registration form. In the future, the company hopes to use the facility as a platform to further educate employees about parenting through seminars, workshops, or campaigns.







Unilever Indonesia Head Office Full-Day Child Care

Jones Lang LaSalle Indonesia: Gradual Return to Work Program

Jones Lang Lasalle (JLL) Indonesia has successfully adopted a regional initiative called the Gradual Return to Work Program at country level in order to improve the retention rate of female employees in the company. This initiative is part of the company's commitment to promoting diversity and inclusion in workplace, aimed especially at supporting new families. This contributes to the implementation of principle 2: Equal Opportunity, Inclusion and Nondiscrimination.

The Initiative

JLL is a company that perceives its people as the most valuable assets. The company has developed a working culture that is inclusive to all backgrounds and experiences. Globally, JLL's workforce is comprised of 36 per cent female employees and 39 per cent of its executive leaders are female. In 2016 alone, 37 per cent of the company's global hires were female. In Indonesia, the majority of the company's 600 employees spreading across three branches are female. The JLL Indonesia office aims to replicate JLL's established global reputation in diversity and inclusion by adopting the Gradual Return to Work Program from the regional level to the country level.

The Gradual Return to Work Program was started in JLL Asia Pacific at the end of 2014. It is an initiative from the

SOME EMPLOYEES ALSO EXPRESSED THAT THE AVAILABILITY OF THE FULL DAY CHILD CARE FACILITY HAS INCREASED THEIR FAMILIES' AGILITY AND FLEXIBILITY

diversity and inclusion team to improve the retention rate of female employees. The program allows female employees to take extended maternity leave by providing them with options to extend their leave for up to one year or return to the workplace on a part-time basis for up to two years.

The adoption of the initiative in Indonesia began in 2015, spearheaded by the local diversity and inclusion team, which is represented by women and men from all departments. As the first step to its implementation, female employees can take paid maternity leave of 3.5 months, longer than the standard three months determined by the government (1.5 months before birth and 1.5 months post-birth). Female employees are also able to extend their maternity leave for up to two weeks. In 2016, the option for female employees to take sabbatical leave for up to one year was introduced. In overall, the programme is accepted by the employees as a good measure.

Outcomes, Impact, and Key Challenges

Since its implementation in Indonesia in 2015, about 12 female employees have taken extended maternity leave, with one employee taking the one year sabbatical leave. Even though the impacts and outcomes are not yet identified and quantified at country level, JLL Indonesia has already seen positive results on the well-being of female employees, which indirectly contributes to an increase in the retention rate of female employee.

Female employees recognise that their basic needs are accommodated and they felt respected by the company. This increases the company's value and retains talent by having employees stay longer in the company. Employees are also more productive due to the increase in their wellbeing. Moving forward, the company hopes to have a better approach in analysing the impacts of its diversity and inclusion initiatives on business performance, as well as developing a more detailed tracking system for its implementation.

"It is a pleasure working for JLL as a working mom of a two year old son. JLL have given me the flexibility to have a balanced work life, such as attending to any urgent family matters if required and understanding my role as a mother." Farazia Basarah - Investment

"My friends in other companies are jealous of JLL's maternity policy. JLL is really generous and cares for the welfare of their staff. As for me, a first-time mom, I am able to spend more time with my child.... however, I can't wait to get back to work." Angela Setiawan - Markets

Maybank Indonesia: Maybank Indonesia Women's Council

Since the endorsement of the Maybank Group's Inclusiveness and Diversity Agenda (GIDA) by its board members in March 2014, the company has been advocating a group-wide initiative to empower women and other minorities in leadership areas. The Maybank Indonesia (MBI) Women's Council is an initiative adopted from the Maybank Group and set up successfully in Indonesia to implement the GIDA. From the context of WEPs, this contributes to the implementation of principle 4: Education and Training.

The Initiative

The Women's Council at MBI was established in May 2016. It was not only developed to support the GIDA, but also to meet the needs of the Maybank offices in Indonesia. With 57 per cent of employees in MBI being women, female employees constitute to be the larger part of the company's workforce. The MBI Women's Council encourages female employees to draw upon their own unique leadership qualities that will enable them to elevate to the highest levels of leadership. The Maybank Group realises that female employees are more prone to facing challenges that may affect their career development, such as career advancement issues, discriminatory practices, and the glass ceiling.

In order to support their objective, the MBI Women's Council has three main focus areas: (1) to become the voice of female employees; (2) to support women in management; and (3) to support women's empowerment, such as through preparing female employees to reach greater career opportunities through regional or international assignments. The programme activities are monitored and planned through monthly and biweekly meetings.

In becoming the voice of female employees, the MBI Women's Council becomes a channel to deliver aspirations, including workplace and career development to the top management level. That is translated into the implementation of on-going initiatives supporting female employees to be more productive and have a more balanced

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life, as well as public initiatives to promote women's empowerment through the media.

To support women in management, the MBI Women's Council has mentored high-potential talent for leadership positions in the company. The mentoring programme focuses on developing soft skills to increase female employees' confidence to take up leadership roles in the workplace, as well as to enhance their balanced-life as female leaders. That is in line with the company's objective to have at least one female candidate for every senior vacancy in MBI.

Moreover, to promote female employees to be chosen for regional and international assignment opportunities, the MBI Women's Council has nominated and proposed female talent at all levels, including for regional positions, based on their qualifications and interests. MBI believes that female employees need the right approach, support, development programmes, and network to acquire leadership knowledge and skills. It is expected that the MBI Women's Council will build a strong talent pipeline of women leaders, as well as raise awareness of Maybank's women leaders in the industry and the general public.

Outcomes, Impact, and Key Challenges

As of 2018, the MBI Women's Council has 11 female leaders coming from different departments. The Maybank Women's Council has also conducted pioneering initiatives, such as the MBI Women's Council Women's Conference and the Mother's Day Talk Show and Bazaar. The events serve as a platform for MBI to promote community empowerment programmes for women.

Moreover, female employees make up 63 per cent of the company's top management at country level. In the board of directors, 43 per cent of the members are female, whereas one year prior to the establishment of the MBI Women's Council, female board members made up just 38 per cent of the board of directors. This indicates a shift in efforts to empower more capable female leaders after the establishment of the Women's Council. With regards to promoting women for international assignment opportunities, as of August 2016, the number of female assignees out of the total number of international assignees was 32 per cent, with higher targets for the coming years. In the first semester of 2018, this number has already reached 31 per cent, with a forecasted increase of female international assignees by the end of 2018.

The MBI Women's Council has proven its positive contributions to increase women's participation in leadership positions in the company. With a large proportion of the company's employees being women, capacity building is crucial in ensuring that a sustainable talent pipeline for female employees is established for the business. To further improve its programmes, the MBI Women's Council hopes to increase the alignment of the initiatives to empower women in the workplace and in their communities. The Council also aims to increase the number, as well as the quality, of women in leadership positions in the company in the coming years.

CONCLUSION AND RECOMMENDATIONS

TO PROMOTE WOMEN'S EMPOWERMENT IN THE WORKPLACE, MARKETPLACE AND COMMUNITY, THERE IS STILL A LOT OF WORK TO BE DONE BY COMPANIES. COMPANIES' INVOLVEMENT IN WOMEN'S EMPOWERMENT SHOULD NOT BE THROUGH STANDALONE.

This study concludes that the majority of the participating companies in Indonesia are familiar with WEPs. However most of them still do not fully understand the principles and their indicators. The number of participating companies with business practices promoting women's empowerment in the marketplace and in the community are far lower than those with practices promoting gender equality in the workplace. The respondents have the least awareness of community leadership and engagement. This means that most of the participating companies do not consider gender when developing community engagement programmes and assessing their social impacts on local communities.

The application of women's empowerment in the workplace, marketplace, and community by the participating companies is still limited to following government regulations. Even though some participating companies have made good progress, implementing practices are still minimal when looked at in conjunction with the WEPs.

To promote women's empowerment in the workplace, marketplace and community, there is still a lot of work to be done by companies. Nevertheless, companies' involvement in women's empowerment should not be through standalone initiatives. They should be supported by stronger implementation and tightening of regulations related to women's empowerment from the government. In addition, actions by other stakeholders including academics and civil society organisations are needed to encourage companies to empower women in the long run.

Recommendation for Companies

As the interest of the companies in this study to promote women's empowerment is relatively high, it is recommended that the companies should:

- 1. Familiarize themselves with the WEPs through capacity building;
- Learn about the cases of WEP implementation, both successes and failures, in peer companies;
- 3. Identify different challenges, needs and interests of female and male employees;
- 4. Make an action plan for promoting women's empowerment with key performance indicators.

Based on the previously mentioned recommendations, the companies are suggested to take the following actions:

- Utilise the WEPs Gender Gap Analysis Tool, which is a free and strictly confidential online self-assessment tool, used to better identify strengths and areas where further action can be taken to advance gender equality within companies;
- Formulate measurement indicators and tracking systems that incorporate each aspect of the WEPs where possible;

- Carry out surveys or discussions with employees to identify different concerns, needs and interests of male and female employees and initiate the measures to address them;
- 4. Develop internal campaigns and programmes to support gender equality and prevent conscious and unconscious gender bias in the workplace, marketplace and community. This can be carried out through communication and advocacy materials, such as newsletters, workshops, and trainings. The companies are advised to consistently evaluate the initiatives and define the improvements needed to further promote gender equality;
- 5. Sign the CEOs' statements of support for the WEPs and show leadership on women's empowerment with a systematic approach in terms of governance, policies and sufficient allocation of budget.

Recommendation for the Government

This study did not measure the government's support for the companies in implementing WEPs. However, government regulations are significant for companies as they provide the bottom-line standard or benchmark for their gender equality awareness. It means that improving the regulations by adopting more WEPs at the government level may result in a higher adoption of WEPs in the workplace by companies. Nevertheless, the potential negative impacts on business must also be considered, such as the additional expenses and costs for the adoption of WEPs or the rejection of the new regulations on gender equality in workplace by male employees.

The government is recommended to take the following actions:

- Ratify all ILO conventions regarding gender equality in workplace (ILO Conventions No. 89 and No. 171 on night work, No.175 on part time work, No. 177 on home work, and No. 183 on maternity protection), and create policies and standards to encourage companies to take further actions to adopt the WEPs;
- Audit companies in Indonesia, especially listed companies, to ensure equal pay is enforced through Law No.80/1957 and encourage listed companies to report the range of remuneration between male and female employees for each level and each position. This can be reinforced through annual reporting and supervised by the Financial Services Authority (Otoritas Jasa Keuangan/OJK).

Recommendation for the Other Stakeholders

Social norms in Indonesia still encourage women to prioritise their roles and responsibilities at home; to be the main caretaker of the household and the family members, while men are responsible for earning income for their families. These norms become the foundations for practices and decisions that influence female labour force participation, not only in the workplace but also in public policy, education, health, and other sectors in Indonesia. In order to support the adoption of the

WEPs leading to higher female labour force participation rate, all stakeholders must be aware of this situation. Therefore, it is recommended for different stakeholders, e.g. civil service, private organisations, and academia, to carry out multistakeholder initiatives, such as the following:

- Promote social norm change by encouraging discussion on gender roles in private and public spheres that hinder women's empowerment.
- Conduct more studies on women's empowerment in the workplace, marketplace and community in Indonesia.
 More studies should be encouraged in the areas where this study was not able to obtain data (e.g. retention rate, length and salary payment of maternity, paternity and family leaves).

Recommendations for the implementation of the WEPs

As per the analysis in this study, detailed recommendations for the participating companies are presented in the following table.

THEY SHOULD BE SUPPORTED BY STRONGER IMPLEMENTATION AND TIGHTENING OF REGULATIONS RELATED TO WOMEN'S EMPOWERMENT FROM THE GOVERNMENT

Table 5.3. Recommendations for the Participating Companies by Principles

PRINCIPLE	SCORE	RECOMMENDATION
1. Leadership Promotes Gender Equality	49 per cent	 Analyse the factors that hinder women from reaching board level and implement policies to promote women in leadership. Raise awareness of the benefits of gender diversity at board level internally, including among male board members and employees.
2. Equal Opportunity, Inclusion and Nondiscrimination	34 per cent	 Create active policies and programmes to support women in obtaining equal job opportunities, prospects for promotions and career advancements, salary rises, and education and training. Establish specific confidential channels for employees to express their career aspirations or concerns regarding their career advancement (e.g. due to gender related reasons). This would facilitate employees to address their concerns in a safe environment without repercussions. Review and analyse remuneration of all employees by gender, employee category and job title on a regular basis to examine whether there are any conscious and unconscious biases and a gender wage gap. Implement concrete policies with indicators to recruit and promote women in male-dominated roles in order to create accountability and push for results in these areas. Track and analyse the retention rate and reason for leaving the job disaggregated by gender, age, and employee category. Consult with male and female employees or conduct employee surveys to determine if current flexible working practices meet employee needs. Develop longer maternity and paternity leave policies to support the development of families in the future, which will increase employee productivity in the long term, as well as decreasing the turnover rate of employees. International Labour Organization (ILO) Convention No. 183 states that women should be entitled to have a period of maternity leave of no less than 18 weeks, and a longer period of leave is given in some countries. Inform clear procedures for women and men who want to take leave (e.g. menstrual leave, maternity leave, paternity leave and family leave) in order to make sure that they do not feel vulnerable or unable to take leave. Assign responsibility to leaders to encourage behaviours that promote a favourable environment for women (e.g. encouragement of women to take menstrual leave, full maternity leave, and flexible working when needed). F

PRINCIPLE	SCORE	RECOMMENDATION
3. Health, Safety and Freedom from Violence	71 per cent	 Collect health data of employees, disaggregated by gender, and analyse the difference in health services, needs and outcomes. In terms of health insurance provided to employees, women are discriminated by the regulation as they must submit additional proof that her spouse is not covered by health insurance in order to receive health benefits for her family (spouse and children). Companies may improve by implementing the requirements to men as well. Do more than the standards set by the government and create policies explicitly targeting gender-based violence and harassment. Establish an independent committee or channel for employees to address grievances to ensure that employees encountering gender-based violence and harassment can make such reports in a safe environment. Ensure that employees are continuously reminded of the policies on gender-based violence and harassment (e.g. through regular awareness campaigns, employee induction, etc.).
4. Education and Training	51 per cent	 Implement more training programmes and soft quotas specifically aimed at improving career chances of women, especially in terms of leadership and increasing the number of women in male-dominated roles. Improve awareness on the career gender gap by encouraging more socialisation and studies regarding diversity and inclusion in the workforce, because this study has found that many companies believe that men and women already have equal opportunities to advance their careers. Recognise the important role of managers as mentors as being important, as managers' actions have a big impact on both a woman's career progression and her level of ambition. In particular, assign managers mentor roles for high potential female employees. Companies also need to give managers insight into the scope of the problem and the tools they need to be part of the solution.
5. Enterprise Development, Supply Chain and Marketing Practices	27 per cent	 Consider including the promotion of gender equality and/or the prevention of conscious and unconscious gender bias treatment in the workplace, marketplace and community in marketing communications and advertising efforts for the companies' products and services.
6. Community Leadership and Engagement	17 per cent	 Analyse the impact of community engagement activities targeting women and girls to ensure positive impacts in terms of economic benefits and sustainability. Conduct an analysis on the differential impacts on men and women during human rights or social impact assessments in local communities in which the companies operate¹⁷.
7. Transparency, Measuring and Reporting	43 per cent	 Communicate the benefits of efforts to promote women's empowerment (e.g. gender diversity on the board, gender-diverse employee composition, and differential impact assessments for women and men when developing products and services) through means such as company's annual reports and press releases.

IDENTIFY DIFFERENT CHALLENGES, NEEDS AND INTERESTS OF FEMALE AND MALE EMPLOYEES

¹⁷ National Human Rights Commission (Komnas Ham) and the Institute for Policy Research and Advocacy (ELSAM) developed the National Action Plan on Business and Human Rights under the guideline of the UN Guiding Principles on Business and Human Rights in 2017.

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APPENDIX 1: INTERVIEW QUESTIONNAIRE

Study on Gender Equality in the Workplace

Interviewer Name :	Interview Start Time :
Date of Interview : / /	Interview Finish time:
Respondent Name :	Interview Duration : minutes
Name of Institution :	Cell phone Number :
Address :	Email Address :

Objectives:

- To assess appetite from top companies in relation to gender, whether gender is amongst priority issues.
- To assess the state of adoption of the Women's Empowerment Principles in top companies.
- To collect database and contacts for further programming and research.
- To raise awareness of Indonesia's top companies on the Women's Empowerment Principles and how it can help improve gender equality in the workplace.

Disclosure:

□ Services

- 1. The interview process will take approximately 30 minutes.
- This questionnaire is derived from the Reporting Guidance that has a total of 59 Questions. However, for our research purpose, we only take 26 questions in total.
- 3. If you wish to access the complete questionnaire, you can visit: http://weprinciples.org/Site/WepsGuidelines/
- 4. Interview deadline: December 22, 2017.

Screening Questions

1. In your opinion, what is the meaning of gender equality? a. Probe: What are the challenges for yourself?

Probe: How do you see it in Indonesian society context? (associate with the nature, culture, or religion context)

- 2. How do you see the issue of gender equality in your industry?
 - a. Probe: What changes have occurred in the last 5 10 years?
 - b. Probe: is the change positive or negative? Please explain
 - c. Probe: What factors drive the changes?
 - d. Probe: How to overcome the negative changes?
- 3. In your industry, how important is having the equal number of men and women?
- 4. Please tell your career path since the beginning until you finally holding your position now?
 - Probe: What are the challenges? (try to link it with gender equality issues)
 - Probe: How do you see these challenges for the middle to upper level of employees today?

WEPs Section

Q1 Do you know or have you heard about Women's Empowerment Principles (WEPs)?

☐ Yes
☐ No

Q2 Do you feel women and men in your organisation have equal opportunities for ...?

lob opportunities		□ res	
Raise in salary	□No	☐ Yes	
Promotions/ advancement career	□No	☐ Yes	
Education and training	□No	☐ Yes	

Q3 Do women in your organization encounter the so called "glass ceiling"?

☐ Yes	□ No
□ I don't	know

☐ Others, namely

WEPs Question: How many women are on the highest gov	ıer-
nance body and on which committees do these women sit)

Q4 How many men and women are on the boa Men Women (mi Total			
[ASK Q5 IF Q4 women > 1] Q5 On which committee(s) does this woman/do			
☐ Don't know			
[ASK Q6 IF Q4 women = 0] Q6 Are there any concrete actions at this mo	ment		
to get women on the board (or equivalent)?			
☐ Yes, namely	(so	core: 1)	
□ No (score: 0)			
☐ Our organization does not need this (not re	levant) (sco	ore: 0)	
WEPs Question: Are there any regulatory requiregarding the number of women on the board in any of the countries in which the business of listings on specific stock exchanges/indices?	(or equiva		
Q7 Are there any regulatory requirements renumber of women on the board (or equivale	nt)?		
☐ Yes, namely	(Sc	core: 1)	
□ No (score: 0)	lovant) (co	oro. (1)	
☐ Our organization does not need this (not re	ievanii) (sco	ore. uj	
[ASK Q8 IF Q7 = No] Q8 Are there any plans to implement regulatory requirements regarding the number of women on the board (or equivalent) in the coming 12 months? Yes, namely			
Principle 7 – Transparency, Measuring	and Repo	rting	
Q9 Does your company make public the follo (score 1 if answer is yes)	owings?		
Gender diversity on the board	□Yes	□No	
Company policies and implementation plan			
for promoting gender equality	□ Yes	□ No	
Progress on the implementation plan for	□ V	□ NI a	
promoting gender equality	☐ Yes	□No	
WEPs Question: What are the employee survey views of women and men towards corporate p			

opportunity, inclusion, nondiscrimination and retention?

& Nondiscrimination

Q10a Does your organization currently have any active policies to promote equal opportunities for men and women related to? (score 1 if answer is yes)

		V		•	
Into a second		Yes		No	
Job oppo		□ Namely			
Raise in s		□ Namely			
Promotic	•	□ Namely			
	ment career	□ Na sa ab s			
Education	n and training	□ Namely		Ш	
Education and training □ Namely□ Q10b Does your organization currently have any active policies to promote inclusion of women in positions/departments historically taken by men? □ Yes, namely					
women p	er year? Total number	Employees left	Retentio	n rate	
	of employees	end of year	Left/ Tot		
Men					
Women					
WEPs Question: What is the frequency of periodic equal pay reviews/audits, including basic pay, overtime and bonuses? What is the methodology for the equal pay reviews? Q12 Does your organisation do periodic reviews for equal pay					
regarding? [MR] □ Basic payment(score: 1) □ Overtime(score: 1) □ Bonuses(score: 1) □ No periodic reviews(score: 0) □ Our organization does not need this (not relevant) (score: 0)					
Q12b Wh for equal Once a	pay? year □ Tw	ency of these periodic			
[ASK Q10c IF Q10a= 1, 2, 3, 4] Q12c Can you give a short description of how a periodic review/audit for equal pay is conducted in your organisation? [open] (Probe: How do you define equal, what are the KPIs?)					

WEPs Question: What is the explanation of source, nature and likely causes of any differences between women's and men's pay within the business?

Q13a What, if any, are the discrepancies in pay (for equal work) between men and women in your organisation? Men get more than 20 per cent higher pay(score: 0) Men get more than 10 to 20 per cent higher pay(score: 0) Men get more than 5 to 10 per cent higher pay(score: 0)	Q16a Does your organisation have an explicit zero tolerance policy towards violence and harassment? Yes(score: 1) No(score: 0) Our organization does not need this, there has not been			
 □ Women get more than 5 to 10 per cent higher pay(score: 0) □ Women get more than 10 to 20 per cent higher pay(score: 0) 	any incidents of violence in the la			
 □ Women get more than 20 per cent higher pay(score: 0) □ There are no discrepancies(score: 1) □ Other, namely 	[ASK Q16b IF Q16a = yes] Q16b Is this zero-tolerance policy Yes(score: 1) No(score: 0)	well-publicized?		
[ASK Q11a IF Q11 = 1, 2, 3, 4, 5, 6] Q13b What do you expect to be the main reasons for	☐ Our organization does not need	this (not relevant) (s	core: 0)	
the difference in pay between men and women in your organisation? [MR] ☐ Based on performance	[ASK Q16c IF Q16a = yes] Q16c How is this policy well-public	cized? [open]		
☐ Men often negotiate more aggressively for a raise☐ Men more often initiate salary negotiations				
 □ Women get less often promoted □ Women often have less of a career because of motherhood □ Other, namely □ Don't know 	[ASK Q17 IF Q16a = yes] Q17a Does your organisation have policy towards gender-based viole ☐ Yes (score: 1)			
Q14 Are there, according to you, any justifiable gender based reasons why women (sometimes) earn less than men for the same job?	 □ No (score: 0) □ Our organization does not need any incidents of gender-based via (score: 0) 			
	[ASK Q17b IF Q17 = yes] Q17b Is this zero-tolerance policy	well-publicized?		
WEPs Question: What is the business' policy regarding flexible working and how many employees – male and female have used this provision?	 Yes (score: 1) No (score: 0) Our organization does not need any incidents of gender-based via (score: 0) 			
Q15a Do you have any policies in place that allow for flexible working? Yes (score: 1) No (score: 0)	[ASK Q17c IF Q17 = yes] Q17c How is this policy well-public	rized? [onen]		
[ASK Q15b,c,d IF Q15a = yes]	<u></u>			
Q15b How many of your employees currently are making use of the policy for flexible working?	WEPs Question: What initiatives ha		rtaken	
Men Total [ASK Q15b, c,d IF Q13 = yes]	to improve the security of all worke traveling on work-related business, workplace? What has been the feed the success of this initiative?	or to and from the		
Q15c Could you describe, in your own words, the flexible working policy of your organisation? [Open] (Probe: Do you have budget for work space at home, does the flexible working policy apply only to certain positions?)	Q18a Does your organisation have prevent sexual harassments in the (score 1 if the answer is yes)			
		Yes, namely	No	
[ASK Q15b,c,d IF Q13 = yes]	Travel on work-related business At the workplace			
Q15d Is there still room to improve on your current flexible working policy? Yes, namely	Q18b Does your organization, at the confidential complaint procedure Yes (score: 1) No Our organization does not need	in place? (score: 0)		
Principle 3 – Health, Safety and Freedom from Violence	Q18c Do you have any specific con what happens with the employees	nmittee for deciding	g	
WEPs Question: Does the business have an explicit, well-publicized policy of zero tolerance towards gender-based violence	harassment? [Open] ☐ Yes(score: 1) ☐ No(score: 0)		

 $\hfill\Box$ Our organization does not need this (not relevant) (score: 0)

and harassment? Is there a confidential complaint procedure?

[ASK Q18d IF Q18b = Yes] Q18d Could you describe, in your own words, how this committee works? [Open]	surveys regarding program to emplo	oes your organ the impact of y	nization conduct reviews/ your career clinic/mentoring
	☐ Once a year		
WED 0 A I III I	☐ Twice a year		
WEPs Question: Are worker health data routinely	☐ Every Quarter		
disaggregated by sex and analyzed for differences in health	☐ More frequently than every quarter		
services, needs and outcomes?	□ Never		
Q19a Does your organisation provide health services and/or health insurance (other than BPJS) to your employees? □ Yes(score: 1)			s support education or nd female employees?
□ No(score: 0)	Q21a Does your co	mpany current	tly have any
\square Our organization does not need this (not relevant) (score: 0)	programs available in leadership posit		e number of women
[ASK Q19b IF Q19a = Yes]	☐ Yes(score: 1)		
Q19b Does your organisation analyse the usage health	☐ No(score: 0)		
services, health insurance by gender to determine specific needs based on gender?	☐ Our organizatior (score: 0)	does not need	I this (not relevant)
☐ Yes(score: 1)			
□ No(score: 0)	[ASK 21b IF Q21a =	Yes]	
☐ Our organization does not need this (not relevant) (score: 0)	Q21b Does your or	-	
\square The analysis is done by insurance company (score: 1)	program available in leadership posit		e number of women en were thev
[ASK Q19c IF Q19a = Yes]	implemented and		
Q19c Are there any differences in the medical coverage of your organisation provided to women and men?	for success?[MR]		
□ Yes, namely	Program Type	Started	Success Indicators/KPI
□ No	-0 - //		1
☐ Our organization does not need this (not relevant)			
Principle 4 – Education and Training			
	Q22a Does your or		
WEPs Question: Does the business offer career clinics and/		for female emp	ployees to improve
or mentoring programs to women and men, what are these	career chances?		
programs' provisions, to whom are they targeted, what level or			al programs to improve
management is involved and are participants surveyed on their	career changes f		
impacts?	☐ Yes, we have edu		-
Q20a Does your organization offer career clinics and/or	□ No(score: 0)	ii iiiale aliu leli	nale employees(score: 0)
mentoring programs to women and men? [MR]	□ 140(3corc. 0)		
□ Yes, career clinics namely	[ASK Q22b IF Q22a	= Yes]	
☐ Yes, mentoring programs namely			port does your organization
□No	provide to female		
	☐ Trainings		
[ASK Q20b IF Q20a = Yes]	☐ Scholarships		
Q20b For whom are the career clinics and/or mentoring	\square Others, namely .		
programs? [MR]			
☐ Field Worker/Operator level	[ASK Q22c IF Q22a		_
☐ Staff/Officer level	Q22c Who typicall	-	e programs?
□ Lower management	☐ Lower managem		
☐ Middle management	☐ Middle manager		
☐ Upper management ☐ Other, namely	☐ Upper managem		
Utiler, namery	□ Other, namely		
[ASK Q20c IF Q20a = Yes]			ment opportunities for
Q20c What level or management is involved as the mentor of	women compared		
these business career clinics? [MR]	☐ Much lower for v		J)
□ Lower management	☐ Lower for wome		familia and the state of the st
☐ Middle management			female employees(score: 1)
☐ Upper management	☐ Higher for wome		0)
☐ None (external mentors)	☐ Much higher for	women(score.	υ j

Principle 5 – Enterprise Development, Supply Chain

	oach to asses	s	Q27a Who are to	argeted	specific	ally in t	the con	nmunit	v
lifferential impacts on women and me			development/ C						,
products and/or services?			(score 1 if the tai	rget is w	omen/g	girls)			
Yes, namely		(score: 1)							
No (score: 0)								eq	p
Our organization does not need this	(not relevant	t) (score: 0)						дды	эdd
								dic	<u>ic</u>
Principle 6 – Community Leadersh	nip and Enga	gement		General public	irls			Physically Handicapped	Mentally Handicapped
,		8		nd l	Women/ girls		_	≟	⊥ ≥
VEPs Question: What proportion of v				era	ner	출	Children	sica	ıtal
ommunity stakeholder engagement e				en	Noi	Elderly	ij	λ	Mer
eparate engagement channels establ	lished for wo	men and							
nen if appropriate?			Health						
(25 Are there separate engagement o	channols ast	hlichad	Education Environmental						
or women and men in community st			Other						
xercises where appropriate?		880	C ti.i.d.						
Yes, namely		(score: 1)	Q27b When the	busines	s engag	ges in co	mmun	ity	
No (score: 0)			investment proj						nic,
Our organization does not need this	(not relevant	t) (score: 0)	social and enviro	onment	al), wha	it steps	are tak	en to	
			ensure that won		•	•	•	pacted	
			and to ensure th	eir full	particip	ation?[Open]	•	
			and to ensure th		particip	ation?[Open]	•	
usiness run that specifically target w	omen and gir	rls?	and to ensure th	eir full	particip	ation?[Open]	•	
usiness run that specifically target w	omen and gir	rls?	and to ensure th	eir full	particip	ation?[Open]		
usiness run that specifically target w	omen and gir (score 1 if the	e answer of	and to ensure th	eir full	particip	ation?[Open]		
usiness run that specifically target w 26 Does your company have any? uestion d is yes)	omen and gir	rls?	(score 1 if there	s step t	particip	ation?[Open]	impac	t)
usiness run that specifically target w 226 Does your company have any? uestion d is yes) a. Community development/	omen and gir (score 1 if the	e answer of	(score 1 if there	s step t	particip	ensure	Open] positive	e impac	t)
usiness run that specifically target w (26 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health	omen and gir (score 1 if the	e answer of	(score 1 if there in promote more a	s step t	particip	ensure	Open] positive	e impac	t)
usiness run that specifically target w (26 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health b. Community development/	omen and gir (score 1 if the	e answer of	(score 1 if there in promote more at the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
usiness run that specifically target w (26 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health b. Community development/ CSR programs on education	omen and gir (score 1 if the	e answer of	(score 1 if there in promote more a	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
usiness run that specifically target w 226 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
usiness run that specifically target w 226 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/ CSR programs on environmental	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
usiness run that specifically target w 226 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/ CSR programs on environmental d. Policy to undertake gender impact assessments or consider	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
usiness run that specifically target w 226 Does your company have any? uestion d is yes) a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/ CSR programs on environmental d. Policy to undertake gender impact assessments or consider gender-related impacts as part	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
b. Community development/ CSR programs on education c. Community development/ CSR programs on environmental d. Policy to undertake gender impact assessments or consider	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/ CSR programs on education c. Community development/ CSR programs on environmental d. Policy to undertake gender impact assessments or consider gender-related impacts as part	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/ CSR programs on education c. Community development/ CSR programs on environmental d. Policy to undertake gender impact assessments or consider gender-related impacts as part	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)
a. Community development/ CSR programs on health b. Community development/ CSR programs on education c. Community development/ CSR programs on education c. Community development/ CSR programs on environmental d. Policy to undertake gender impact assessments or consider gender-related impacts as part	omen and gir (score 1 if the	e answer of	(score 1 if there is the workplace?	s step to	particip	ensure d in gett	Open] positive ting sup	e impac	t)

WEPs Question: What are the numbers of female

APPENDIX 2: COMPANY QUESTIONNAIRE

Name of respondent	:
Company Name	:
Industry	:

FORM A: Total Employee per December 2016

A.1 Based on gender

	Number of Employee	Percentage
Women		per cent
Men		per cent
Total		per cent

A.2 Based on education

	Number of Employee				
	Women Men				
Elementary					
Junior High					
High School					
Diploma					
Postgraduate					
Total					

A.3 Based on age group

	Number of Employee			
	Women Men			
Less than 20				
20-25				
26-30				
31-35				
36-40				
41-45				
46-50				
More than 50				
Total				

A.4 Retention rate (for January - December 2016)

Women	per cent
Men	per cent

A.5 Top Management (GM to President Director Level)

	Number of Employee	Percentage
Women		per cent
Men		per cent
Total		per cent

FORM B: Total New Recruitment for Year 2016

B.1 Based on gender

	Number of Employee	Percentage
Women		per cent
Men		per cent
Total		per cent

FORM C: Employee Leave in 2016

C.1 Leave Days Policy

	Leave Length (Days)
Maternity Leave	
Paternity Leave	
Family Leave	
Total	

C.2 Maternity and Paternity Leave Days Taken (For Year 2016)

	Number of Employees Taking Leave	Number of Employees Entitled to this Type of Leave
Maternity Leave		
Paternity Leave		
Total		

C.3 Family Leave Days Taken (For Year 2016)

	Number of	Total Number	Percentage
	Employees	of Employees	
	Taking Leave		
Family Leave			per cent

Note: Family leaves include the urgent and/or unforeseen family matters such as

- Sickness of a family member
- Death of a relative
- Adoption procedures or activities
- School-related obligations and activities of family members
- Unavoidable obligations at home

C.4 Percent of Salary Payment During Leave

	Percentage
Maternity Leave	per cent
Paternity Leave	per cent
Family Leave	per cent

FORM D: Community Engagement and Leadership

D.1 What proportion of women participated in community stakeholder engagement exercises throughout the year 2016?

Percentage	per cent
------------	----------

FORM E: Employee Security

E.1 Employee Confidential Complaint Does your organization, at this moment, have a confidential complaint procedure in place?

	Description
Yes	
No	

