Asia-Pacific
Economic Cooperation

50 Leading Companies for Women in APEC

Policy Partnership on Women and the Economy (PPWE),
SOM Steering Committee on Economic and Technical Cooperation (SCE)

November 2014



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Executive Summary

Background

Building upon the Asia-Pacific Economic Cooperation (APEC)'s Growth Strategy of 2010 and other APEC activities, this project seeks to provide support for increased career and economic opportunities for women in the APEC region and beyond. The project objectives are 1) to raise awareness of women's economic contributions to business activities today, and 2) contribute towards greater opportunities for women to take on more leadership roles and to be further included into economic activities. To achieve these objectives, the project has selected approximately 50 exemplary companies and organizations from APEC economies to share their efforts in increasing opportunities for women with stakeholders in APEC economies and beyond.

In conducting this project, Japan's Ministry of Economy, Trade and Industry (METI, the project overseer), collaborated with the APEC Policy Partnership on Women and the Economy (PPWE) and public agencies from participating APEC economies. Two private research firms, Washington CORE and Mizuho Information & Research Institute (MHIR), have solicited responses from the participating companies and composed this report.

The project was conducted between June and October of the year 2014 in four phases: 1) defining and sharing objectives, 2) selecting and nominating companies, 3) distributing and collecting questionnaires, and 4) compiling and composing best practices.

With support from public agencies from each participating economy, exemplary companies were nominated to participate in this project. In some economies, industry organizations such as the chambers of commerce also provided assistance in nominating companies for participation. Company selections were conducted in a manner that sought to ensure as balanced a representation from each economy as possible. The research firms distributed a survey form to the nominated companies by email from late July to early September, 2014. The contents of the completed survey forms were later summarized into the company profiles listed in this report.

A total of 48 companies contributed to this publication. These companies were drawn from a diverse set of regions, economies, industries, and sizes. As seen in Figure 1, they were nominated by 14 economies from the Americas, Northeast Asia, Southeast Asia and Oceania.[1] Southeast Asia had the highest number of participating companies.

A third of the participating companies were in the manufacturing industry, while companies engaged in trade or the service sector were also common. Furthermore, the companies were divided almost evenly by their size: small and medium-sized enterprises (SMEs) accounted for 52% of participating companies, and another 44% were large companies.

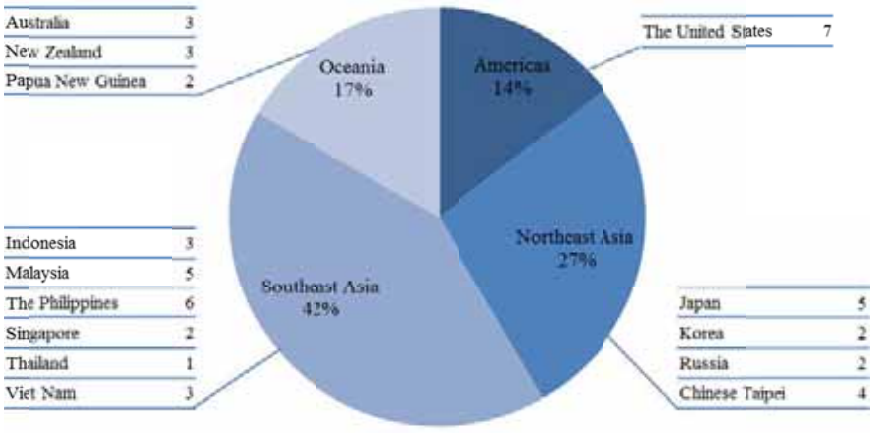


Figure 1. Number of Company Nominations by Economy

Key Findings

This project revealed a number of significant outcomes from different companies' actions to encourage women's participation and leadership. Despite the wide variety in company sizes, structures, sectors, and leadership, many common factors have emerged among the participants in this project. Below are seven key factors found in this project for successful practices that companies have undertaken to contribute towards

[1] Among seven companies nominated by the United States, a company based in Hong Kong, China (Citi Hong Kong) was nominated although its parent company is headquartered in the United States.

greater opportunities for women to take on more leadership roles and to be included further into economic activities.

1) Strong commitment by leadership is a key component for successful policies to support women's participation and leadership. Many of the companies that participated in this project emphasized the strong commitment to diversity shown by their leadership. Often, the company was founded by a woman who overcame many barriers as she led a company to success, and that founder's commitment to women's participation and leadership is etched into the DNA of the company. In other cases, senior leadership have realized, for various reasons, that their firm's demographics don't match its growth potential, and have taken actions to steer their policies to be more conducive to women's success.

2) Policies that provide equal opportunities based on merit and respect employees' lives naturally attract and retain women. Some of the companies that participated in this project do not have any women-specific policies: instead, they have become companies where women contribute at all levels through implementing policies which increase opportunities for all qualified staff members through merit-based recruitment and promotion. In addition, firms which work to support their employees' work-life balance through policies respecting employees' lives, such as flexible work schedules and maternity/paternity leave, have found that these policies have led to improved individual performance by employees, improved sales, and high retention rates, as well as high morale among employees.

3) Recruitment of women is an important tool for building the foundation for women's participation. Some companies chose to employ various methods to ensure that female recruitment and promotion meet standards for women's participation at all levels of the company. Examples of such methods include implementing a quota system, setting specific goal numbers or percentage of women hired and promoted, making sure certain numbers of women are included among every group of candidates, and recruiting women or external experts into hiring teams. These policies help to ensure that a company develops into a more diverse employee base and supports the future development of women leaders from within the company.

4) Personal relationships and communication among peers are valuable tools to build a culture of diversity. In order to build a lasting foundation for the positive initiatives that they have created, many firms have strongly encouraged communication among their employees. Among the SMEs that participated in this project, these tools have included regular 'socials' or events, volunteer activities, and other networking opportunities. Larger companies have developed internal councils to support initiatives for women, intranet-style websites for employees to discuss issues, and mentoring relationships between women at the company. These actions have helped companies to develop and share awareness among staff, improve the office environment through respecting employees' input on important issues, and in some cases have also facilitated innovation and boosted sales.

5) Evaluation is an important component of successful diversity programs. Many large firms engage in regular evaluation of policies through tools such as surveys of employees and studies of programs. In several cases, companies first undertook their gender support policies after receiving feedback from employees or internal studies about the need to build diversity at the firm. A rigorous process of evaluation has helped many of the companies that participated in this project to maintain and build upon their initial policies to encourage women at their firm.

6) Companies with successful gender equality programs often pursue external policies and partnerships. Many of the most imaginative companies in this report have formed a relationship with external associations for women. In some cases, these associations advise on program creation or collaborate in providing seminars and skills trainings. In other cases, the partnership represents a link with a local NGO or multinational development organization focused on supporting women in local communities. These initiatives show how companies that are developing their gender equality policies can benefit from both internal actions, as well as working alongside external partners who can provide useful views or can act as a forum for sharing best practices.

7) Supporting women's economic opportunities frequently intersects with support for traditional communities and crafts. Several of the companies participating in this project, particularly those from economies in Southeast Asia, are working to improve economic opportunities for women through efforts to develop the economic potential of rural areas, or through building markets and opportunities for traditional communities and crafts. Many of these companies also give back to the local community through supporting local micro-finance opportunities for women, providing skills training on financial topics, or through volunteer work. In this way, the company's employees and the women that they support are helping to improve the livelihoods of their local communities and provide greater opportunities for the next generation.

Foreword

In 2010, APEC leaders recognized women's empowerment as one of the crucial aspects of inclusive growth as a part of the APEC Growth Strategy. In 2011, the declaration made at the High Level Policy Dialogue on Women and the Economy held in San Francisco set "women's leadership" as one of the priority areas for future APEC action.

Concerned by the "leaking pipeline" phenomena, in which there are increasingly fewer numbers of women employed at each higher level within companies (such as manager, executive manager, chief executive, etc.), APEC's Policy Partnership on Women and the Economy (PPWE) has approved this project. The goal of the project is to encourage women's involvement in leadership roles by publicizing the kinds of efforts that are undertaken by private companies with greater participation of women than other organizations.

The project seeks to contribute to the greater inclusion of women in economic activities in the APEC region by disseminating exemplary cases of companies increasing opportunities for women. The most crucial step in reaching this goal is to share this report on best practices with as many companies as possible so that they can learn from these cases. In order to do so, the report has been aided by various collaborating organizations, including the Human Resources Development Working Group (HRDWG) and the APEC Business Advisory Council (ABAC), in addition to PPWE. We hope that the best practices will be widely propagated through these entities and channels. We have focused on applicable real-life cases from actual organizations in the hope that these cases will be seen as models by those who are searching for ways to increase opportunities for women.

Lastly, we would like to thank everyone who assisted with the project. As we designed the project, we received a variety of constructive advice from the public officials of each of the co-sponsoring economies: Australia; Indonesia; New Zealand; the Philippines; Russia; Thailand; and the United States. Their advice has contributed significantly to the design of the framework of the project. Numerous individuals from 14 participating economies, including all of the co-sponsors, have contributed in nominating companies for inclusion in this publication. We are also grateful that the economies that are not included in this report which took the time to sincerely consider participating in this project. Moreover, the project received invaluable support from Mr. Yoshinori Komamura of ABAC Japan and his staff. We would also like to thank the ABAC members and affiliated individuals from all participating economies who helped us in selecting companies for inclusion in the publication. This project was further made possible thanks to the contributions from companies that shared their efforts and related data. Finally, the APEC Secretariat has contributed valuable and practical advice as we navigated through the procedures in publishing this report.

In closing, we ask all involved parties, once again, for their kind support in disseminating this report on best practices.

APEC Office
Ministry of Economy, Trade and Industry (METI)

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The participating economies are listed in alphabetical order as specified by the APEC publication guidelines. The word “economy” refers to a member of APEC and is used to specify who nominated a given company rather than the geographic location of the company, which may differ in some cases.

Methodology

The project was conducted between June and October of the year 2014 in four phases, as shown below.

Table 1. Four Research Phases

Phases	Jun	Jul	Aug	Sep	Oct
1. Defining and Sharing Objectives					
2. Selecting and Nominating Companies					
3. Distributing and Collecting Questionnaires					
4. Compiling and Composing Best Practices					

Phases 1 and 2 of this project were conducted by the APEC Policy Partnership on Women and the Economy (PPWE), Japan's Ministry of Economy, Trade and Industry (METI, the project overseer), and public agencies from participating APEC economies. Phases 3 and 4 of this project were conducted by two contractors for METI, Washington CORE and Mizuho Information & Research Institute (MHIR).

Defining and Sharing Objectives (June 2014)

In a ministerial statement, "2014 Meeting of APEC Ministers Responsible for Trade,"[2] APEC Trade Ministers reaffirmed that greater inclusion of women in economic activities will expand prosperity in the region. APEC Ministers also encouraged all APEC economies to support the development of research on gender diversity and share good examples and best practices during the 2014 APEC Women and the Economy Forum.

In pursuit of past PPWE efforts, the project has set its core objectives as the following:

a) To raise awareness of women's economic contributions to business activities,

b) To contribute towards greater opportunities for women to take on leadership roles and to be included into economic activities

To support these objectives, about 50 exemplary companies were chosen to share their efforts with stakeholders in APEC economies and beyond. These companies' efforts have included (but were not limited to) actions such as:

- Promoting women to managerial, senior leadership and decision making roles
- Recruiting and retaining more women than in the past
- Increasing women's opportunities for career development
- Creating an environment that supports women's leadership and economic participation and laying the foundation to encourage further actions in the future.

The purpose of this publication is not to rank companies, but to present all selected companies side by side as "good examples" which other employers can use as models for their corporate policies.

The project objectives were shared with related parties, including a public agency from each participating economy, nominated companies, and other project partners.

Selecting and Nominating Companies (June – September 2014)

In order to collect and present good examples, companies were selected from each APEC member economy based on the criteria below. In most cases, public agencies (such as a ministry for foreign or economic affairs) selected exemplary candidates for inclusion in the report, relying on self-nomination from each company as

[2] "2014 Meeting of APEC Ministers Responsible for Trade - Qingdao Statement", APEC Ministerial Meeting, Qingdao, China, 17-18 May 2014. URL: http://apec.org/Meeting-Papers/Ministerial-Statements/Trade/2014_trade.aspx

much as possible. Each participating economy was asked to provide two to five companies that met the following criteria:

a) At least one company is a small and medium-sized enterprise (SME) and one company is a major company

b) The company's principal headquarters is located in the home economy of the nominating public agency

c) The company is able to verify that the representation of women in managerial positions, senior leadership or decision making positions are at the top level in its economy, or otherwise the company has been able to significantly increase the representation of women in managerial positions, senior leadership, or decision making positions within the last two or three years

In some cases, the public agencies of the participating economies relied on support from third parties (e.g. the national chamber of commerce or other industrial associations) to nominate companies on behalf of the agency. Other agencies chose to select companies by referring to past domestic surveys, relevant national awards, or other methods. These measures helped to ensure transparency and to remove possible biases from the selection process.

In some cases, companies that were nominated for this publication later declined to participate, typically for privacy reasons. The project respected these companies' decision.

When the total number of nominated companies did not exceed 50, additional companies were considered. Since some economies nominated more than 5 candidates in the early stages, the project team accepted one or two additional candidates from these economies. Company selections were conducted in a manner that sought to ensure as balanced a representation from each economy as possible.

<Exceptions>
In a few instances, exceptions were made to the above criteria in order to encourage a more diverse set of nominations and to accommodate a wide variety of participating economies. These exceptions are as follows:

- Criterion (a):
  Economies were allowed to nominate a single company that is either a SME or a major company if it was difficult to nominate both types of firms
- Criterion (b):
  Participating economies could nominate subsidiaries of companies owned and/or based overseas if it was difficult to nominate companies that were fully based in the home economy
- Criterion (c):
  Upon the request of some economies, some non-profit and public organizations with exemplary practices were included in the report

Distributing and Collecting Questionnaires (July – September 2014)

The survey form was distributed to companies by email from late July to early September, 2014. Companies were instructed to fill out the form through an online survey or an MS Word document. In some cases, survey forms were translated into the local language and then distributed to nominated companies. The survey forms had the following five sections (See Appendix II)

1. Company Profile
2. Statistics on Woman
3. Summary of the Company's Initiatives to Increase Opportunities for Women
4. Specifics of the Company's Initiatives to Increase Opportunities for Women
5. Changes and Results in Management Practice Triggered by Efforts to Increase Opportunities for Women

Compiling and Composing Best Practices (August – October 2014)

Once a company submitted a survey form, the contents were summarized into a profile and sent it back to the company for editing and approval.

After the content of the draft profile was formalized, it was then formatted to fit the current report, and companies were again contacted for final approval. Companies were also requested to approve the publication of the statistical data collected through the original survey (Section 1 and 2), which is listed in Appendix I. The report then received final approval from the PPWE through METI, which acted as the project overseer.

Participating Companies

A total of 48 companies and organizations contributed to this publication, and were drawn from a diverse set of regions, economies, industries, and sizes.

As shown in the figures below, they were nominated by 14 economies from the Americas, Northeast Asia, Southeast Asia and Oceania. Geographically, the public agencies from Southeast Asia nominated the most number of companies and organizations at 20 (42%) (Figure 1). Northeast Asia (13 companies, 27%), Oceania (eight companies, 17%), and the Americas (seven companies, 14%) followed.

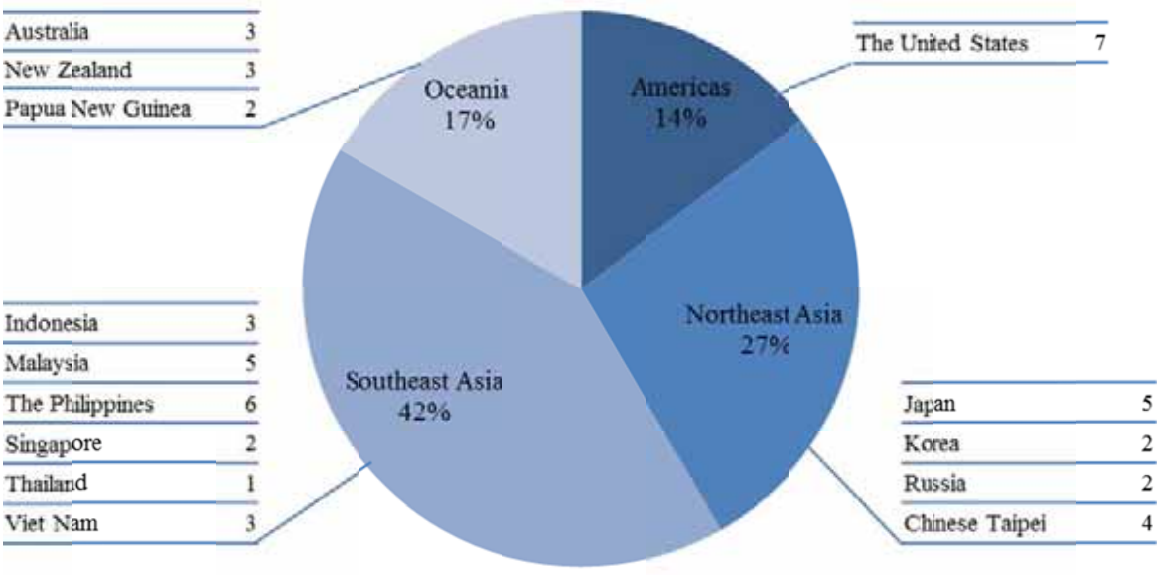


Figure 1. Number of Company Nominations by Economy

When broken down by economy, the United States nominated the most participating companies at seven[3], followed by the Philippines (six companies, 13%), Japan (five companies, 11%) and Malaysia (five companies, 11%).

The map on the following page (Figure 2) shows the actual locations of the participating companies and organizations.

[3] Among the seven companies nominated by the United States, a group company based in Hong Kong, China (Citi Hong Kong) was nominated although its parent company is headquartered in the United States.

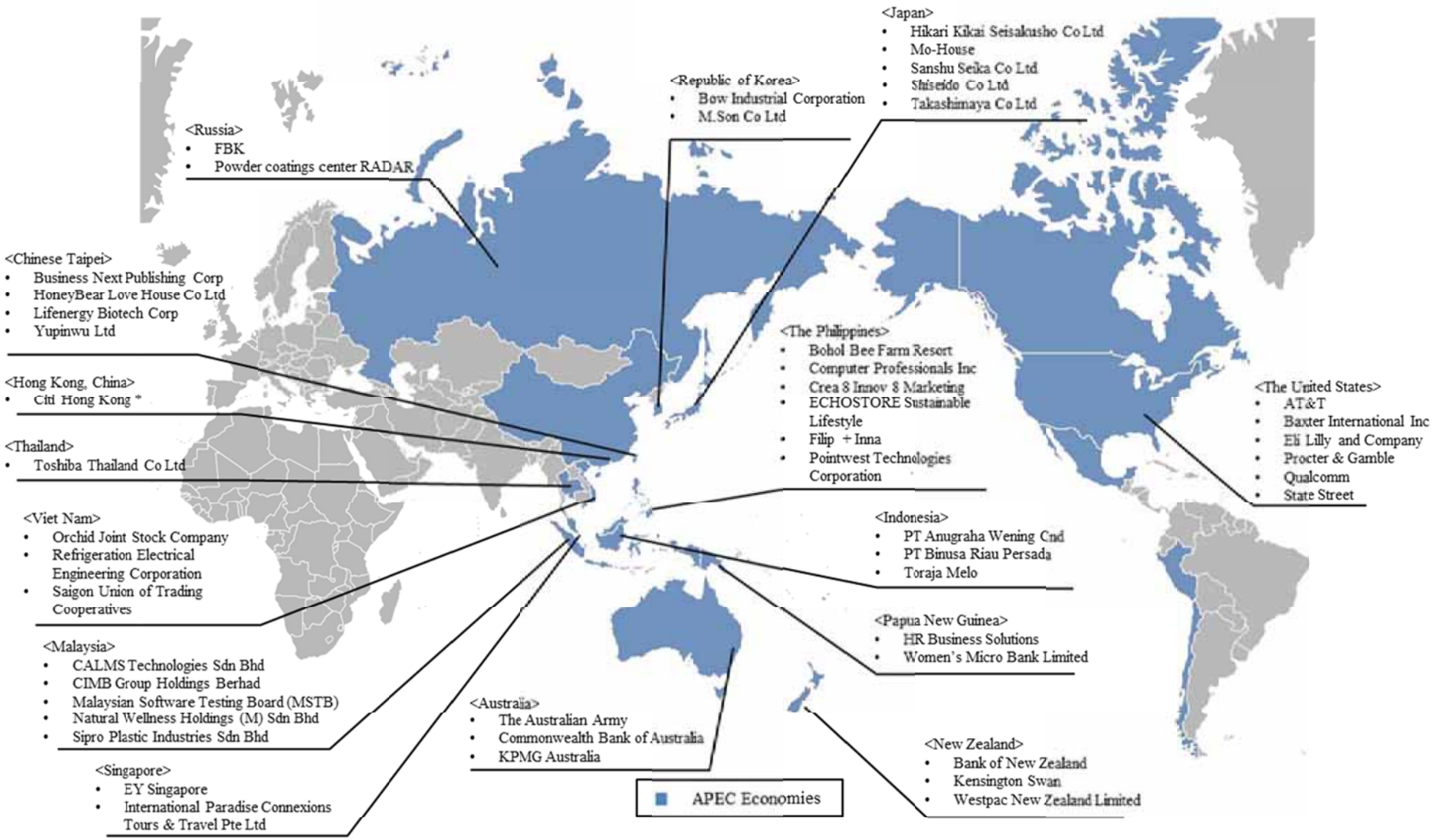


Figure 2. Map of APEC Economies and Participating Companies/Organizations Office Locations

A third of the participating companies were in the manufacturing industry (Figure 3).[4] Other common industry sectors were wholesale and retail trade (17%); financial activities (15%); information and communication (13%); and professional, scientific and technical activities (10%).

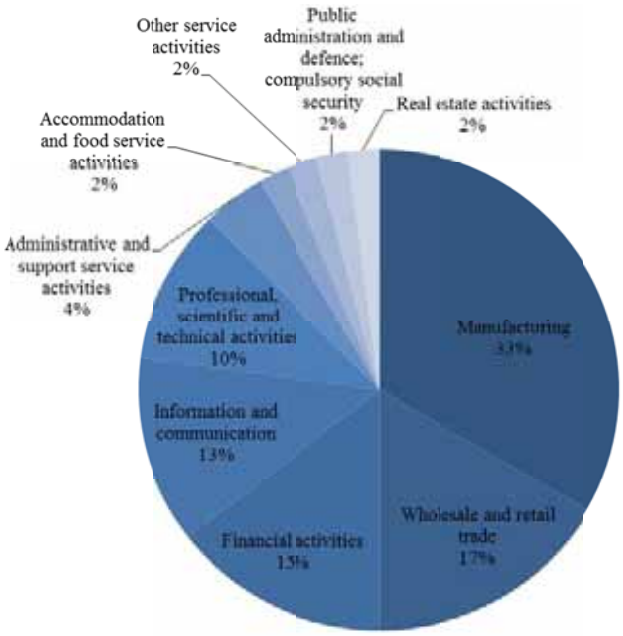


Figure 3 Companies by Industry

Finally, the companies were divided almost evenly by their size (Figure 4).[5] SMEs with fewer than 250 employees accounted for 52% of participating companies; another 44% was composed of companies with more than 251 employees. Among the large companies which participated in this project, most had more than 500 employees.

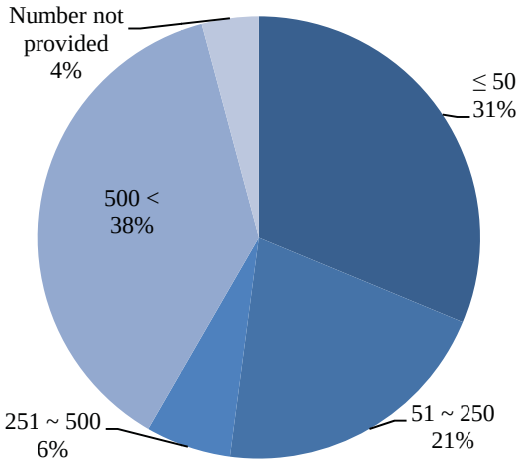


Figure 4 Companies by Number of Employees

As it can be seen from these statistics, the study successfully drew upon a diverse sample of companies, representing a wide variety of regions, industries, and sizes.

[4] Companies were classified by industry in accordance with the International Standard Industrial Classification of All Economic Activities (ISIC Rev 4). Some of the classifications were shortened to exclude economic activities in which the participating companies are not engaged. Please refer to the United Nations Statistics Division for the whole list of industries: http://unstats.un.org/unsd/cr/registry/regcst.asp?Cl=27

[5] According to the Organisation for Economic Co-operation and Development (OECD)'s Glossary of Statistical Terms, the numbers of employees as SMEs varies. We used 250 employees as the upper limit as it was said to be the most frequent limit in the glossary. http://stats.oecd.org/glossary/detail.asp?ID=3123

Best Practices

Australia

The Australian Army

The Australian Army realized in 2006 that the demographics of its workforce did not reflect the society from which the members are drawn, and launched its primary initiative to eliminate career barriers for women. Since then, the Australian Army has implemented a number of recruiting initiatives to welcome more women to the community. The Army seeks to increase the number of women from 11.9% of the workforce as of August 2014 to 13% by mid-2015. To help achieve this goal, the Army has introduced 10 women specialist recruiters in its recruiting centres to support potential women recruits, and has developed media campaigns to inform the public about its initiatives. To reduce the barriers for entry into the service, the Army has decreased the Initial Minimum Period of Services from four years to 12 months for certain trades.

Gender restrictions were removed from all Army jobs in January 2013, and the Army will begin to recruit women directly into combat roles from January 2016. This change is about attracting capable talent from a broader proportion of the Australian community and offering opportunities for equitable career paths. The Army will ensure that women who transfer to combat roles are adequately supported at their unit through training, mentoring, and improving command and support structures.

Enhancing promotion for women is a key objective for the Australian Army. The Army has introduced a range of staff training programs to develop its female workforce and ensure a women-friendly culture within the organization. *The Army also introduced an organizational reform to foster promotion of women by ensuring that all of its promotion board panels include at least one woman as well as one person external to the military.*



A female soldier deployed on operations in Afghanistan undertaking community engagement with Afghan women.
© Commonwealth of Australia 2012

Furthermore, the Army aims to add more flexibility in career paths and work arrangements for women to bolster retention. The Army seeks to be open to non-traditional career pathways such as career breaks, and respects each member's career goals and lifestyle on a case-by-case basis. *To fulfill flexible career management, the Army has increased the amount of Carer's Leave available to personnel from five days to 10 days, and provides an opportunity for service members to take paid parental leave at half pay.*

Violence prevention is another way that the Army is working to foster gender equality. The Army's Mentors in Violence Prevention program provides the special mentoring opportunities to participants, and empowers them to construct and practice ways of responding to incidents of harassment, abuse or violence. The Army has entered into a Partnership Memorandum of Understanding with White Ribbon Australia, the national campaign to stop violence against women by engaging boys and men. The Royal Military College (the Army's officer training institution) is White Ribbon accredited and Army is seeking full organizational accreditation in 2015.



The first female soldier to become qualified to operate the Shadow 200 Unmanned Aerial Vehicle © Commonwealth of Australia 2012

Since 2011, female enquiries to Army recruiting centres have increased by 104% and enlistments by women have increased by 95% over the same period. *Furthermore, the Chief of Army, Lieutenant General David Morrison, AO, was selected to participate in the Male Champions of Change program, a group of male CEOs and Chairpersons convened by the Australian Human Rights Commission to support increased women's representation in leadership roles.*

Commonwealth Bank of Australia

In 2006, the Commonwealth Bank of Australia (CBA) set ambitious goals for the organization's future, and the bank's leadership knew that to reach these goals, they would need to engage and leverage the diverse thinking of CBA's 35,000 employees and build a collaborative and accountable workplace culture at all levels.

At the time, women made up almost 60% of all employees, yet there was only 23% female participation in senior leadership roles. This presented an opportunity to increase women in leadership positions, and the company leadership embarked on a major diversity change program.

In 2010, CBA set an aspirational gender diversity target: increasing the representation of women in Executive Manager roles to 35% by December 2014. Representation at that level has since risen from 26% to 33% through CBA's disciplined approach to meeting that goal, including embedding the target in senior executive's key performance indicators. *CBA has also set a 50:50 gender target for development programs to ensure that women are given development opportunities for next level roles.*

Understanding that there is no silver bullet to the advancement of women, Commonwealth Bank took a multi-pronged approach that included tackling the impact of bias in the workplace, ensuring that women transitioning on and off parental leave are supported, supporting the development of women through career resiliency, mentoring and sponsorship, and encouraging their employees' success through best practice policies, leave options and flexible work.

In order to better maintain sustainable change, *CBA conducted an internal study to understand the success factors and tackle barriers that its senior women face, which was led by two Group Executives.*

The first action of the gender diversity steering group has been to launch Women Can, an online platform that connects women across their 1,000 locations, showcases senior women role models through short videos, and provides easy access to resources and tools available to women that can help then navigate and balance their careers and personal responsibilities. Another innovative program, Springboard, has over 600 women participating in a flexibly delivered format to reach participants across locations in Australia, Asia, the UK and the USA.

While gender diversity remains a primary focus, in 2013 CBA also expanded its diversity and inclusion strategy to ensure that their 52,000 employees feel valued and respected in the workplace. The strategy, driven through employee networks, includes LGBTI (lesbian, gay, bisexual, transgender and intersex), cultural diversity, disability and age/life stage diversity. This approach is increasing employee engagement and accountability, and is ensuring that actions are relevant to CBA's people. Along with senior executives sponsoring every area of diversity, this employee-led approach is seeing very positive results across the board, for example CBA has been ranked the fourth most inclusive employer for LGBTI employees in Australia.

Aligned to extensive employee feedback, the model of leadership against which CBA measures and develops talent has been overhauled, replacing attributes more generally assigned (or not) to one gender and a specific community with assessment of the positive impact of leaders on others.

Commonwealth Bank fully embraces the economic empowerment of women, and other diverse communities, through implementing sustainable procurement practices such as requesting potential vendors to provide information on their diversity and inclusion practices during the procurement process. Additional work through the "Women in Focus" banking and advice programs also provide valuable support for women-owned businesses and female entrepreneurs. This work is core to the responsibility the Commonwealth Bank has in driving and influencing change within business and the community in Australia.

The initiatives undertaken so far have resulted in an increase in the representation of women right across the organisation, from 27% of Board, 33% of the Executive team, and 43% in management roles. Gender diversity is now part of the 'BAU' (business as usual) practice with a gender lens considered naturally over all talent processes and systems such as talent review and management.

In addition, employee engagement (as measured in an annual survey) has remained high with no statistically significant difference between males and females.

The next steps for the Commonwealth Bank are to continue to truly tie other areas of diversity into everyday business by integrating diversity and inclusion into their talent systems and processes.



Making progress on the gender target of 35% representation at Executive Manager and above

KPMG Australia

KPMG Australia is part of an industry sector where the number of women employees is traditionally lower than men, especially in leadership positions. *Acknowledging the need for change, KPMG Australia started a diversity program over 10 years ago. This program supported not only gender diversity, but also diversity in sexual orientation and gender identity, religious, and ethnic diversity.*

KPMG Australia's approach to diversity has had three phases: the first phase was legislative compliance (meeting equal opportunity employment requirements), the second was foundation building (fostering awareness, capability building, developing conviction and leadership to enact change) and the third phase is strategic alignment with KPMG's mission, values and strategy.

These three things underpin the company's current Diversity & Inclusion (D&I) Five Year Change plan. This is a comprehensive strategy to create a long term view and develop diversity of thought and a culture of inclusion within the firm. The strategy has included setting targets for gender equity in KPMG Australia's partnership and its senior leadership positions, respectively 25% and 40% by July 2016. Other initiatives under the firm's D&I strategy include a wide-ranging skills building program for managers to understand the role unconscious preference has on their decision making. All partners and over 200 senior leaders in the firm have been trained on how to alleviate bias from recruitment, performance, remuneration and promotion decisions. Initiatives have also included a storytelling workshop where leaders were able to create their own D&I story and establish an emotional connection with the strategy; a flexibility campaign to raise awareness and build knowledge and confidence among leaders on how to demonstrate and effectively manage flexibility. The firm has also implemented an improved experience for people taking parental leave, and the company has introduced dedicated one on one support and state of the art web based tools for people transitioning to and from the workplace on parental leave.

As a result of KPMG Australia's Diversity and Inclusion Strategy and especially work undertaken in the last two years, the firm is seen as a thought leader in the gender equity debate in Australia. KPMG Australia has also been sought out and engaged by public agencies with development of the Director's Tool Kit with the Workplace Gender Equality Agency (WGEA), the Australian Administration with developing policies for the prevention of violence against women and the Australian Securities Exchange (ASX) on gender reporting that the ASX is leading to influence and change the gender profile of Australian listed companies. The firm's current and past CEOs have chaired its internal Diversity Leadership Board and have also been asked to join the Male Champions of Change (MCC) group. The MCC is a group of male CEOs and non-executive Board Directors who have been invited by the Australian Human Rights Commissioner to lead on driving increased women's representation and advancement in the Australian business community.



KPMG Australia values diversity, and has set a target of 40% women in senior leadership by 2016. Featured: Helen Zhi Dent, Director

Indonesia

PT Anugraha Wening Cnd

Founded in 2004, PT Anugraha Wening Cnd (ANWECA) specializes in garment manufacturing and general trading services. Women make up approximately 30% of total employees, and 80% of the women at the company are mothers. About half of the top executives and managers are women.

In 2009, ANWECA launched its initiatives to increase workplace gender equality. The company highly values its female workers' patience and attention to detail, which is vital to its success as a business. *ANWECA pays special attention to supporting mothers at the firm, and encourages them to develop confidence in their careers and to take on more active roles in the business, because the company believes that empowering mothers will have a positive influence not only for business performance but also for employees' children.* ANWECA's leadership is concerned about the education system in Indonesia, and hopes that through helping the mothers to build professional career and have better living, the company will support families to provide positive role models for children, and demonstrate to children the importance of developing practical knowledge in a field.

ANWECA seeks to include more women in the marketing department, since the firm's women employees have been very effective at communication and marketing, and have contributed to a reduction in the level of customers' complaints from 2% to 0.5%. Moreover, the presence of female workers at the firm has contributed to a more gentle and friendly work environment. Some male staff members have stated that they have been positively influenced by their female colleagues' diligence and enthusiasm towards work, which has improved their morale and practices.



Women workers at PT Anugraha Wening Cnd

PT Binusa Riau Persada

PT Binusa Riau Persada, a real estate and housing firm established in 2000, has sustained an equal number of men and women among its employees (including among managers and top executives), even though real estate has generally been a male-dominated field in Indonesia.

Binusa Riau Persada's engagement with the Indonesian Business Women's Association (IWAPI) since 2003 has informed the company's management about the importance of welcoming more women to join the firm. *The company especially recognizes the strengths of women in fields like marketing and accounting, and has set target numbers for women in management positions. To meet its goals, the company focuses on equipping women with the necessary skills and knowledge to advance their positions through access to opportunities like training and seminars. The company also provides on-the-job training where employees can attend the company's exhibition housing to observe and learn from their colleagues interacting with the customers.*

Today, Binusa Riau Persada has enjoyed the success of these efforts, which contributed to its 20% revenue increase rate from 2011 to 2013. For example, by acknowledging and drawing on its women employees' personal experiences, the company was able to adjust the design and layout of the house to fit their customers' needs better, while shortening construction time by changing building materials.



Some of the housing provided by Binusa Riau Persada

Toraja Melo

Toraja Melo is a community-based social enterprise offering craft fashion products. *Located in Jakarta Selatan, the company is known for its unique "from women - by women - for the world" business model, and currently has seven women among eight total employees.* In addition, all of the weavers collaborating with the company are women, the workshop staff collaborating with the company are mostly women (70%), and the majority of Toraja Melo's customers are women.

Since its establishment in 2010, Toraja Melo has sought to enhance the indigenous communities of Toraja and Mamasa regencies by empowering women in the communities through sustainable income. These indigenous communities have had difficulties in earning sustainable livelihoods from their farming and craft products due to a lack of capital and access to markets. Low health literacy in the community has also resulted in a high maternal death rate. These hardships have caused many of the indigenous people, including women, to seek work on other islands or overseas, leaving the communities with the loss of indigenous craftsmanship and traditional cultural and agricultural knowledge, as well as increased risk for exploitation such as human trafficking.

Seeking to follow its motto of "Community-Quality-Compassion," *Toraja Melo*, which means beautiful Toraja, aims to help women artisans and farmers in Toraja to have a better life by providing access to education, skills training, financial tools and markets. By purchasing hand-woven textiles from indigenous weavers, Toraja Melo provides the weavers with regular income and access to the market, both domestic and overseas, including sales of their products through "in-store promotions" in Japanese department stores such as Isetan and Mitsukoshi in Tokyo, Hiroshima and Kyoto. The company also offers training programs to develop local people's financial literacy, community organization skills, creativity in textile design, and helps local women with access to micro-finance programs.

Toraja Melo is also devoted to increasing opportunities for its women employees. The company sends its staff members to various training programs, workshops and field trips in order to train them and boost company sales. Also, while the employees are all busy supporting local communities and cultivating business opportunities in Jakarta and beyond, the company respects its employees' work-life balance by accommodating holidays and family events.

The company has experienced several positive outcomes from its business model. Company sales have been growing two-fold every year since 2011, and the number of collaborating weavers continues to increase. Furthermore, Ms Dinny Jusuf, the founder and chief executive officer, received an "Indonesian Women of Change" Award for the trade and investment category from the United States Ambassador to Indonesia on International Women's Day in 2013. Her partner and the designer for Toraja Melo, Nina Jusuf, co-founded the National Organization of Asian Pacific Islanders Ending Sexual Violence, an organization that gives voice to the experiences of Asian Pacific Islander women and girls who are victims of sexual violence in the USA.



Toraja Weavers



Mamasa Weavers



Examples of Torajanese textiles produced by Toraja Melo

Japan

Hikari Kikai Seisakusho Co Ltd

Hikari Kikai Seisakusho (Hikari) is a machine tool manufacturer that builds specialized machine tools and manufactures cutting tools.

After Ms Keiko Nishioka took over management of the company as president in 2001, the company has steadily increased its number of female hires. The ratio of female employees, which was below 20% in 2001, has increased to about 30% as the company has freed itself from its former male-dominated staff structure, based on the belief that diverse talent brings forth differentiation and innovation, which propel growth in an age of global competition.

In hiring new graduates, Hikari proactively contacts career services instructors at various colleges to highlight the company's commitment to hiring women graduates, and the company president has visited campuses to speak with female students.

The president provides personal encouragement and support to newly hired women at Hikari as well, telling them, "You should never be satisfied with being an assistant." Through a combination of personal and company-wide support, Hikari has improved its staff retention rate.

Hikari has set in place human resources (HR) guidelines that emphasize "Three G's": Gender-free, Generation-free and Global. Female employees are now assigned to key areas all across the company: women are working as production managers, mechanical designers, manufacturing floor leaders, and salespersons. All three of the management support team members are women, as well as the head of human resources.

Spearheaded by the president herself, Hikari's "Management School" was launched in 2009, and is designed to educate managers in subjects such as marketing, accounting and management philosophy. One third of the trainees are women.

The company conducts performance assessments by the individual employees, their supervisors and the president, using multiple assessment forms. This egalitarian ability evaluation has led to a number of part-time employees being hired as full-time (regular) employees, and has also led to the introduction of a performance-based pay system (e.g. giving manager-level allowance to qualified part-time employees). These are some ways that the company has strived to improve worker motivation through better treatment of employees.

In one recent example of the success of Hikari's performance-based advancement system, a female employee was assigned to the task of plant production control in November 2011 as a result of Hikari's new performance-based initiatives, which led to improved customer satisfaction, and the company in turn earned its highest profit in its history (the division that launched the initiative achieved a six-fold increase in profit from FY 2005).

In response to the market's increased demand for diamond tool grinding machines that do not require highly-skilled workers to operate, the company organized a development team that included female employees selected from various departments. Ideas for improved operability from a female perspective, which had not been part of prior discussions, led to a successful new concept for diamond tool grinding machines.

The company is becoming increasingly visible as it is being covered by radio, newspapers and magazines. Hikari will continue to employ women in higher management levels and promote innovation by securing a talented and diverse workforce, aiming to become a global niche company.



A female staff member in charge of production control



New type of diamond tool grinding machine that was developed

Mo-House

In 1997, founder and president of Mo-House Yuka Mitsuhata started a line of nursing apparel for mothers after her experiences with breastfeeding on a train. Since then, she has promoted the idea of "nursing apparel that is discreet and allows breastfeeding in one second" as a tool to support lactating mothers who would otherwise tend to remain home.

Apart from its products designed for women, Mo-House actively employs mothers who are raising babies. Mo-House allows mothers to come to work with their babies as a "baby-accompanied style of working," and more than 200 women have chosen this style of working. In the office, mothers hold their babies on their lap while working.

The company assigns employees based on their preference for working conditions, including work hours. When either party feels any discomfort with the arrangements, they meet with the representatives of the other party to resolve their issues.

Once a year or so, the company holds a workshop for all employees to exchange opinions. It also organizes company socials and other events of interest to working mothers, at hours that are convenient for them.

The employees who bring their babies to work are involved in the development of the company's flagship product, nursing apparel; they check the products from the standpoint of a lactating mother and test the products by actually using them for breastfeeding. The company itself is the best advertisement for the quality of its nursing apparel, since its employees, wearing the products, are able to work well with their babies at work.

Mo-House received the Diversity Management Selection 100 award from the Japanese Ministry of Economy, Trade and Industry (METI) for introducing a new style of work and for broadening the choices of available work styles for women.



Nursing apparel



The two retail shops (Tsukuba and Aoyama, Tokyo) allow mothers to bring their children to work.



Office scene at the headquarters in Tsukuba

三州製菓株式会社 Sanshu Seika Co Ltd

Founded in 1949, Sanshu Seika is a well-established company that manufactures and sells Japanese and European-style confectionaries.

Sanshu Seika is working on creating an environment that allows working women to continue their career through pregnancy and parenting, and further allows women who have temporarily left work to raise children to be re-employed and flourish at the company. Because 80% or more of its clientele are female, women also play a central role in commodity planning and providing proposals from a women's perspective.

Sanshu Seika employs self-motivated, talented people regardless of gender. Human resources development is mainly facilitated by cross-organizational committees. Women chair five of thirteen such committees. Each chairperson has the authority to carry out their assigned projects and execute budgets without directorial approval. In addition, Sanshu Seika's headquarters has a "Womenomics" section in order to promote the advancement of women.

The company's gender equality promotion committee helps female employees to realize their potential by developing a program that meets the needs of employees as identified through opinion surveys and interviews.

Sanshu Seika helps its employees to achieve a better work-life balance through its "triple role" initiative, where the company ensures each worker learns at least three functions so that they can fill in for each other in times of urgent need. It also offers fewer-hour work options combined with flex time for female employees just returning from their maternity leaves.

Sanshu Seika has eliminated differences in wages between regular (full-time) and part-time workers and has supported the career advancement of its women employees; in fact, 31% of its 22 regular (full-time) female employees were formerly part-timers. Two of Sanshu Seika's assistant managers are former part-time employees.

In order to raise awareness and improve the company's work environment, Sanshu Seika's top management has championed female advancement within the company, and the company president spearheads the campaign to raise employee awareness on this topic.

Sanshu Seika's employees, from the top executives to the factory workers, are united in their efforts to create a workplace that is kinder to workers, based on a corporate culture of mutual support.



Major products proposed and developed by women
From left to right: Fried Pasta and Temari (Chocolate Rice Crackers)

Shiseido Co Ltd

Shiseido is a major skincare and cosmetics producer with numerous brands and a global presence in locations like Europe, Americas and Asia. Today, women account for about 83% of all Shiseido Group employees in Japan and they are active in a variety of functions, including research and development (R&D), product planning, ad design and sales.

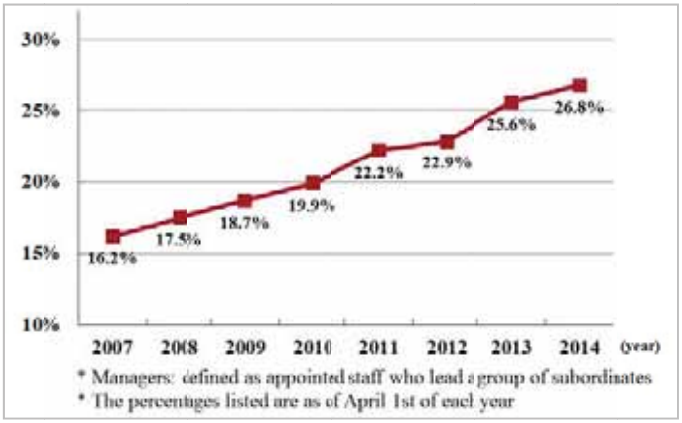
Founded in 1872, Shiseido celebrated its 140th year anniversary in 2012. *In 1934, when few women played an active role in Japanese society, the company began to employ and train women to be "Miss Shiseido" as a new type of working women ahead of the times.* These professionals publicized skincare/cosmetic knowledge and beauty techniques all across Japan. This initiative led to today's Beauty Consultants (beauty professionals who work at Shiseido sales counters). Since then, Shiseido has continued to support the social progress of women through its cosmetic products and services and has been a leader in employing women and helping them flourish in various fields.

Specifically, to increase opportunities for women before the relevant legislation was set in place, Shiseido introduced leaves and reduced-time options for child care. Even after mandatory legislation for such actions was enacted, Shiseido's measures have exceeded legal requirements. *In order to improve the work environment for its employees, the company has organized an in-house nursery school as a safety net for employees in the Tokyo metropolitan area, which has struggled with long waiting lists for child care facilities.* Moreover, as Beauty Consultants were often reluctant to reduce their work hours for childcare time out of concern that their colleagues would face significantly heavier workloads, the company introduced a system to provide substitute staff in these cases.



Beauty Consultant

By reforming its business practices and improving its employee work style, Shiseido has reduced the annual number of hours worked overtime by about 30% since this effort was initiated. The company also focuses on raising employee awareness and developing human resources; for example, women executives visit different Shiseido sites to change the perceptions among management and women employees, and the company has supported the training of next-generation leaders regardless of gender. Due to these diverse efforts, today the ratio of employees leaving the company due to pregnancy or child care has been reduced to as low as 0.5%, which has led to women employees' continued employment and steady advancement in their careers. For example, as of April 2014, women accounted for 26.8% of managers among Shiseido Group companies in Japan.



Percentage of women among managers in Shiseido Group companies in Japan

As an example of women taking on active roles in the company, Shiseido appointed a woman as its first Brand Manager, a position newly created in 2014 with a greater responsibility and authority over a particular brand than other existing positions. The newly appointed Brand Manager has been the team leader for Elixir, one of Shiseido's leading brands. The brand has grown dramatically in recent years and has gained many loyal customers through accurately matching its marketing strategy with the needs of modern women who are busy and want to stay youthful. For example, various products under the Elixir brand have recorded tremendous sales numbers since their initial releases, including the following moisturizers: Day Care Revolution (3.2 million bottles in 2.5 years) and Enriched Serum (0.7 million bottles in 11 months).

In order to accurately understand customer needs and reflect these needs in its products and services, Shiseido will continue making the most of the diversity of its employees, including women, and supporting their career advancement.

Takashimaya Co Ltd

Founded in 1831, Takashimaya is a chain of department stores headquartered in Osaka, Japan. Because women account for 80% of the store's clientele, the company places high expectations on the expertise of its women staff. Therefore, creating a workplace environment that supports women is a crucial for the company. Since its early years, Takashimaya has ensured gender-equality in employees' pay and performance reviews at all levels, and has managed personnel affairs without gender discrimination.



The building of the department store's Nihombashi location opened in 1933 and was designated as a cultural property of national importance in 2009 for the first time for a department store building.

In 1986, to assist its employees in balancing parental life and work, the company introduced child care leaves and provided opportunities of reemployment for women who temporarily leave the company due to pregnancy and parenting. In 1991, one year before Japan introduced the Child Care Leave Act, Takashimaya introduced additional family-friendly measures, including options to reduce working hours for employees caring for children, as well as providing leave and reduced working hour options for employees caring for other family members in need of nursing assistance.

From 2001 to 2003, Takashimaya boosted its efforts to become a gender-equal company. At this time, male workers in their 50s were nearing the statutory retirement age, while the next generation of workers in their 30s and 40s were predominantly women. *Recognizing this, the company boosted employee development efforts in preparation for an early generation change, placing a particular emphasis on helping women employees to maximize their potential. Additionally, Takashimaya strived to change its management culture. It set target numbers for women employees to be placed in key positions, and boosted on-the-job training to facilitate placement.* Moreover, based on the results of a company-wide opinion poll, Takashimaya expanded measures to support employees both at work and home and created an atmosphere that encourages employees to take advantage of these measures.

Takashimaya is striving to improve its work environment while giving assignments and training based on individual employees' capabilities and aptitude.

Since 2006, Takashimaya has engaged in promoting a work-life balance for all employees, through flexible work arrangements. For instance, the company allows workers with reduced hours to work full-time on specific days based on their preference.

Today, Takashimaya also has a mentorship program that matches employees in their fourth year with colleagues in their 10th year. Since 2013, the company has been providing Career Support Seminars designed to quickly train women employees to become managers.

With the introduction of a work-life balance support system and continuous improvements made to the system, the rate of women employees who continue working for the company drastically improved. In 1991, an average women worker worked 6.2 years before she quit, in comparison to 22.3 years in 2014. Takashimaya is now a company where women contribute for a long time through life events; the average age of women employees has now exceeded 40.

As of May 2014, women account for more than half of the company's full-time employees. The ratio of women in managerial and key positions is also growing. For example, about 40% of sales managers are women, and they faithfully identify customer needs and requests and skillfully utilize their sensibility and expertise in managing the sales floor. About 50% of purchasing agents are also women whose shared perspective with customers helps them to skillfully purchase merchandise.



Ms Miharu Koezuka
Senior Managing Director
General Manager
Business Operation Headquarters
The first employee to make use of the company's reemployment policy for women, who left the company in 1985 and was reemployed in 1987.

Republic of Korea

Bow Industrial Corporation

Bow Industrial Corporation, located in Songpa District, Seoul, specializes in manufacturing and exporting costume jewelry. The company enjoys very active participation of women employees, with 500 women among 650 total employees (77%) as of September 2014, and more than half of the managers are women.

Bow Industrial Corporation's efforts to increase opportunities for women originated in the 1980's with the difficult experiences of Ms M. J. Kim, the company's founder. At the time, many women in Korea had very limited opportunities to be recruited and/or promoted in their professional careers compared to their male colleagues. The situation got tougher for these women after they started families, and as a result, many competent women gave up on advancing their professional careers. *Soon after Ms Kim established the Bow Industrial Corporation in 1985, the company introduced the "piecework" system as part of the firm's promotion standards, where workers are rewarded for their output instead of the hours they put in. In the late 1980s, the firm also implemented a maternity leave system; both systems were very rare in Korea at that time.*

Today, Bow Industrial Corporation has inherited Ms Kim's passion and spirit, and provides equal recruitment and promotion opportunities for its employees. *The company respects its employees' work-life balance and offers maternity leave as well as flexible daily work schedules for child care.* The company has experienced an improved public image from its policies on gender equality, and its women-friendly work environment has helped the company to sustain a high retention rate and a stable business.



Bow Industrial Corporation's Design Team

M.Son Co Ltd

M.Son Co, located in Mapo-gu, Seoul, is a trader of paper products and animal feeds and is led by its founder and CEO, Mrs Min-Jai Lee. As of September 2014, more than 30% of employees and 40% of total managers in the company are women.

M.Son Co has been devoted to fostering gender equality at work since its establishment in 1993. In the early 1990s, many educated women in Korea were not allowed to take important positions in their career fields, and were forced to stay at home after marriage. Facing such a conservative social environment, Mrs Lee, who was at the time a housewife in her 40s, found it necessary to financially support her family. She hired a secretary and started an international trading business as a CEO.

Mrs Lee's difficult experiences in a male-dominated industry have driven the company to contribute more to improve women's rights and change unfair practices. M.Son Co provides equal opportunities for men and women in recruitment and promotion, and has implemented a quota system to include enough number of women in its top executive and decision-making positions.

M.Son Co believes that its initiatives to increase women's participation have also supported the company's increased revenue and process innovation. The company's gender equality policy also facilitates a homelike atmosphere at the work place. Furthermore, Mrs Lee has achieved recognition today as one of the most successful female leaders in Korea; for example, she is the president of the Korean Women Entrepreneurs Association and a vice president of the Korea International Trade Association. In 2013, she was awarded the Camellia Emblem, a national civil merit award, in light of her efforts to improve women's rights.



Mrs Lee with President Park Geun-hye in Women's Leadership Conference held at the Blue House

Malaysia

CALMS Technologies Sdn Bhd

Established in the early 2000s and located on the campus of the Universiti Putra Malaysia, CALMS Technologies has established itself as a successful information and communication technology (ICT) company. By recruiting talent based on merit irrespective of their gender, CALMS Technologies currently has a staff of 23, of whom a significant proportion is composed of women. The trend is most vivid in leadership positions, with half of the key decision makers and close to 70% of top executives being women.

The company's success in recruiting many women for its leadership positions can partially be attributed to the industry in which they operate. Its management sees equal advantages in hiring men and women to work for the company.

Although the company does not currently set quotas for women in recruitment and promotion, it values the work-life balance of its staff, and discourages staff members from working overtime or during weekends and holidays. CALMS Technologies also employs some staff on a part-time basis, providing opportunities for staff members with varying work-hour preferences.

CIMB Group Holdings Berhad

Established in 1956, CIMB Group is an international banking group with significant reach in major ASEAN (Association of Southeast Asian Nations) economies like Indonesia, Malaysia, Singapore and Thailand. For the past four years, women have made up almost 60% of its Malaysian staff force of about 19,000. The percentage is even higher for its junior management staff, being above 60% (a ratio that is far above the average in the Malaysia employment market, where women compose about 35% of the entire workforce). *The company has set "Strength in Diversity" as one of its five corporate values and treats its staff equally regardless of their gender, age, or ethnicity.*

Furthermore, as the company does not set quotas for women both in terms of employment and promotion, the firm can attribute the high percentage of women among its staff to the many benefits CIMB provides for all of its employees. *Most notably, the company provides several benefits to employees who are starting families.*

Examples include three-month fully-paid maternity leave, three-day paternity leave, a Staff Rejuvenation Programme (unpaid leave of up to six months with benefits maintained), child care facilities, special rooms for breastfeeding mothers, various subsidies and loans, as well as scholarships for both the employees and their children.

As mentioned above, CIMB's comprehensive diversity policy and employee benefits have attracted many women to the company. Thus, the company does not have to engage in specific policies to encourage female candidates to apply for employment in the company. Traditionally, CIMB's human resources policy has been purely based on competency and merit, and it hopes to continue applying such principles.

The company considers its improved public image and recognition as some of its most noticeable achievements due to the high level of participation by women in the company. For example, in 2013, the company was chosen by Malaysia's Ministry of Women, Family and Community Development as one of the three "Life At Work" awardees with the title "The Preferred Workplace for the Advancement of Women."



Ms Hamidah Naziadin (Group Chief People Officer) receiving the Life At Work Award from the Deputy Prime Minister, Tan Sri Muhyiddin Yassin on 20 August 2013 at the 11th Women's Summit 2013

Malaysian Software Testing Board (MSTB)

The Malaysian Software Testing Board (MSTB), a not-for-profit industrial organization, was established in 2006 with the objective of championing adoption of internationally-accepted software quality assurance (SQA) practices across Malaysian industries, and promoting software testing as a recognized vocation.

MSTB's independent efforts were subsequently noticed by the Malaysian public agencies, and the Board was engaged to spearhead a national-level initiative to spur economic growth around SQA and software testing, and transform Malaysia into a preferred destination for software testing services. This effectively expanded the scale and scope of MSTB's activities as it has taken on the role of industry development advocate.

Given the goal of establishing a sustainable software testing ecosystem, the additional tasks include increasing awareness among stakeholders, catalyzing growth in the demand for and supply of software testing services, and, more importantly, facilitating the development of the economy's human capital required to sustain the anticipated growth of the software testing industry.

Leveraging the knowledge and expertise that exist within its governing board, which is composed of members from both academia and industry, MSTB quickly developed a roadmap towards achieving the goal. Working closely with the Malaysian public agencies, an integrated action plan was put in place, and implementation started in late 2009.

Software testing is a highly specialized technical discipline, and Malaysian society typically associates such fields with men. However, MSTB does not distinguish between men and women in its employment practices. In fact, MSTB recognizes that the characteristics required for proficient software testers (e.g. attention to detail) are commonly found among women. Consequently, among its 60 current employees, 40 (over 65%) are women.

Over the past few years, the number of women attending universities in Malaysia has surpassed that of men. MSTB believes that the combination of its efforts and this demographic trend has put Malaysia on the right track to establish a specialized technical career path for Malaysians that will support increased participation from women in the future.



Ms Mastura Abu Samah, President of MSTB

Natural Wellness Holdings (M) Sdn Bhd

Natural Wellness is engaged in the research, development, manufacturing and commercialization of natural, pharmaceutical and biotechnology products for the healthcare market. The company follows a wide array of international standards and certifications including halal and Islamic standards.

The company owns the following three subsidiaries:

Name of subsidiary	*Activities*
Natural Wellness Industries Sdn Bhd	Commercialization and manufacturing of healthcare products including cosmetics, supplements, health food, over the counter products, beverages, etc.
Natural Wellness Pharmaceuticals (M) Sdn Bhd	Development, manufacturing and commercialization of novel generic pharmaceuticals and bio-pharmaceuticals
Natural Wellness Biotech (M) Sdn Bhd	Identifying, researching and developing new entities in life science for commercialization

While Natural Wellness remains a relatively young company, having been established eight years ago, it has already been awarded the "Malaysian Brand Certification Scheme" by SME Corporation Malaysia and SIRIM QAS International Sdn Bhd (both agencies are under the Ministry of International Trade and Industries Malaysia), a status which is accorded to deserving companies through stringent auditing mechanisms. Natural Wellness has also been recognized as a TeraS company, a rating given under the auspices of the Prime Minister's Department, Malaysia to high-performing companies. In addition to these recognitions, Natural Wellness has also been a recipient of numerous local and international accolades and awards. The group's scientific arm, Natural Wellness Biotech, has been designated as a "Bionexus" by the Malaysian Biotech Corporation (an agency under Malaysia's Ministry of Science, Technology and Innovation), which is a recognition that is given to qualified companies undertaking value-added research. Natural Wellness Biotech has also been appointed an EPP1 Anchor Company under the Agriculture National Key Economic Areas (NKEA) as outlined in Malaysia's Economic Transformation Programe (ETP).

Among the firm's staff of 40 employees, almost 90% of the staff members are women, as are five out of seven members of senior management. This is the result of the company's recruitment policy from the time it was established: to pick the people best qualified for their respective positions.

The company's gender policy is focused around the recruitment, development and retention of its staff, and Natural Wellness fosters awareness and culture of gender issues by treating staff of both genders equally.

Additionally, Natural Wellness is seeking to make its workplace more mother-friendly by providing amenities like daycare facilities and mothers' rooms as it expands its workforce. Furthermore, the company's corporate social responsibility (CSR) activities involve supporting a foundation with agendas including empowerment of women.

Natural Wellness has grown rapidly and now has representation in diverse locations such as Australia, Egypt and Saudi Arabia to support its international exports. Natural Wellness attributes its growth to the company's creative, inventive and flexible talent, who are eager to innovate and differentiate the company's products.



Natural Wellness Research and Quality facility.



Winner of the "SME Innovation Award 2010 for Halal Products and Services" Group photo with Y.B. Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak, Prime Minister of Malaysia, Y.B. Dato' Seri Mustapha Bin Mohamed, Minister of International Trade and Industry, and Y.B Dato' Hafsah Hashim, Chief Executive Officer of SME Corp Malaysia

Sipro Plastic Industries Sdn Bhd

Since 1992, Sipro Plastic Industries has developed, manufactured and tested various plastic parts for the automotive and electrical/electronic industries. It has worked with partners in Malaysia and other economies like Australia and Japan.

Despite the Malaysian public agencies' increasing support for women's job opportunities, the economy has generally seen few women enter the manufacturing sectors, especially in higher level positions. Given this background, Sipro Plastic Industries is a remarkable exception, with more than a quarter of its staff composed of women. The percentage is even higher among key decision makers, top executives and managers: a third of the staff members at these levels are women.

Though the above statistics are impressive for the sector, Sipro Plastic Industries hopes to further increase the number of women in leadership positions, since numerous studies have shown that companies perform better when they recruit more women for top management. Therefore, when engaged in recruitment, staff training and promotion, Sipro Plastic Industries prefers to select female candidates over male candidates if they otherwise have equal experiences and skill sets.

Since its inception, Sipro's sales have grown steadily. Sipro has received several recognitions and awards for product quality and performance, including six Women Entrepreneur awards.



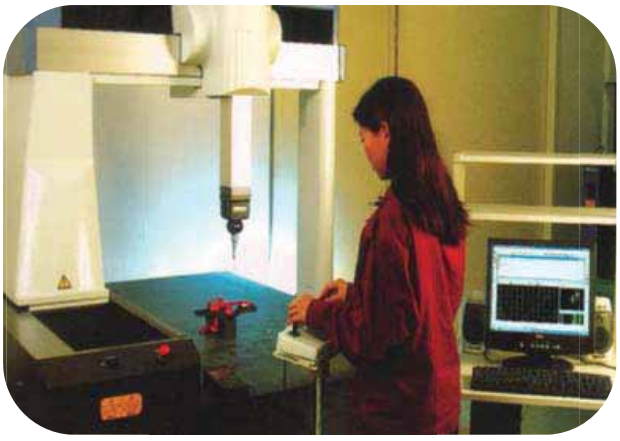
The company receiving an award



Female and male staff enjoying a retreat together



Female and male staff participating in CSR activities together



Company staff using a testing tool

New Zealand

Bank of New Zealand

The Bank of New Zealand (BNZ) is a major bank and financial services provider in New Zealand. As of September 2014, about 60% of the firm's total employees are women, as are approximately 57% of its most senior executives.

BNZ commenced its diversity journey in 2010 by conducting in-depth research into why women's experiences in workforce progression differed from that of men, even though the bank had a workforce equally divided between both sexes. Through its research, the bank identified some barriers for its women staff members, including a lack of leadership commitment to gender balance, unclear career pathways for women, and the stereotypically male-dominated image of banking. BNZ realized the necessity of a prolonged and multifaceted response, from recruitment to development, as well as cooperation with other national market leaders to dissolve the gender barriers in the banking industry as a whole.

In light of the research results, BNZ reviewed its policies and processes to remove systemic barriers. *Regarding its recruitment practices, the bank mandated that at least one capable woman must be on the short-list for all senior roles, or the open position would return to market for an additional week, and also placed a woman on the recruitment interview panel.* BNZ also implemented recruitment targets at different levels of its corporate structure, and measures progress through regular reporting to its executive team and Board.

A key factor in BNZ's progress was the strengthening of its talent pipeline, starting initially with a review in how it conducted talent identification of high-performing employees. It currently has 52% women in talent acceleration programmes, ensuring a strong pipeline for the future. *Some of the firm's extensive education, training and career opportunities are targeted specifically to women; for instance, "Women in Governance" courses provide women with aspirations for governance positions with helpful knowledge. BNZ is also keen to support employees' work-life balance and mandated that all roles advertised are open to flexible working.* It has experienced an uptake in flexible working by men and women, which delivers multiple benefits to all employees as well as delivering improved engagement and productivity.

Awareness-raising has been key to achieving change at BNZ. Workshops that highlight the business case for diversity, paper-bag lunch sessions to enable two way dialogues with employees about what is important to them, and external speakers are regularly employed to keep the topic alive and real.

To help encourage public discussion on empowering women in the workplace, BNZ has stepped up its public role and has shared a case study on its experiences with the largest public and private employers in the economy. The bank also has a number of relationships with both public and private national forums, such as the Ministry of Women's Affairs, DiverseNZ Inc and the "NZ Women in Financial Services Forum" of the Financial Services Institute of Australasia (FINSIA), an international regional industry body.

In 2013, BNZ was acknowledged and presented with the UN Women and United Nations Global Compact Women's Empowerment 'Benchmarking for Change' Award. In these inaugural awards BNZ was honored to be one of only five companies recognized globally as leading the way in empowering women in the workplace. The Bank has also been acknowledged in 2014 by the New Zealand Minister of Women's Affairs, the Human Rights Commission and in the YWCA Equal Pay Awards.



BNZ Women in Meeting

Kensington Swan

Kensington Swan is a full-service law firm based in Auckland, New Zealand, with a long history originating in 1878. Among its 141 employees, 68% are women, with 41% of management roles held by women. *In 2012, the firm decided to tackle the issue of women's careers stalling in the field of business law by introducing and implementing a strategy with three prongs: getting policies right for everyone; training employees to recognize unconscious bias; and providing training that meets women's needs.*

Kensington Swan's multifaceted efforts to support gender diversity include supporting women talent through training and mentorships, building cultural awareness within the firm, and supporting retention of women. The firm does not set any gender targets for recruiting, since the majority of candidates applying to Kensington Swan in recent years have been women, and the company instead has focused on equipping these new recruits with mentors and training programs to advance their careers. *To support staff retention and a healthy work-life balance, employees of both genders and all levels are allowed to have flexible working arrangements (both location and time).* Employees are compensated based on their performance, allowing part-time and flexible workers to have a fulfilling career while maintaining their personal lives. *Finally, the firm provides ongoing training to alleviate unconscious bias for all employees, contributing to the company's inclusive culture.*

The effects of these efforts are visible in the company's business outcomes, public image and staff morale, and the firm has received public recognition for its efforts. For example, at the 2014 Australasian Women in Law Awards, Kensington Swan was named the "Best New Zealand firm for women in business law" and "Best Auckland City firm."



Leading women lawyers at Kensington Swan

Westpac New Zealand Limited

Westpac New Zealand Limited, a major bank, currently employs about 4,500 employees, more than half of which are women. The bank sustains this impressive gender balance for leadership positions as well; about 40% of top executives and key decision-makers are women.

In order to have a workforce that appropriately represents its customer base, Westpac New Zealand has always sought to increase opportunities for women, and it has set target numbers for women in leadership positions. As a result of its efforts, Westpac New Zealand is seen as an employer that provides an excellent work environment for women, through policies such as flexible work-styles and support for employees returning to work from maternity leave. In addition to establishing and running its own diversity program, Westpac New Zealand also takes advantage of leadership training opportunities provided through Global Woman, a private forum of influential women in New Zealand.



Women of Influence winners: Left to right; Althea Carbon, Margaret Brimble, Lesley Elliot, Dame Malvina Major, Traci Houpapa, Anne Miles. Absent; Kerry Prendergast, Dame Wendy Pye, Shona McCullagh, Jo-anne Wilkinson.

Papua New Guinea

HR Businsess Solutions

HR Business Solutions (HRBS) is a domestically owned human resources consulting firm in Papua New Guinea. It was founded in 2010 by Executive Director Linda Sincha Paru, who has extensive experience with the human resources industry both in Papua New Guinea and across Southeast Asia. Among the company's total employees, close to 40% are women, and the percentage is even higher for managers and top executives (50%). Since its inception, as a woman-founded human resources company, HR Business Solutions has strived to reach its ambitious goal of ensuring equal employment opportunities for all Papua New Guineans, especially for women seeking senior roles within businesses. In 2013, when shareholders were invited to invest in the business, HR Business Solutions agreed to maintain its gender balance and started applying this principle to its employment policy, with quotas set for high level positions.

HR Business Solutions respects and observes Papua New Guinea's traditional cultural values while also embracing an equal opportunity organizational culture. Today, HR Business Solutions provides equal training and promotion opportunities to all employees, and training programs are often repeated for employees who missed the programs in order to attend to sick children or other responsibilities at home. Promotions are merit-based. The company does not expect its employees to work beyond regular office hours, and is flexible for employees of both sexes who require time off work to attend to children or ill family members.

HR Business Solutions has recently received recognition for its work to ensure that women are an integral part of its growth and development. For instance, Papua New Guinea's APEC Secretariat recognizes Ms Paru as the CEO of PNG Focus on APEC Women's Economic Empowerment, a joint public-private partnership to advocate and coordinate women's economic empowerment activities within Papua New Guinea while connecting with the larger APEC community. Meanwhile the Asian Development Bank is planning to feature HR Business Solutions in a case study to be published later in 2014. These recognitions came about since Ms Paru's decision to take on business partners to open up opportunities such as relocating to Port Moresby's central business district and adding assets and value to the existing business. Due to this relocation, HR Business Solutions' work environment has been improved through better equipment and infrastructure, leading to higher staff morale and increased output.



HR Business Solutions Limited Launch on 05 July 2013 in its new location: from left Mr Peter Roniotis (HRBS Executive Director Operations/Board Director), Mr Mark Maipakai (Member of Parliament: MP, Former Minister Labour & Industrials Relations), Ms Linda Sincha Paru (HRBS Executive Director Human Resources/Board Director), Mr Don Poyle (MP, Former Treasurer), Sir Puka Temu (MP, Minister for Public Services), Mrs Janet Sape (Executive Director Women in Business) and Mr Nick Roniotis (HRBS Board Chairman)

Women's Micro Bank Limited

Women's Micro Bank is a licensed financial institution that provides banking and financial services and skills training for women in Papua New Guinea. It is the only women's micro bank within the nation and throughout the Pacific region. The bank aims to provide the economy's rural residents, which make up 80% of the total population, with access to financial services that they would otherwise lack. It originated in the establishment of the Papua New Guinea Women in Business Foundation in 2006. Building on its micro finance services and training programs aimed to empower rural women, the foundation later established a separate financial entity in 2010, which received its banking license from the Bank of Papua New Guinea in 2014. The bank currently has a customer base of 10,500 representing women from all strata of the economy, ranging from the informal market sector to professional women in both public and private sectors.

From the outset, Women's Micro Bank has been working to financially empower women who have often faced both financial and cultural barriers to start new businesses and expand their existing businesses to the next level. Internally the bank is also focused on supporting women employees, and currently employs 13 women out of 20 total staff (65%), and half of its top executives and key decision makers are women. Women's Micro Bank is expecting to increase its staff up to 88 by 2016 and hopes to increase the percentage of women as part of the process. *In its staff training, retention and promotion activities, the bank provides competitive programs for employees of both genders. For instance, Women's Micro Bank runs its own in-house skills training and provides access to external specialized training in fields like IT and quality assurance, while promotions are performance-based. Finally, the entire staff shares the core value that empowering woman entrepreneurs and improving family incomes (with women ownership) is the gateway to household stability.*

Women's Micro Bank expects to increase its income explicitly in coming years by filling a vacuum as the only source of financial services in Papua New Guinea that exists specifically to support women. In addition, due to its official banking license and branding as the first women's bank in the Pacific, the bank has been receiving recognition from both national and international institutional players. Furthermore, Women's Micro Bank plans to roll out newly innovated services (e.g. mobile banking, life insurance and financial services for working women) while improving its operational and financial sustainability.



Women's Micro Bank receives its banking license



Women's Micro Bank develops ties among local women

The Philippines

Bohol Bee Farm Resort

Bohol Bee Farm is an ingenuity-driven restaurant and resort located in Dauis, a municipality in the province of Bohol, Philippines. Established in 2003, the company employs 205 people and had revenues of over 50 million Philippine pesos in 2013. About 53% of the company's employees are women, who have a key role in the company's leadership and management ranks. Bohol Bee Farm's top executive and 71% of the company's key decision makers are women.

The flexibility of women workers is a valuable asset for Bohol Bee Farm. Given the inability of suppliers to meet the company's required volume of produce and raw materials, Bohol Bee Farm employs women farmers in order to both support local produce and empower hardworking women to be self-reliant through earning income while helping Bohol Bee Farm to overcome its operational challenges. The importance of women in the company's day-to-day operations and future is also reflected in the fact that four out of the five company managers are women.

Women employees are given opportunities to develop and improve their skill sets and business knowledge through different types of training opportunities. *The company also sets specific numbers as goals when considering women for leadership positions at the management level.*

Bohol Bee Farm's women employee and women farmer empowerment initiatives have benefitted the company in several ways. The company has increased annual revenue by more than 20%, penetrated new markets and opened additional retail outlets, and has improved product packaging as a result of increased product innovation. Female employees have also helped the company to improve its business process innovation through improved document processes, standardized product processes and implementing Current Good Manufacturing Practices (cGMP). The initiatives have also helped to improve Bohol Bee Farm's public image and company recognition, leading to productivity awards from the Philippines public agencies and NGOs.



Raffis Making (Weaving of buri into raffia)



Crafts & Livelihood (Sewing, Bag-Making, Handicrafts)

Computer Professionals Inc

Computer Professionals Inc (CPI) is a software services and solutions company located in San Juan City.

The software industry is one of the leading adopters of women leaders and women entrepreneurs in the Philippines, providing equal opportunities and pay scales for both women and men. This encouraging and supportive environment has been the backdrop for CPI's initiatives oriented toward the development and well-being of women professionals. *CPI is a strong supporter of work-life balance, and since its founding the company has adapted to the needs of family-oriented women by incorporating flexible work hours and work from home options which have significantly increased the productivity of women employees and have encouraged women to excel professionally.*

As part of its efforts to improve staff retention and work-life balance for women, the company discourages overtime work and emphasizes better planning on the part of managers during regular work hours.

CPI employs 210 people, 43% of whom are women. The company is led almost entirely by women: all five top executives are women, as are eight of the company's ten managers. All in all, roughly 57% of the company's key decision makers (including board members) are women.

CPI strongly believes that "entrepreneurs make good managers and leaders." For this reason, the company works to build a nurturing, entrepreneurial work culture by allowing employees to engage in business activities outside of their regular work schedule. Besides working at the company, some employees (most of whom are women) have online retail businesses on the side, or provide language training services. The company encourages employees to support each other's side business ventures.



2013 Hawaiian-Style Christmas Party with Clients



T-shirts supporting victims of Typhoon Haiyan

Crea 8 Innov 8 Marketing

As a wholesaler and retailer of Filipino-made natural and organic personal care and home care products, Crea 8 Innov 8 Marketing has been creating many different types of opportunities for women while facilitating sustainable development of partner communities. Since its establishment in October 2009, women have played a prominent role in its operations and currently two of the company's executive/managerial positions are held by women. The sole proprietorship has over 6,300 registered dealers and about 90% of those dealers are women. Furthermore, Crea 8 Innov 8 Marketing's affiliate organizations (Human Nature, Filbamboo Exponents Inc and Mandaluyong Packaging Industries Inc) have a majority of women on their boards of directors and several women among their top leadership.

Located in the cities of Paranaque & Quezon (National Capital Region) in the Philippines, Crea 8 Innov 8 promotes gender sensitivity, just wages and benefits, and an environment that is friendly to women and children. It is very active in sustainable livelihood and development, inclusive growth for poor and marginalized communities, innovation and integration, and environmental sustainability. For instance, Human Nature, whose UP Village Quezon City and Paranaque branches are owned and operated by Crea 8 Innov 8 Marketing, is a "pro-Philippines, pro-poor, pro-environment" social enterprise that combats poverty and promotes environmental protection through eco-friendly products, technology, processes and local supply chains. Crea 8 Innov 8 Marketing was awarded a Certificate of Compliance on General Labor Standards and Occupational Safety and Health Standards by the Department of Labor and Employment in October 2014.

Crea 8 Innov 8's endeavors have benefited environmental causes, persons with disabilities, cancer and spinal patients, indigent children, youth, and senior citizens, urban/rural/farming communities, church ministries, peacebuilding initiatives, victims and survivors of armed conflict/calamities, feeding programs, medical missions, health care, disaster relief and rehabilitation programs. Crea 8 Innov 8 has achieved many positive outcomes from supporting opportunities for women and returning its profits to society for the greater good.

Atty Dulce Blanca Punzalan, the executive director and proprietor of Crea 8 Innov 8 Marketing as well as a branch operator of Human Nature, plays a significant role in creating linkages with like-minded individuals and institutions within partner communities. She is a practicing lawyer, multi-awarded social entrepreneur, sustainable livelihood and environmental/bamboo, health and wellness advocate, community developer, builder, creative writer, speaker and professional artist (singer, dancer, songwriter, arranger, choirmaster, bandleader and musical director).

She is also a member of the Women's Business Council of the Philippines and was a mentor in the Fourth Go Negosyo Women Entrepreneurship Summit. Atty Punzalan was a Nominee for The Outstanding Women in the Nation's Service (TOWNS) 2013, and has participated in international fora on women's entrepreneurship, such as the 2013 ASEAN Integration WomenBiz Forum and a discussion on "Evaluating Business Environments to Foster Access to Trade and Growth of Women's SMEs in Southeast Asian APEC Developing Economies: Philippines-Malaysia-Thailand" organized by the Asia Foundation & the Social Weather Station. She will also participate in the "CSR Forum on Promoting Gender Equality: Women's Leadership Excellence in Management" organized by the Management Association of the Philippines and the Women's Business Council of the Philippines in October 2014. Atty Punzalan has written an international case study on the Mother Bonifacia Rodriguez Foundation Inc/Talleres de Nazaret (a social enterprise of the Siervas de San Jose) which harmonizes prayer and faith, advocacy, values formation, skills training, financial management, socio-economic impact, fair trade practices, empowerment of primary stakeholders (unemployed single or married women from poor communities, female students and out of school youth and sheltered girls) and diversification of products (food, apparel, uniforms, liturgical vestments, eco-bags, laptop and notebook cases, etc). Talleres' motto is "Dignidad, Solidaridad, Calidad, which means "Dignity, Solidarity, Quality."

Crea 8 Innov 8 Marketing has received recognition from various organizations, including the Department of Agrarian Reform for its lecture and presentation for Women's Month (March 2010); the Philippine Women's University; the Council of Deans and Heads of Nutrition and Dietetics (CODHEND) and the Association of Nutrition Action Officers of NCR Inc, National Nutrition Council of the National Capital Region. The firm also received awards for Best Industry Practice (Filbamboo/Human Nature) in Climate Change Adaptation & Mitigation 2013 from the Climate Change Commission and the Philippine Chamber of Commerce & Industry, Human Nature Branch of the Year Awards in 2010 & 2011, Gawad Kalinga Bayani Challenge, APEX Global: ECCI for the 2013 ASEAN Corporate Sustainability Summit, Businessworld, Mindanao State University College of Agriculture/ TESDA-Lanao del Sur: SPEED Philippines Inc, University of the Philippines as well as certificates of appreciation and plaques of recognition from many other distinguished local, national, and international organizations.



Atty Dulce Blanca. T. Punzalan, the executive director and proprietor of Crea 8 Innov 8 Marketing

ECHOSTORE Sustainable Lifestyle

ECHO is the acronym for Environment & Community Hope Organization STORE, a retail company that supports Filipino traditional artisanal skills and local cultural traditions through the sale of environmentally friendly and sustainable goods produced by local businesses. ECHOstore is a majority women-led enterprise at the management and leadership levels, and as of 2009 was 99% women-owned, with a customer base that was 90% women, and a network of suppliers that were 86% women-led. *The company ensures that interviews for new job positions include women candidates, and works to foster awareness among company employees about equality in the workplace.*

Outside of the firm, ECHOStore also works to support women entrepreneurs in its supplier chain. A majority of women-owned businesses in the Philippines are micro-enterprises. To support women's economic empowerment at this level, ECHOStore's non-profit ECHOsi Foundation has handled a nationwide development program called the Gender Responsive Economic Action for the Transformation of Women (GREAT), a multi-stakeholder development partnership with the Philippine Commission on Women and Canada's Department of Foreign Affairs, Trade and Development. The program was created to assist women entrepreneurs with issues such as product development and packaging, financial understanding, and building connections with organizations and agencies who can help them to improve their production capacities. Suppliers who have partnered with ECHOStore include specialists in cultural traditions (such as weaving) and manufacturers with sustainable practices for locally produced foods like peanuts, coffee and seafood.

Through supporting local women entrepreneurs via programs such as the GREAT Women Platform, ECHOStore has benefited from increased product innovation and the creation of sustainable production chain processes, as well as developing greater financial literacy and stronger ICT practices among local producers. The GREAT Women Platform is presently being discussed for replication among APEC economies, with interest from some economies in the ASEAN region as well.



ECHOsi Development Program



ECHOsi Basket Weaving Workshop

Filip + Inna

Filip + Inna is a young company that integrates traditional Filipino artisanal designs into contemporary, modern clothing. Established in 2010 and administered only by women, the company employs about 120 staff in both rural and urban communities. All of its workers, including the top executives and key decision makers, are women. In order to retain its staff, it has been essential for the company to allow its workers to balance family demands (e.g. agricultural chores and child care) with work at the company.

Due to its focus on the textile/apparel industry, which has been traditionally dominated by women in the Philippines, Filip + Inna does not need to set specific goal numbers to ensure strong employment and promotion of women. Instead, the company focuses its efforts to create a work environment supportive of its workers' needs. *For example, the company has institutionalized a unique work schedule that enables it to manufacture its products as efficiently as possible while allowing mothers to take their children to school in the morning and spend time with them after school.*

Furthermore, Filip + Inna's efforts to support employees extend beyond the workplace; the company is eager to increase its workers' financial literacy by providing them with access to resources such as bank accounts and ATM cards in order to develop financial management skills. In doing so, the company is helping workers to ensure that their income is saved and spent on the care and education of their children.



Women in the Filip + Inna Community

Pointwest Technologies Corporation

Pointwest Technologies Corporation is a fully Filipino-owned company in the information technology and business process outsourcing (IT-BPO) industry. Since its founding in 2003, Pointwest has operated with the core belief that the most important part of getting the job done is one's skills, talents and dedication. To that end, Pointwest provides employment opportunities to talented individuals whose competencies match the jobs available in the organization.

Partly through this dynamic policy that encourages recruitment and career advancement through competency-based evaluations, Pointwest has built up an employee base that is majority-female (542 women among 1069 staff), with six of seven executive staff positions held by women.

Pointwest crafts its policies with the intent to give equal opportunities to all – from any gender, culture, economic and social status, without biases or favors. Exceptional employees are hired and promoted due to their aptitude, not because of sex or gender. The company supports the lifestyle and career growth of its employees by ensuring that workloads are fair, and grants additional leave time as a reward for overtime. Wellness programs are also offered to support employees' physical and mental health.

According to the 2013 World Economic Forum's Global Gender Gap Index, the Philippines is ranked 16th out of 133 economies that practice equal economic participation and opportunity for males and females. This is also borne out by research by global professional services network Grant Thornton International, which placed the Philippines as second only to Russia for having women leaders in business.

Through creating workplaces where both men and women can contribute and develop within the firm, Pointwest seeks to uphold the Philippines' affirmation of "the substantive equality of women and men."



Best Filipino-owned Company -
2014 International ICT Awards

Russia

FBK

Founded in 1990, FBK offers audit, consulting, law, tax, and valuation services. Since 2002 the company has been actively implementing initiatives to support women leadership. The majority of the company's departments are headed by women, and 64% of the staff are women. *The company has always encouraged career development for women, and welcomes and strongly supports its women employees' willingness to raise a family while continuing their careers. FBK provides insurance and flexible work hours, part-time employment and the possibility to work remotely.*

FBK is committed to the following policies for women's career development:

- Creating a comfortable environment for women who combine their work and other social roles;
- Promoting the development and advancement of women aspiring to management positions within the company, both vertically and horizontally, and providing the opportunity to learn related competencies;
- Stimulating women's participation in developing and training programs both within the company and outside the firm

In order to support the employees' development of skills and expertise in their fields, the company offers both in-house (including the FBK Economic and Law School) and external training. Employees are encouraged to bring their children to corporate events and to participate in joint projects with non-profit organizations. It is ingrained in FBK's corporate culture to have children involved in social projects intended to improve the community's social and cultural environment.

A number of FBK's top managers have been selected to represent Russia in the *Fortune*/State Department Global Women's Mentoring Partnership Program. This is an innovative public-private partnership, sponsored by the Bureau of Educational and Cultural Affairs (ECA) of the United States Department of State in cooperation with the *Fortune*/Most Powerful Women Summit and mentor companies.

In FBK women have traditionally occupied key positions and played a significant role in the company's activities. One of the firm's most active leaders is Ms Elena Proskurnya, FBK First Vice-President, who has created the company's team and unique corporate culture. She focuses her efforts not only on entrepreneurship but also on non-profit activities. She is a member of professional and public organizations such as The Committee of 20, the Advisory Council of Women Leaders and Entrepreneurs of The Russian Union of Industrialists and Entrepreneurs (RSPP), and the International Women's Forum. Ms Elena Proskurnya was also awarded the TIAW World of Difference 100 Award by The International Alliance for Women.



FBK 20th anniversary, September 2010

Powder coatings center RADAR

Established in 1993 in the city of Kazan, Russia, Powder coatings center RADAR (RADAR) is a leading manufacturer of powder coating spraying equipment. The company enjoys a rich tradition of female involvement in its management structure: founded by engineers Ms Svetlana Ostrova (president) and Ms Radmila Belavina (general manager), 33% of RADAR's staff are women. According to the founders of the company, it is highly unusual to see female executives in Russian engineering companies, and this has been a key differentiator for RADAR among both competitors and customers.

Since 2000 the company has made an effort to include more women in their day-to-day field operations by hiring more female sales managers. Women within the firm have career growth opportunities, and many reach manager level positions.

RADAR's main efforts to increase the potential of female managers focus on providing a diverse set of technical training opportunities. In 2010, for example, the company sent two female managers to Europe for hands-on technical training at a powder coating manufacturing facility.

According to the company's founders, women-centric training and professional advancement efforts increase total sales for the company because they leverage the high potential of women for effective business negotiations and quality customer service and engagement. RADAR also sets goals when considering women for leadership positions at the management level. The company's general manager, Ms Belavina, has three daughters and she plans to involve them in the business in the future.



Congratilations of the Tatarstan Chamber of Commerce president Shamil Ageev



Ms Belavina and Ms Ostrova with the best customers



RADAR Office

Singapore

EY Singapore

EY (previously known as Ernst & Young) in Singapore, part of the global EY professional services organization, employs more than 2,300 employees, close to 60% of which are women. With 55% of its annual intake of young talent being women, the company strives to foster a culture of inclusiveness. These efforts are also backed by the company's studies, which have concluded that well-managed, diverse teams perform better than less diverse ones.

EY's efforts can be seen in various aspects of its operation ranging from recruitment and promotion to public policy advocacy. *For example, the company educates and trains its recruitment teams in order to diminish biases in its standard recruitment processes, while employing external recruitment agencies to identify strong women candidates for higher positions.* Employees of both genders are provided with education and training opportunities, with focus on self-learning, on-the-job experiences, and coaching by other staff. These processes are closely monitored to make sure that every staff member, regardless of gender, is receiving enough coaching for professional development. This has resulted in high percentages of women being promoted; in the fiscal year 2014, 59% of newly promoted senior managers were women.

Furthermore, EY employees enjoy flexible work styles, allowing them to meet their personal needs while optimizing their contributions to the company. The company's flexible work program can be informal (e.g. choice in work space, place, and starting time) and/or formal, where employees work with their respective managers to design their own work arrangements, with options such as part-time work and career breaks. Such flexibility underpins EY's vision of building a "Workplace of the Future." The culture to appreciate and encourage inclusiveness and flexibility suffuses every level of its workforce. The company further builds a positive culture by regularly communicating the value of diversity through communication and rewards. The company also encourages its senior leaders to develop mentoring and sponsoring relationships with their high-performing subordinates to prepare them for higher positions, which has helped some women to choose to stay in the company and continue to develop their careers after starting a family.

Through these efforts, EY has made progress in increasing opportunities for women, and many of its leaders are engaged externally to advocate for more workforce participation by women in Singapore. For example, Mrs Mildred Tan, EY Singapore's Managing Director for Advisory Services and the ASEAN Government & Public Sector Leader, served on a taskforce under the Singapore Ministry of Social and Family Development (MSF) to increase women's participation on boards, which produced a report on this topic in April 2014.

In 2014, EY was recognized by the National Trades Union Congress Women's Development Secretariat and Tripartite Alliance for Fair and Progressive Employment Practices in Singapore as a "Best Company for Mums" and for "Most Supportive Colleagues." Internally, the company's efforts were recognized by its women staff through a regular survey, which showed in 2014 that more women viewed the company's efforts as positively impacting their own experiences than in the previous year.



EY Singapore's Work-Life Integration Program



Singapore leaders share their views on the Board diversity imperative as a part of an interview for *EY Spotlight on Business* publication:

- Mak Keat Meng, Head of Assurance Services, Singapore
- Mildred Tan, Managing Director, Advisory Services Government & Public Sector Leader, ASEAN
- Neo Sing Hwee, Partner Advisory Services, Singapore

International Paradise Connexions Tours & Travel Pte Ltd

International Paradise Connexions (IPC) Tours & Travel Pte Ltd is a travel agency that has been in operation since 1997. The company has approximately 30 employees and half of them, including one of the two key decision makers, are women.

The company recognizes its female employees' strengths, such as careful attention to customers and dedication to their work. *Especially in order to cater its services to its customer base, most of whom are children, IPC Tours & Travel sees value in retaining women in its workforce and promoting them to leadership positions, while also initiating changes in the company to make the workplace more family friendly, so that women can work while fulfilling their family commitments.*

Today, these changes can be seen in the company's programs for women and for both genders. *For example, new mothers at IPC Tours & Travel enjoy extended maternity leaves and baby bonus payments. Furthermore, in a special mentoring program, a mother returning to the workplace is paired up with another women employee with similar experience while she goes through training to catch up from her absence. In recruitment and promotion, the company tries its best to eliminate every form of gender bias, while challenging its employees and providing them with platforms to take advantage of opportunities not directly related to their daily activities and capacities.*

The benefits of these efforts are evident in the company's increased profitability, product innovation, and process innovation. The company's efforts were recently recognized with the Exemplary Employer Award from the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) in 2014. Last but not least, the company's employee satisfaction survey scores have risen 20% since the start of these efforts.

Examples of benefits from encouraging women leadership

1. Increased Profitability
   - Reduced cost of workforce attrition by 12%
   - Increased revenue by 15%
   - Reduced overhead costs by 20%
2. Increased Product Innovation
   - Increased number of travel destinations served from 20 to 50
   - Expanded services from tours & travel to also include branding and event management as well as team building training
   - Increased number of educational tour itineraries from 30 to 120
3. Increased Process Innovation
   - Reduced number of customer complaints by 70%
   - Improved vendor management, reducing operational costs by 20%



Receiving TAFEP Exemplary Employer Award 2014

Chinese Taipei

Business Next Publishing Corp

Since its establishment in 1998, Business Next Publishing Corp has offered media and communications services in Chinese Taipei. The firm specializes in information technology, and its monthly magazine, *Business Next* (*數位時代*), covers related products and services such as smart phones, software applications, and social networking services. Business Next Publishing Corp is a women-led company and currently has 80 women among 95 total employees. Its leadership positions are mainly held by women; for example, almost 90% of the corporation's top executives are women.

While the company has not launched any special initiatives targeted at retaining or recruiting women, women employees have been valuable members of the company. *The company attributes its high number of female staff to the organic growth of the firm, which has facilitated a simultaneous buildup of women employees. Business Next Publishing Corp believes that being a women-led company has helped to give the company more of a human touch than many firms, which in turn may have helped to attract more women employees.*

In addition to their contributions to an improved work environment and staff morale, the company highly values its women employees' sensitivity to changes in the market, which have supported the creation of new products by Business Next Publishing Corp.

HoneyBear Love House Co Ltd

HoneyBear Love House is a wedding services provider located in the city of Taipei. In 2011, the company was established by three women born in the 1980s. Because the primary customers for the industry are women, the company has relied on the views and input from its female employees to seek further business success since its establishment in 2011. As of September 2014, more than 80% of the total staff members and 50% of the key decision makers at HoneyBear Love House are women.

While HoneyBear Love House has not set any specific numbers as a goal to hire women for leadership positions, it seeks to facilitate employees' creative happiness and make their dreams come true. The company's warmhearted atmosphere, great brand image, corporate culture and recruitment criteria have attracted many women. The company values individuals who are very patient and can design services and products with sensitivity. According to the company's leadership, women are especially well-suited for the business because they can understand a bride's feelings and needs from a woman's perspective. *The company's female wedding planners and designers provide personalized services for each customer, and make each wedding ceremony as fancy, romantic or elegant as requested by the clients.* HoneyBear Love House's leadership also believes that the company offers good opportunities for women to develop their professional careers.

The company attributes its rapid growth over the last three years to its women employees' efforts and engagement with clients. The company's leadership is confident that HoneyBear Love House has left its past customers with a deep impression of happiness and has maintained good relationships with them because of its employees' enthusiasm and professionalism. Its women-led business model has helped HoneyBear Love House not only to boost sales but also to build a family-like relationship among the staff members. The company has received an award from the Small and Medium Enterprise Administration, Ministry of Economic Affairs in recognition of its achievements as a women-led start-up.



Staff Members of HoneyBear Love House

Lifenergy Biotech Corp

Lifenergy Biotech Corp (LE Bio) is a biotechnology and neutraceutical company which develops innovative dietary products and drugs combining pharmaceuticals and nutritional supplements. LE Bio's efforts to increase opportunities for women advancement have been in place since the founding of the company by president Sylvia Lien. Operated and managed by a staff of 15 women, LE Bio has benefitted from initiatives and resources provided by Chinese Taipei to encourage women entrepreneurship.

The company has leveraged female talent to build lasting trust-based relationships with its clients, namely doctors, physicians and pharmacists. While it is not a company policy to hire only women, female employees have found LE Bio's work environment to be enjoyable and are loyal to the company. The company has thus achieved a very low turnover rate. *LE Bio works with a non-profit staffing organization to find suitable employees, and gives special consideration to talented women from underprivileged backgrounds. The company has established regular training sessions to help employees overcome the social and cultural challenges faced by female health industry workers in Chinese Taipei.*

Since the company runs professional seminars on weekends, employees enjoy a flexible work schedule during weekdays. In addition, LE Bio provides a meditation room which employees use to relieve stress and improve their focus.

Empowered with the ingenuity and sturdy work ethic of its female employees, LE Bio's annual revenue has increased by 250% since 2008, when the company was established. In addition, LE Bio's products have been awarded the Symbol of National Quality (SNQ) five years in a row, and president Sylvia Lien has been featured in various domestic and international events, including the Global Summit of Women, for LE Bio's work to improve opportunities for women.



From left to right: Cindy Lin, Account Manager;
Elaine Huang, CEO;
Sylvia Lien, President; Sharon Lin, CFO;
Rita Dao, Marketing Assistant Manager



Dr Jun Yan (in the center, specialized in immune treatment for cancers) speech tour in Chinese Taipei with Lifenergy Bio team.

From left to right: Rita Dao, Marketing Assistant Manager; Fifi Lee, Sales Manager, Chinese Taipei;
Major Liu, Senior Account Manager; Elaine Huang,CEO; Dr Jun Yan (specialized in immune treatment for cancers); Carol Lee, Senior Account Manager; Sharon Lin,CFO; Sherrie Liu, Account Manager; Olivia Chen,Senior Account Manager. Front left: Cindy Lin, Account Manager.
Front Right, Cathy Hu, Senior Account Manager.

Yupinwu Ltd

Yupinwu Ltd, located in Kaohsiung City, is a retail food company that specializes in candied fruits from the southern part of Chinese Taipei. Since its establishment in 2004, Yupinwu has been actively supporting women's participation in the food industry. *In order to encourage career development for women, especially mothers and wives who are returning to the workforce after a career break, the company has implemented a quota system to hire enough number of women for the top executive and other leadership positions.* As of September 2014, all 17 of its employees are women.

Yupinwu's core goals for its women staff are to encourage them to have more self-confidence, ambitious career goals and a better work-life balance. The company's leadership sees a glass ceiling for women still existing in its industry, and believes that the public agencies and SMEs like Yupinwu should take an active role to empower women and help them to pursue different career opportunities.

Through its monthly staff training, Yupinwu enhances its staff members' professional skills and abilities such as strategic thinking, decision making, and creativity, and offers them opportunities to develop better relationships with their supervisors. The company enjoys a high retention rate, particularly when compared to its competitors, due to its policy to respect employees' work-life balance.

The company attributes its growth to its women's professionalism, marketing skills and attention to detail. Furthermore, Yupinwu's employees enjoy discussing better ways to market their products with each other, which has positively influenced staff morale. In 2013, Yupinwu received an award from the Small and Medium Enterprise Administration, Ministry of Economic Affairs, in recognition of its achievements as a women-led start-up. The company is fully confident that its women employees have a positive influence not only on the company's public image but also on the community by facilitating greater gender equality.



Yupinwu received the Women Entrepreneur Award

Thailand

Toshiba Thailand Co Ltd

Toshiba Thailand Co is an importer & distributor of information technology products, communication products, audio visual products and general household appliances. Founded in 1969, the firm has had a long history of strong female leadership and policies for gender equality.

The Company was first led by Dr Korn-Thanpuying Niramol Suriyasat, a female CEO who was recognized by Thailand as Woman of the Year (1987), Industrial Woman of the Year (1990), and World Class Executive (1996). In 1991, Her Majesty the Queen of Thailand bestowed upon her a royal decoration as a "Lady" of Thailand, and she was later appointed to Thailand's Senate. Her daughter and the current chairperson of Toshiba Thailand, Ms Kobkarn Wattanavrangkul, has been with Toshiba Thailand for 28 years and was recognized as a "Leading Women Entrepreneurs of The World" honoree in 2004 for her achievements at Toshiba, including her leadership during the Asian financial crisis of the mid-nineties. Toshiba Thailand's Senior Manager of Accounting & Finance, Senior Manager of Operations and Human Resources Management are also women and have been with the firm for more than 30 years. In addition, many female Managers in Marketing, Service and CSR Department have also been working with Toshiba Thailand for over 10 years.



Founder of Toshiba in Thailand ,
Dr Korn-Thanpuying Niramol Suriyasat



Princess Maha Chakri Sirindhorn presiding over the Toshiba Art Exhibition 2012



Princess Maha Chakri Sirindhorn presiding over the Toshiba Art Exhibition 2012

Toshiba Thailand seeks to provide equal opportunities to all staff members, with promotion opportunities for any staff members with high leadership potential. Currently there are 12 women working as department heads at Toshiba, who all rose through the ranks at the company based on their individual merit. Managers at Toshiba pay special attention to improving workplace culture and maintaining a good work environment.

Since 1988, Toshiba Thailand has implemented a long term CSR policy through promoting the arts and educational projects. For the past 26 years, the firm has collaborated with university fine arts departments to organize an annual art contest based on the themes "Bring Good Things to Life" and "Committed to People, Committed to the Future," to help work toward a society dedicated to peace and prosperity. The art contest has been widely praised for its support of mental and creative development and for helping people to visualize a sustainable future.

(Profile data as of 11 August 2014)

The United States

AT&T

A global communications company with headquarters in Dallas, Texas, AT&T has a longstanding reputation as a company where women can achieve their highest potential, take on increasing levels of responsibility and help to lead the communications revolution. The firm has more than 37,000 women managers (37%), and 30% of general managers and 27% of senior leaders are women. Additionally, women represent 25% of the 71 senior executives who run operations with more than USD 1 billion in revenue. Furthermore two of the AT&T Chairman's direct report team (18%) and four of the Directors on its board (25%) are women.

AT&T seeks to annually grow the representation of women in leadership and decision-making positions. Since 2011, the company has increased the amount of women at the officer level by 13%. *AT&T has established a three-year Diversity and Inclusion Operating plan, with annual goals at the corporate and business unit levels, which are updated annually based on where AT&T sees the greatest opportunities to impact its strategy.* Currently, AT&T tracks performance against the following metrics:

1. Commitment initiatives, which encompass key initiatives such as training, volunteerism, or community engagement that will foster a diverse and inclusive environment;
2. Promotions to General Manager Level and above positions, for women and people of color, and
3. Demographics for General Manager Level and above positions, for women and people of color.

The Chairman's Diversity Council reviews progress each quarter and a portion of the firm's top 500 senior leaders' annual compensation is linked to the achievement of results.

While this infrastructure drives significant focus on diversity and inclusion at AT&T, the company also launched a focused effort in 2011 to improve its women's leadership profile. Programs and initiatives were put in place along three dimensions: Talent Attraction, Development and Engagement.

In 2011, AT&T established a "recruiting center of excellence" with an emphasis on women that includes a development plan to educate its 230 recruiters about the importance of identifying and recruiting diverse talent. To support recruitment, the firm introduced a reporting tool that tracks the demographic makeup of all candidates presented to hiring managers, and created and launched new job description guidelines to reduce subtle bias in job descriptions. Dedicated staff was put in place and tasked with identifying top women talent and promoting AT&T as a top employer for women. In addition, AT&T launched a media plan to promote careers in places where women spend time online. The program's success is evident in the numbers. In 2012, approximately 520,000 external applications were from women and in 2013 this number climbed to 637,000; the percentage of management new hires that are women was 33% in 2011 and rose to 35% in 2013.

From a leadership development perspective, AT&T places women (and men) in positions that play to their strengths and challenge them to grow even more. *One of AT&T's most popular leadership courses is the Human Performance Institute's Corporate Athlete, which teaches that to be successful; all employees need to care for the four dimensions of their lives: Physical, Mental, Spiritual and Emotional.* AT&T also provides market competitive compensation that includes generous pay-for-performance bonuses, pension plans, quality healthcare and flexibility.

In 2012, AT&T began a mentorship program for 23 of its highest-caliber Vice President (VP)-level women and people of color and facilitated introductions to Direct Report Officers (or Champions) outside their organization. The program has been a success at growing and developing advocacy across the business: since the program's inception, five Vice President-level participants (three women) have been promoted to officer, and since expansion of the program, four General Manager (GM) level participants (four women) have been promoted to VP. Similarly, the Executive Women's Leadership Experience program targets 20 high potential women VP and GM-level leaders who have the potential to move to more senior roles, and provides those leaders with in-depth education on all parts of AT&T's business directly from senior executives via intimate conversations in classroom settings and during informal lunch and dinner receptions. To date, 26% of those who participated in 2013 have been promoted.

In 2012, the company launched WOW! The AT&T World of Women, a website that offers AT&T women a one-stop shop for tools and resources to develop, grow and achieve balance. The site includes a series of videos featuring AT&T leaders who describe their career journeys, as well as practical tips and links to a variety of internal and external resources around topics such as "Growing a Family" and "Caring for Aging Parents." Through all of these efforts, AT&T is in a strong position to build upon its reputation as a great place for women to work.



AT&T Women's Leadership Council

Baxter International Inc

Baxter International Inc (Baxter) is global healthcare company with headquarters in Deerfield, Illinois. The company develops, manufactures and markets products for people with hemophilia, immune disorders, infectious diseases, kidney disease, trauma, and other chronic and acute medical conditions.

Baxter embarked on building an inclusive culture and a diverse workforce in the Asia Pacific region in 2005; the primary initiative, Building Talent Edge (BTE), was launched in the same year. As a result of this initiative, Baxter has a requirement in the Asia Pacific region that women make up at least 50% of candidates when recruiting for a senior level position. Baxter's general managers are accountable for retaining 100% of their "top talent" so there is a strong "line of sight" to talent management initiatives. The program addresses the region's "war for talent" by attracting, developing and retaining talented women professionals, and by providing a more "gender balanced" environment to improve decision-making and innovation. In 2004, prior to implementing BTE, women held 25% of leadership and critical positions. By 2009 that number had increased to 48%.

Over the past nine years, Baxter has more than doubled its employee base in the region and still maintains a gender balance in leadership positions. Currently, women lead three of four finance teams in Asia. These three financial leaders for the Greater China, Japan and Emerging Asia regions were all promoted from within the company. Globally as of 2013, 23.1% of directors and 24.4% of senior leadership (vice president and above) are women, up from 15.4% and 19.2% respectively in 2009. Additionally, 46.3% of employees at the supervisor/director level are women. Today, Baxter has women executives holding general manager roles across the globe in places such as Hong Kong, China; Switzerland; Thailand; Turkey and the UK.

Globally, Baxter's Global Inclusion Council provides thought leadership, guidance and support to enhance the company's inclusive culture. The Council works closely with Baxter's Human Resources (HR) team and Sustainability Steering Committee, which ensures alignment and support among the company's senior leadership. To support related staff training, in 2012 Baxter launched The Power of Managing Inclusively, a four-hour instructor-led, mandatory workshop for all managers, supervisors and above.

In the USA, Baxter has established a "business resource group" called Building Women Leaders (BWL) which is dedicated to facilitating a culture where women are inspired to advance their careers to develop to their desired potential and an environment that creates opportunities for women. BWL includes peer to peer and executive coaching, leadership training and access to top corporate leadership. The group has been growing steadily since launching in Baxter's Northern Illinois locations, and now includes chapters in California, Belgium and the Asia-Pacific.

Baxter has also taken action to address the challenges employees encounter in striking a balance between work, family and other personal responsibilities through programs such as Alternative Work Arrangements (AWA), which allows for modified working hours, and Employee Assistance Programs (EAP). Notably, AWA is a groundbreaking program in Baxter's Emerging Asia region (India, Southeast Asia, South Korea), where such practices are uncommon in most businesses.

Baxter has received multiple awards and recognitions for its policies to attract and develop women talent. Baxter in the USA was recognized out of 1,200 other companies by DiversityInc, an organization dedicated to the advancement of diverse populations, as one of DiversityInc's 25 Noteworthy Companies in 2014. Baxter has been honored twice by Catalyst, a leading nonprofit organization with a mission to expand opportunities for women and business. The most recent award was in 2009 for the BTE initiative. In the Asia-Pacific, Baxter was recognized by the Hong Kong's Family Council in 2014 as a "Family-Friendly Employer" for creating flexible working arrangements, employee family care, benefit support and family-friendly employment policies and practices. Baxter also sponsors related international conferences, workshops, and meetings, such as the Global Women's Forum (EMEA) and the 2014 US-Japan Council (USJC) - American Chamber of Commerce in Japan (ACCJ) Women in Business Summit in Japan.



A team meeting in Baxter's Los Angeles, CA office

Citi Hong Kong

Citigroup Inc (Citi) is an American banking and financial services corporation headquartered in New York City, with branches worldwide, including a major franchise in Hong Kong, China. The firm values a work environment where diversity is embraced, and the high participation of women at Citi Hong Kong reflects this emphasis on merit and diversity. In recognition for its efforts to connect and inspire women employees, Citi Hong Kong was awarded the prestigious "Best Company for Women" Award by the American Chamber of Commerce in 2013.

As of 2014, 54% of Citi Hong Kong staff members were women, of which 48% held managerial roles, while over 55% of the franchise's revenue was managed and contributed by businesses under the leadership of senior women executive members.

Citi views both recruitment and retention of women employees as a major priority. *One of the firm's most successful initiatives in recruiting women has been a requirement for businesses to make every effort to develop a diverse slate of candidates against open positions.* Involvement of senior women in the recruitment of strategic senior roles has also been an important initiative, since the policy has meant that senior Citi women can be drawn upon to assist the selection panel and can use their networks to identify appropriate external women who may be interested in a move to Citi. As a result, when reviewing external leadership hires across the Asia-Pacific region since 2011, the proportion of women hired has risen year on year, increasing from 22% in 2011 to 39% in Q1 2014.

The firm's employee-led network, Citi Women's Network – Hong Kong, also focuses on connecting, inspiring and empowering women. The network engages both men and women and provides development opportunities that enhance members' abilities to contribute in the workplace and promote networking to share knowledge and experiences.

Citi Hong Kong offers its staff industry-leading and innovative work/life balance initiatives to help attract and retain staff, in particular women, with flexibility to manage their time. *Policies include Citi Work Strategies (CWS) to develop flexible work arrangements; Leave-On-Time or monthly 4pm leave to let employees spend quality time with family; an Employee Assistance Program to provide counseling services; informal sessions with senior internal and external leaders; and providing access to employee facilities like nursing rooms.*

Through 2013, more than 600 women received training in Citi's women's advancement programs. *For example, Women Leading Citi, a program launched in 2009, fosters the mobility of senior executive women through sponsorship, supported by their manager, a talent professional, an executive coach and a senior Citi sponsor.* Of the participants in 2009, 70% have experienced career mobility at Citi, as has 65% of the 2012 class.

The Women's Leadership Development Program, launched in 2008, is run in partnership with the UCLA (University of California, Los Angeles) Anderson School of Management and targets high-performing, director-level women. Lectures, discussions and assignments prepare participants for executive roles and to become champions and role models within Citi. In total, 565 women have attended through June 2014 and have seen strong progression in their careers.

Coaching for Success is another Citi program which seeks to improve retention and promotion among talented women middle managers. Offered across Europe, Middle East and Africa, it provides workshops and coaching by senior management.



Citi Hong Kong received the prestigious "Best Company for Women" in the 2013 AmCham's Women of Influence Award



Citi Hong Kong launched the employee-led Women's Network in 2014 to further the firm's efforts in gender diversity.

Eli Lilly and Company

A global pharmaceutical company with headquarters in Indianapolis, Indiana, Eli Lilly and Company (Lilly) views an engaged women workforce as an essential facet of the company's success across the globe.

Lilly invests in a number of programs to support employees as they strive to balance the multiple dimensions of personal well-being, including physical and emotional health, planning for a successful financial future, and development within a career. *For example, Lilly's signature employee-engagement program—Connecting Hearts Abroad—allows employees each year to volunteer, on company time and expense, for two weeks in various places around the world.* Lilly also offers traditional programs such as flexible work arrangements, generous time off programs, and on-site services such as preventative and routine healthcare, childcare and other child support services, and fitness facilities.

While some programs to support women are global, often initiatives are designed at the local affiliate level in order to best meet the needs of the local population. *For example, Lilly's Japan affiliate introduced the first phase of its diversity strategy, "Females in Leadership," in 2004 and has since then frequently refined its components, including establishing a diversity counsel and programs to develop women leadership.*

Women staff members make up 46% of the company, across occupations as diverse as scientists, engineers, manufacturing staff, sales professionals and doctors. Furthermore four of the company's 14 executive staff members are women, including the leaders of Lilly Oncology, manufacturing, compliance and quality. *The company also puts a strong effort into the successful recruitment of women talent, and 46% of all new hires in 2013 were women. In addition to strong recruiting efforts, Lilly has a retention rate of 95%, which is supported by programs to encourage career development, such as the Global Succession Management, a key process that provides potential leaders within the company with training and executive mentors.*

Lilly has received several awards and recognition for its policies. The company has been included in the "Top 100 Employers for Women MBAs" by *Fortune* magazine, received recognition by *Working Mother* magazine in the magazine's Hall of Fame after more than 15 consecutive years on the magazine's list of "100 Best Companies for Working Mothers," and was named one of the "Top 50 Companies for Executive Women" by the National Association for Female Executives. Finally, Lilly was named in Diversity Inc's list of Top 50 Companies for diversity.



Researcher at Lilly

Procter & Gamble

Procter & Gamble (P&G), a global consumer goods firm with headquarters in Cincinnati, Ohio, has worked hard to create flexible options and support for women employees. P&G's executive leadership team places significant emphasis on growing women leaders at all levels, and conducted a deep dive study globally to identify the key aspects of the recruitment and retention of talented women. The company believes that diversity and inclusion, including women's leadership, is part of its Purpose, Values, and Principles, and is critical to business growth.

To help attract women talent, P&G participates in a number of recruiting events that align with its focus on diversity and inclusion. P&G's global number for hiring of women has risen to 45 percent, and hiring was even higher in Asia at 52 percent today. *To support the development of women leaders, P&G has constituted a Corporate Women's Leadership Team (CWLT) which consists of senior leaders across the company.* This group provides women leadership seminars, career planning, and women's life mentoring. The internal Senior Women Leaders initiative is playing a prominent role in developing leadership throughout the company by providing an increased focus on the personal and professional development of women executive leaders, along with better and more deliberate staffing plans for women in business-accountability, profit and loss (P&L), and functional staff leadership positions.

P&G is working to encourage flexibility for workers through its global flexibility initiative, which provides location and time flexibility, mass mentoring programs, women leadership seminars, and women's life mentoring. Partly as a result of these efforts, attrition for women middle managers in P&G is now consistently lower than for male managers.

P&G has also recently renewed its global policy regarding personal leave. When an individual goes on leave, managers are now required to either identify the specific position into which the individual will return from leave or to hold their current position open for the duration of the leave. This gives women in particular an additional sense of security about going out on maternity leave as they know in advance the specific assignment into which they will be placed upon their return, and the majority of women within P&G return to their careers after their maternity leave.

The company has been frequently recognized for its efforts to support women in the workplace. P&G was listed as number four on the ranking of "100 Best Companies for Working Mothers" in 2013 by Workingmother.com, and was named one of the Top Ten best companies for executive women for the past straight four years by the National Association for Female Executives (NAFE). With five women board members, the firm is ranked number one among *Fortune* Global 200 companies for percentage of women board members, and has been represented on the *Forbes* Top 50 Most Powerful Women's list by women employees and board members for the last 10 years.

Qualcomm

Qualcomm Incorporated (Qualcomm) is a world leader in 3G, 4G and next-generation wireless technologies, headquartered in San Diego, California. The company has 188 offices around the world as of September 2014, and has been consistently ranked by *Fortune* Magazine as a "Best Place to Work."

Qualcomm provides a broad range of programs and resources to advance women in technology, specifically within the company from the lab to the boardroom, because the company believes diversity drives creativity and fosters a larger and more competitive workforce.

One example of the women-focused recruiting initiatives in the company is the Qualcomm Women's Collegiate Conference. This conference is held annually for women in their early years of study for a career in science, technology, engineering and mathematics (STEM) . Many return for summer internships with the intention of building a lasting employment relationship. The company also hosts an Intern Women's Summit to bring all of its women engineers from across the USA and Canada to the San Diego headquarters to provide interns with opportunities for networking and team challenges.

Once women workers enter the company, QWISE (Qualcomm Women in Science and Engineering), which was founded in 2006 by a small group of Qualcomm women engineers, encourages them to broaden their professional expertise in technology. The initiative offers various programs and seminars, including the facilitation of networking opportunities for over 1,600 members worldwide.

Qualcomm also has a SMART Mentoring Program that was launched in 2010 by the QWISE Employee Network. This program provides the opportunity for women Qualcomm employees in the USA and around the world to be mentored by a senior leader of the Qualcomm team to pursue further career development opportunities.

Qualcomm's innovative policies and practices assist in attracting women and minimizing its turnover rate, which is among the lowest for its industry. Retaining its emerging women leaders and continuing to foster their professional development needs is vital to the company and to innovation. *QLiving, Qualcomm's work/life balance initiative, helps employees manage busy lives, offering opportunities for growth in the areas of family and health.* The company also provides most employees company-issued laptops and smartphones that allow them to email, work remotely, and participate in conference calls. Parents returning to work after childcare leave also have the opportunity to return for a period of time with a flexible or modified work schedule. *Furthermore, Qualcomm provides nursing mothers with onsite lactation in a comfortable/private space, and offers leave time to both parents.*

In September 2013 Qualcomm announced the Women Enhancing Technology (WeTech) program at the Clinton Global Initiative Annual Meeting with the Institute of International Education and other public/private sector organizations. The project aims to build a healthy pipeline of girls and women in STEMfields by linking them to university scholarships in engineering, leadership and technical skills training, mentorships and internships that prepare them for entrance to and success in high-paying tech careers.

Qualcomm has been acknowledged for its achievements in women's leadership. The company received the San Diego Athena Pinnacle Award for Women in Leadership, and in India was ranked as the number one telecom company and number three in workplace diversity and inclusion practices in a study of "India's Best Companies to Work For in 2012." These and other acknowledgements illustrate the widespread recognition of the opportunities all Qualcomm employees are given to succeed, lead and grow in their careers through training, mentoring, networking groups and extensive development programs and the long term perspective Qualcomm has towards influencing the number of women in technology leadership.



Convergence of Women Event



Shawn Covell in Nepal

State Street

State Street is an American financial services corporation headquartered in Boston, Massachusetts. *In 1999, the firm began a formal commitment to diversity with the establishment of an official diversity office, and in 2009 established a formal Global Inclusion / Diversity Center of Expertise to further support gender diversity in the workforce.* Women make up nearly half of the workforce at State Street, and the firm views engaging them at all stages of their careers as key to its success. At present, the firm employs 13,477 women among 29,411 total staff (46%), with women representing 25% of total executive staff globally and 35% of total executive staff in the Asia-Pacific region.

The number of women in managerial positions is expected to continue to climb, with continued strong support from top leadership as well as ongoing and sustained professional development and champions to support women employees. *In 2011, State Street's Chairman and Chief Executive Officer Jay Hooley set diversity goals, with a target of increasing representation of women globally at senior level from 22 % to 27% within three years.* All Management Committee members are accountable for achieving the goal, and it is linked to executive compensation.

The initial effort to support increased diversity at the firm included a series of focus groups where women employees stated their desires for career growth and professional development. *As a result, in 2000, the firm launched State Street's Professional Women's Network's (PWN) to directly provide a support infrastructure for women employees.* Today, the global network supports professional development, business knowledge and advancement opportunities for women in the financial services industry.

In order to encourage development of women leaders, the State Street's Women in Leadership in Asia-Pacific governance structure was set up for both male and women executives. This program provides strategic direction and executive sponsorship to PWN chapter leaders, as well as for the Sponsorship Program for women top talent at middle and senior level and the Pay IT Forward Mentoring Program, in which 10 of the 13 women senior managers are engaged in mentoring high potential female executives at Vice President level to strengthen the pipeline of women talent.

To support retention of staff, State Street has also implemented a comprehensive flexible work program, which helps retain women talent with various personal and family demands who would otherwise need to leave the workforce. Nearly 70% of employees enjoy some type of flexible work arrangement. As a result of its policies and programs, State Street has seen improved retention of women talent at all levels in the Asia-Pacific region, with the overall retention rate increasing from 79% in 2010 to 84% in 2013. In general, State Street has high retention rates for women in middle management. For example, from 2010 to 2013, retention rates were between 87% and 94%. State Street has also had no cases of women Senior Vice Presidents submitting voluntary resignations to leave for another position at a company or organization.

The firm has also established training programs to create awareness around unconscious bias and provide guidance for staff. *The Building an Inclusive Environment at State Street program was launched in 2011, and nearly 3,000 managers from across the firm have completed the training course.* This has contributed greatly to embedding a culture of inclusion at State Street.

State Street has been acknowledged by international and domestic organizations as an employer for women. In Australia, State Street was named as an "Employer of Choice for Women" by the Equal Opportunity for Women's Agency for four consecutive years from 2009 to 2012. In the United States, the firm has received recognition by placement on the "Working Mothers' Best 100" for North America, which is one of the most significant recognitions for companies that provide family-friendly benefits and flexible cultures.



Senior women leaders sharing career development advice in a panel discussion organized by State Street's Professional Women's Network

Viet Nam

Orchid Joint Stock Company

Based in Viet Nam's Hung Yen Province at the eastern gateway to Hanoi, the Orchid Joint Stock Company specializes in providing ecologically friendly packaging cartons and cosmetic products for both domestic and overseas markets.

The company has implemented several initiatives to increase opportunities for women, such as creating opportunities for female employees' career development, and encouraging female employees to seek management and leadership positions within the firm. *Orchid's efforts to support women in the workplace include policies for recruitment of female talent among managers and decision makers, promotion of female employees to executive positions, supporting staff training, and fostering awareness among employees of the firms' policies.* Approximately 60% of employees at the firm are women, with the same percentage of women among the total management staff. Among the leadership of the firm, women make up 40% of executive staff and decision makers.

Despite challenges such as the global economic crisis and its effects on business, Orchid has worked to support employees' work-life balance through policies such as providing maternity leave and covering employees' meal costs based on their actual working days each month.

Orchid supports policies that are timely, transparent and fair for employees, such as providing salaries and bonuses based on performance and merit. The company periodically reviews the performance and efficiency of each worker, and adjusts salary levels and/or schedules accordingly. Orchid is very careful about its employees' physical and mental health; for example, the temporary workers in the company are provided with significant benefits such as social insurance, health insurance and unemployment insurance.



Orchid Office

Refrigeration Electrical Engineering Corporation

Refrigeration Electrical Engineering Corporation (REE Corporation) was founded in 1977 as the first company in Viet Nam to specialize in providing mechanical and electrical (M&E) services for civil, industrial and infrastructure projects, such as the manufacturing and distribution of air conditioners designed for home and industrial applications. The firm also sells mechanical products under the "Reetech" brand and is involved in real estate development and management, as well as strategic investment in the power and water utility sectors.

REE Corporation provides opportunities for female workers to take significant roles and responsibilities; approximately 21% of managerial positions in the company are held by women, including three of the company's chief executives. *Women employees at REE are involved at many levels across the company, including at chief executive, project manager, technician, designer, and chief accountant positions. In particular, REE Corporation's leadership highly values their female investment specialists' preciseness.* REE Corporation carefully maintains policies to support its female employees, such as child support and maternity leave, in order to provide them with the same opportunities for advancement as their male colleagues.

One of the most remarkable women in REE Corporation is Ms Nguyen Thi Mai Thanh, the Chairwoman of the Board for REE Corporation. As a woman entrepreneur, she has been closely connected with REE Corporation's development since 1982. Under her leadership, in 1993 REE Corporation became the first company in Viet Nam to undergo privatization and in 2000 REE Corporation also became the first company listed in the Vietnamese stock exchange. She has been the recipient of several awards for entrepreneurship, including a 2011 APEC award for women's creativity.



REE Office

Saigon Union of Trading Cooperatives

Saigon Union of Trading Cooperatives (Saigon Co.op), a chain of supermarkets, food stores and convenience stores that is the leading retailer in Viet Nam, has been strongly supportive of its women employees since its founding in 1989, following the motto of "one for all, and all for one." The USD 1.1 billion company employs more than 8,000 women among its staff, or 60% of employees. Since 2011, the percentage of women among managers has stayed relatively constant at about 54% of total management staff.

Saigon Co.op seeks to support the community as well as its members. For example, Ms Nguyen Thi Nghia, the founder of the chain as well as a former chairperson, has also served as a leading Ho Chi Minh City party member and as a National Assembly member. The current CEO, Ms Nguyen Thi Hanh, is also a member of the Executive Committee of Vietnam Women's Union. Other members hold high level leadership positions in similar unions for youth and trade.

The chain strongly emphasizes creating a friendly working environment for all employees, as well as attractive compensation policies (such as efficiency bonuses, training and re-training, and scholarships). Since May 2014, Viet Nam's revised labor code has supported workplace gender equality through policies such as the extension of maternity leave from four to six months. Although this policy means a significant cost for Saigon Co.op, given its high percentage of female staff, the company views these policies as important for the health and well-being of mothers and their babies. *Saigon Co.op believes that hiring, retaining and training women staff provides benefits in terms of increased productivity and competitiveness.*

Saigon Co.op has been awarded by Viet Nam for its achievements several times in the past, including the "Second grade Independence medal" for exceptionally outstanding achievements in 2014. Saigon Co.op has also become the leading retailer in Viet Nam selected by the *Retail Asia* magazine (2004-2014), and is the first Vietnamese retailer to have received the Customer Service Excellence Award.



Ms Nguyen Thi Hanh, CEO of Saigon Co.op



Ms Hanh, CEO of Saigon Co.op, giving merit scholarships to students from low-income families

Appendix I: Participating Organizations

The following 48 organizations participated in this project. This list is arranged by the alphabetical order of economy and organization name. Since this publication relies on data provided by each nominated company, some data is unavailable or not applicable due to organization policies on data-sharing or the type of organization. These situations are noted below as "N/A." Definitions are provided below for the terms used in this list.

- **Economy:** The description reflects economy which nominator of each organization belongs to, but location of each organization.
- **Sales (Year):** The sales figure is based on the latest available data, and is given in both the local currency of each economy and the US dollar value (exchange rate of Septempber 2nd, 2014). Fiscal reporting year may vary between economies and organizations.
- **Type of Business:** The classification of each business type is based on the International Standard Industrial Classification of All Economic Activities (ISIC), Rev 4, which divides productive activities into 21 sections. This report uses unique classification titles for two business types: "Financial activities" instead of "Financial and insurance activities" and "Wholesale and retail trade" instead of "Wholesale and retail trade; repair of motor vehicle and motor cycles."
- **Statistics of Women:** The statistics are based on the latest available data.
  - "Total staff" = The percentage of women among the total number of staff members.
  - "Key Decision Makers" = The percentage of women in key decision maker positions (e.g. board members, chairs, etc.), classified by each organization's discretion or each economy's corporate law.
  - "Top Executive Staff" = The percentage of women in top executive/chief executive positions (e.g. CEO, CFO, etc.) classified by each organization' discretion or each economy's corporate law.
  - "Managers" = The percentage of women in manager positions.

Economy	Australia		
Organization Name	The Australian Army		
Year Established	1901		
Sales (Year)	N/A N/A		
Type of Business	Public administration and defense; compulsory social security		
Address	Army Headquarters R1 Russell Offices, Russell Act, Australia		
Website URL	www.army.gov.au		
Statistics of Women	Total Staff		12%
		Key Decision Makers	10%
		Top Executive Staff	14%
		Managers	13%

Economy	Australia		
Organization Name	Commonwealth Bank of Australia		
Year Established	1912		
Sales (Year)	AUD 8.63 billion (2014) USD 8.02 billion (2014)		
Type of Business	Financial activities		
Address	Level 18, 201 Sussex St, Sydney, New South Wales, Australia		
Website URL	www.commbank.com.au		
Statistics of Women	Total Staff		60%
		Key Decision Makers	27%
		Top Executive Staff	33%
		Managers	43%

Economy	Australia		
Organization Name	KPMG Australia		
Year Established	N/A		
Sales (Year)	AUD 1.12 billion (N/A) USD 1.04 billion (N/A)		
Type of Business	Professional, scientific and technical activities		
Address	10 Shelley St, Sydney, NSW, Australia		
Website URL	www.kpmg.com.au		
Statistics of Women	Total Staff		47%
		Key Decision Makers	22%
		Top Executive Staff	20%
		Managers	33%

(The percentage of women in manager positions is based on the percentage of women in "Senior Leaders" positions in the organization.)

Economy	Indonesia		
Organization Name	PT Anugraha Wening Cnd		
Year Established	2004		
Sales (Year)	IDR 15.00 billion (2013) USD 1.27 million (2013)		
Type of Business	Manufacturing		
Address	Jl. Juhri 83, Meruya Selatan, Kembangan, Jakarta, Indonesia		
Website URL	www.anweca.co.id		
Statistics of Women	Total Staff		31%
		Key Decision Makers	70%
		Top Executive Staff	50%
		Managers	50%

Economy	Indonesia		
Organization Name	PT Binusa Riau Persada		
Year Established	2000		
Sales (Year)	N/A N/A		
Type of Business	Real estate activities		
Address	Jl. Irkaf Arifin Ahmad, Perumahan Gran Residence No.1, Marpoyan, Pekanbaru, Indonesia		
Website URL	N/A		
Statistics of Women	Total Staff		50%
		Key Decision Makers	40%
		Top Executive Staff	50%
		Managers	50%

Economy	Indonesia		
Organization Name	Toraja Melo		
Year Established	2010		
Sales (Year)	N/A N/A		
Type of Business	Manufacturing		
Address	Jalan Kemang Timur 62, Jakarta Selatan, Indonesia		
Website URL	www.torajamelo.com		
Statistics of Women	Total Staff		88%
		Key Decision Makers	100%
		Top Executive Staff	100%
		Managers	100%

Economy	Japan		
Organization Name	Hikari Kikai Seisakusho Co Ltd		
Year Established	1959		
Sales (Year)	JPY 1.13 billion (2014) USD 10.82 million (2014)		
Type of Business	Manufacturing		
Address	8-1 Ishinden Nakano, Tsu-city, Mie, Japan		
Website URL	www.hikarikikai.co.jp		
Statistics of Women	Total Staff		27%
		Key Decision Makers	60%
		Top Executive Staff	0%
		Managers	0%

Economy	Japan		
Organization Name	Mo-House		
Year Established	1997		
Sales (Year)	JPY 284 million (2013) USD 2.72 million (2013)		
Type of Business	Wholesale and retail trade		
Address	mo-baco 2nd Floor, 2-17-4 Umezono, Tsukuba, Ibaraki, Japan		
Website URL	mo-house.net		
Statistics of Women	Total Staff		100%
		Key Decision Makers	100%
		Top Executive Staff	100%
		Managers	100%

Economy	Japan		
Organization Name	Sanshu Seika Co Ltd		
Year Established	1949		
Sales (Year)	JPY 2.40 billion (2013) USD 22.99 million (2013)		
Type of Business	Manufacturing		
Address	2-8-3 Toyono-cho, Kasukabe, Saitama, Japan		
Website URL	www.sanshu.com		
Statistics of Women	Total Staff		75%
		Key Decision Makers	0%
		Top Executive Staff	0%
		Managers	23%

Economy	Japan		
Organization Name	Shiseido Co Ltd		
Year Established	1872		
Sales (Year)	JPY 762 billion (2013) USD 7.30 billion (2013)		
Type of Business	Manufacturing		
Address	7-5-5 Ginza Chuo-ku, Tokyo, Japan		
Website URL	www.shiseidogroup.jp		
Statistics of Women	Total Staff		83%
		Key Decision Makers	23%
		Top Executive Staff	6%
		Managers	27%

(These statistics are for employees across the Shiseido Group. Because some staff members hold both key decision maker and top executive/chief executive titles, the statistics have some overlap between the two.)

Economy	Japan		
Organization Name	Takashimaya Co Ltd		
Year Established	1831		
Sales (Year)	JPY 702 billion (2013) USD 6.72 billion (2013)		
Type of Business	Wholesale and retail trade		
Address	5-1-5, Nanba, Chuo-ku, Osaka-shi Osaka, Japan		
Website URL	www.takashimaya.co.jp		
Statistics of Women	Total Staff		53%
		Key Decision Makers	14%
		Top Executive Staff	8%
		Managers	29%

(“ Manager“ is defined as staff members who have subordinates.)

Economy	Republic of Korea		
Organization Name	Bow Industrial Corporation		
Year Established	1985		
Sales (Year)	KRW 23.33 billion (2013) USD 23.00 million (2013)		
Type of Business	Manufacturing		
Address	3-5 Yangjae Daero 60-Gil, Bow Building 3rd Floor, Songpa-Gu, Seoul, Republic of Korea		
Website URL	www.bowjewel.com		
Statistics of Women	Total Staff		77%
		Key Decision Makers	33%
		Top Executive Staff	43%
		Managers	60%

Economy	Republic of Korea		
Organization Name	M.Son Co Ltd		
Year Established	1993		
Sales (Year)	KRW 30.43 billion (2013) USD 30.00 million (2013)		
Type of Business	Wholesale and retail trade		
Address	370-25 Hapjung-dong, Mapo-gu, Seoul, Republic of Korea		
Website URL	N/A		
Statistics of Women	Total Staff		35%
		Key Decision Makers	33%
		Top Executive Staff	33%
		Managers	40%

Economy	Malaysia		
Organization Name	CALMS Technologies Sdn Bhd		
Year Established	2002		
Sales (Year)	MYR 1.60 million (2013) USD 504,891 (2013)		
Type of Business	Information and communication		
Address	Block M, UPM-MTDC Technology Centre Universiti PutraMalaysia Serdang, Selangor, Malaysia		
Website URL	www.calms.com.my		
Statistics of Women	Total Staff		30%
		Key Decision Makers	50%
		Top Executive Staff	67%
		Managers	33%

Economy	Malaysia		
Organization Name	CIMB Group Holdings Berhad		
Year Established	1956		
Sales (Year)	MYR 4.54 billion (2013) USD 1.43 billion (2013)		
Type of Business	Financial activities		
Address	17th Floor Menara CIMB, 1 Jalan Stesen Sentral 2, Kuala Lumpur Sentral, Kuala Lumpur, Malaysia		
Website URL	www.cimb.com		
Statistics of Women	Total Staff		59%
		Key Decision Makers	22%
		Top Executive Staff	17%
		Managers	42%

(The sales figures are for across the Group/region as reported in the CIMB Annual Report 2013. "Key decision makers" are the members of the CIMB Board. "Manager" is defined as senior management who are one level below the C-Suite.)

Economy	Malaysia		
Organization Name	Malaysian Software Testing Board (MSTB)		
Year Established	2006		
Sales (Year)	N/A N/A		
Type of Business	Information and communication		
Address	Lot G-2 Jalan Kenari 12B, Bandar Puchong Jaya, Puchong, Selangor, Malaysia		
Website URL	www.mstb.org		
Statistics of Women	Total Staff		65%
		Key Decision Makers	25%
		Top Executive Staff	67%
		Managers	38%

Economy	Malaysia		
Organization Name	Natural Wellness Holdings (M) Sdn Bhd		
Year Established	2008		
Sales (Year)	N/A N/A		
Type of Business	Manufacturing		
Address	No 78 Jalan Kilang Midah, Taman Midah, Cheras, Kuala Lumpur, Malaysia		
Website URL	www.mynaturalwellness.com		
Statistics of Women	Total Staff		88%
		Key Decision Makers	100%
		Top Executive Staff	50%
		Managers	100%

Economy	Malaysia		
Organization Name	Sipro Plastic Industries Sdn Bhd		
Year Established	1992		
Sales (Year)	MYR 60.00 million (N/A) USD 18.93 million (N/A)		
Type of Business	Manufacturing		
Address	N/A		
Website URL	www.siproplastic.com		
Statistics of Women	Total Staff		26%
		Key Decision Makers	33%
		Top Executive Staff	33%
		Managers	30%

Economy	New Zealand		
Organization Name	Bank of New Zealand		
Year Established	1861		
Sales (Year)	NZD 1.91billion (2013) USD 1.60 billion (2013)		
Type of Business	Financial activities		
Address	BNZ Harbour Quays, 60 Waterloo Quay, Wellington, New Zealand		
Website URL	www.bnz.co.nz		
Statistics of Women	Total Staff		59%
		Key Decision Makers	22%
		Top Executive Staff	57%
		Managers	46%

(The sales figure is based on 2013 BNZ Disclosure Statement – Total Operating Income.)

Economy	New Zealand		
Organization Name	Kensington Swan		
Year Established	1878		
Sales (Year)	N/A N/A		
Type of Business	Professional, scientific and technical activities		
Address	18 Viaduct Harbour Avenue, Auckland, New Zealand		
Website URL	www.kensingtonswan.com		
Statistics of Women	Total Staff		68%
		Key Decision Makers	20%
		Top Executive Staff	67%
		Managers	41%

Economy	New Zealand		
Organization Name	Westpac New Zealand Limited		
Year Established	1861		
Sales (Year)	N/A N/A		
Type of Business	Financial activities		
Address	16 Takutai Square Britomart, Auckland, New Zealand		
Website URL	www.westpac.co.nz		
Statistics of Women	Total Staff		N/A
		Key Decision Makers	N/A
		Top Executive Staff	N/A
		Managers	N/A

Economy	Papua New Guinea		
Organization Name	HR Business Solutions		
Year Established	2010		
Sales (Year)	PGK 1.70 million (2013) USD 686,800 (2013)		
Type of Business	Administrative and support service activities		
Address	Ground Floor, The Face Building, Section 4, Lot 12, Champion Parade, Granville, Port Moresby CBD, National Capital District, Papua New Guinea		
Website URL	www.hrbs.com.pg		
Statistics of Women	Total Staff		39%
		Key Decision Makers	33%
		Top Executive Staff	50%
		Managers	50%

Economy	Papua New Guinea		
Organization Name	Women's Micro Bank Limited		
Year Established	2010		
Sales (Year)	Estimated PGK 493,000 (2014) Estimated USD 199,172 (2014)		
Type of Business	Financial activities		
Address	P.O Box 196, Vision City, Waigani National Capital District, Papua New Guinea Section 58, Lot 2, Waigani Drive Port Moresby, Papua New Guinea		
Website URL	www.pngwib.com.pg		
Statistics of Women	Total Staff		65%
		Key Decision Makers	50%
		Top Executive Staff	50%
		Managers	33%

(The bank commenced its commercial operations in May 2014. The sales figures are based on the budgeted income for the first year.)

Economy	The Philippines		
Organization Name	Bohol Bee Farm Resort		
Year Established	2003		
Sales (Year)	PHP 51.00 million (2013) USD 1.17 million (2013)		
Type of Business	Accommodation and food service activities		
Address	Barangay Dao, Dauis, Bohol, Philippines		
Website URL	www.boholbeefarm.com		
Statistics of Women	Total Staff		53%
		Key Decision Makers	71%
		Top Executive Staff	100%
		Managers	80%

Economy	The Philippines		
Organization Name	Computer Professionals Inc		
Year Established	1987		
Sales (Year)	PHP 105 million (N/A) USD 2.41 million (N/A)		
Type of Business	Information and communication		
Address	Penthouse, Quadstar Building, 80 Ortigas Avenue, Greenhills, San Juan City, Philippines		
Website URL	www.cpi.com.ph		
Statistics of Women	Total Staff		43%
		Key Decision Makers	57%
		Top Executive Staff	100%
		Managers	80%

Economy	The Philippines		
Organization Name	Crea 8 Innov 8 Marketing		
Year Established	2009		
Sales (Year)	N/A N/A		
Type of Business	Wholesale and retail trade		
Address	Unit R06 Santana Grove, 7202 Soreena Drive corner Dr. A. Santos Avenue, Paranaque City, Philippines		
Website URL	www.humanheartnature.com		
Statistics of Women	Total Staff		20%
		Key Decision Makers	100%
		Top Executive Staff	100%
		Managers	100%

Economy	The Philippines		
Organization Name	ECHOSTORE Sustainable Lifestyle		
Year Established	2008		
Sales (Year)	N/A N/A		
Type of Business	Wholesale and retail trade		
Address	9th Floor, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City, Metro Manila, Philippines		
Website URL	www.echostore.ph		
Statistics of Women	Total Staff		50%
		Key Decision Makers	63%
		Top Executive Staff	100%
		Managers	50%

Economy	The Philippines		
Organization Name	Filip + Inna		
Year Established	2010		
Sales (Year)	N/A N/A		
Type of Business	Manufacturing		
Address	Mandalyong, Metro Manila, Philippines		
Website URL	www.filipinna.com		
Statistics of Women	Total Staff		100%
		Key Decision Makers	100%
		Top Executive Staff	100%
		Managers	100%

Economy	The Philippines		
Organization Name	Pointwest Technologies Corporation		
Year Established	2003		
Sales (Year)	PHD 1.25 billion (2013) USD 28.62 million (2013)		
Type of Business	Information and communication		
Address	12/F, Citibank Center, 8741 Paseo De Roxas, Makati City, Philippines		
Website URL	www.pointwest.com.ph		
Statistics of Women	Total Staff		51%
		Key Decision Makers	29%
		Top Executive Staff	86%
		Managers	62%

Economy	Russia		
Organization Name	FBK		
Year Established	1990		
Sales (Year)	RUB 1.20 billion (2014) USD 32.13 million (2014)		
Type of Business	Professional, scientific and technical activities		
Address	44/1, Myasnitskaya Street, Moscow, Russia		
Website URL	www.fbk.ru		
Statistics of Women	Total Staff		64%
		Key Decision Makers	63%
		Top Executive Staff	41%
		Managers	69%

Economy	Russia		
Organization Name	Powder coatings center RADAR		
Year Established	1993		
Sales (Year)	EUR 1.06 million (2013) USD 1.39 million (2013)		
Type of Business	Manufacturing		
Address	Yershova 49 B, Kazan, Russia		
Website URL	www.radar-kazan.ru		
Statistics of Women	Total Staff		33%
		Key Decision Makers	75%
		Top Executive Staff	100%
		Managers	50%

Economy	Singapore		
Organization Name	EY Singapore		
Year Established	1889		
Sales (Year)	N/A N/A		
Type of Business	Professional, scientific and technical activities		
Address	One Raffles Quay Level 18, North Tower, Singapore		
Website URL	www.ey.com.sg		
Statistics of Women	Total Staff		57%
		Key Decision Makers	23%
		Top Executive Staff	33%
		Managers	58%

(“Key decision maker” is defined as the members of the EY Partnership.)

Economy	Singapore		
Organization Name	International Paradise Connexions Tours & Travel Pte Ltd		
Year Established	1997		
Sales (Year)	N/A N/A		
Type of Business	Administrative and support service activities		
Address	1 Sophia Road, Peace Centre, #05-20, Singapore		
Website URL	www.ipcgroup.com.sg		
Statistics of Women	Total Staff		50%
		Key Decision Makers	50%
		Top Executive Staff	N/A
		Managers	N/A

Economy	Chinese Taipei		
Organization Name	Business Next Publishing Corp		
Year Established	1998		
Sales (Year)	N/A N/A		
Type of Business	Professional, scientific and technical activities		
Address	9F, No. 102, Kuangfu South Road, Taipei, Chinese Taipei		
Website URL	www.bnext.com.tw		
Statistics of Women	Total Staff		84%
		Key Decision Makers	70%
		Top Executive Staff	89%
		Managers	70%

Economy	Chinese Taipei		
Organization Name	HoneyBear Love House Co Ltd		
Year Established	2011		
Sales (Year)	N/A N/A		
Type of Business	Other service activities		
Address	No. 6, Minsheng West Rd, Zhongshan District, Taipei City, Chinese Taipei		
Website URL	www.honeybearhouse.com.tw		
Statistics of Women	Total Staff		82%
		Key Decision Makers	50%
		Top Executive Staff	50%
		Managers	N/A

Economy	Chinese Taipei		
Organization Name	Lifenergy Biotech Corp		
Year Established	2008		
Sales (Year)	TWD 29.98 million (2013) USD 1.00 million (2013)		
Type of Business	Manufacturing		
Address	11F, No. 71 Sec. 2 Nanking East Rd, Zhongshan Dist, Chinese Taipei		
Website URL	www.lebio.com.tw		
Statistics of Women	Total Staff		100%
		Key Decision Makers	75%
		Top Executive Staff	100%
		Managers	100%

(A male key decision maker is not included in the total number of staff because he is an independent board member.)

Economy	Chinese Taipei		
Organization Name	Yupinwu Ltd		
Year Established	2004		
Sales (Year)	N/A N/A		
Type of Business	Wholesale and retail trade		
Address	No. 28, Chenghe St, Renwu District Kaohsiung City, Chinese Taipei		
Website URL	www.ep-house.com.tw		
Statistics of Women	Total Staff		100%
		Key Decision Makers	100%
		Top Executive Staff	100%
		Managers	100%

Economy	Thailand		
Organization Name	Toshiba Thailand Co Ltd		
Year Established	1969		
Sales (Year)	BAHT 7,700 million (N/A) USD 240,280 (N/A)		
Type of Business	Wholesale and retail trade		
Address	201 Vibhavadee Rangsit Road, Chatujak, Bangkok, Thailand		
Website URL	www.toshiba.co.th		
Statistics of Women	Total Staff		30%
		Key Decision Makers	33%
		Top Executive Staff	33%
		Managers	32%

(Data as of 11 August 2014)

Economy	The United States		
Organization Name	AT&T		
Year Established	1876		
Sales (Year)	USD 128.8 billion (2013)		
Type of Business	Information and communication		
Address	208 South Akard Street, Dallas, Texas, United States		
Website URL	www.att.com		
Statistics of Women	Total Staff		36%
		Key Decision Makers	25%
		Top Executive Staff	25%
		Managers	37%

Economy	The United States		
Organization Name	Baxter International Inc		
Year Established	1931		
Sales (Year)	USD 15.2 billion (2013)		
Type of Business	Manufacturing		
Address	1 Baxter Parkway, Deerfield, Illinois, United States		
Website URL	www.baxter.com		
Statistics of Women	Total Staff		51%
		Key Decision Makers	23%
		Top Executive Staff	24%
		Managers	42%

Economy	The United States		
Organization Name	Citi Hong Kong		
Year Established	1902		
Sales (Year)	N/A N/A		
Type of Business	Financial activities		
Address	50/F, Citibank Tower, Citibank Plaza, 3 Garden Road, Central, Hong Kong, China		
Website URL	www.citibank.com.hk		
Statistics of Women	Total Staff		54%
		Key Decision Makers	25%
		Top Executive Staff	50%
		Managers	N/A

("Key decision maker" is defined as the organization's US board figure.)

Economy	The United States		
Organization Name	Eli Lilly and Company		
Year Established	1876		
Sales (Year)	USD 23.1 billion (2013)		
Type of Business	Manufacturing		
Address	Lilly Corporate Center, Indianapolis, Indiana, United States		
Website URL	www.lilly.com		
Statistics of Women	Total Staff		46%
		Key Decision Makers	22%
		Top Executive Staff	29%
		Managers	34%

Economy	The United States		
Organization Name	Procter & Gamble		
Year Established	1837		
Sales (Year)	USD 83.1 billion (2014)		
Type of Business	Manufacturing		
Address	1 Procter & Gamble Plaza Cincinnati, Ohio, United States		
Website URL	www.pg.com		
Statistics of Women	Total Staff		39%
		Key Decision Makers	45%
		Top Executive Staff	50%
		Managers	44%

(The statistics for managers are the global figure. The Asia figure is 52%.)

Economy	The United States		
Organization Name	Qualcomm		
Year Established	1985		
Sales (Year)	USD 24.87 billion (2013)		
Type of Business	Information and communication		
Address	5775 Morehouse Drive, San Diego, California, United States		
Website URL	www.qualcomm.com		
Statistics of Women	Total Staff		N/A
		Key Decision Makers	N/A
		Top Executive Staff	N/A
		Managers	N/A

Economy	The United States		
Organization Name	State Street		
Year Established	1792		
Sales (Year)	USD 9.88 billion (2013)		
Type of Business	Financial activities		
Address	State Street Financial Center, One Lincoln Street, Boston, Massachusetts, United States		
Website URL	www.statestreet.com		
Statistics of Women	Total Staff		46%
		Key Decision Makers	17%
		Top Executive Staff	25%
		Managers	35%

(The statistics are based on the global figures. The percentage of women among top executive staff and managers in Asia Pacific are 35% and 37%, respectively.)

Economy	Viet Nam		
Organization Name	Orchid Joint Stock Company		
Year Established	2003		
Sales (Year)	VND 75.00 billion (2013) USD 3.53 million (2013)		
Type of Business	Manufacturing		
Address	Vinh Khuc, Van Giang Industry, Hung Yen Province, Viet Nam		
Website URL	www.hoalanco.vn		
Statistics of Women	Total Staff		60%
		Key Decision Makers	40%
		Top Executive Staff	40%
		Managers	60%

Economy	Viet Nam		
Organization Name	Refrigeration Electrical Engineering Corporation		
Year Established	1977		
Sales (Year)	VND 2.41 trillion (N/A) USD 114 million (N/A)		
Type of Business	Manufacturing		
Address	364 Cong Hoa Street Ward 13, Tan Binh District, Ho Chi Minh City, Viet Nam		
Website URL	www.reecorp.com		
Statistics of Women	Total Staff		18%
		Key Decision Makers	20%
		Top Executive Staff	12%
		Managers	21%

Economy	Viet Nam		
Organization Name	Saigon Union of Trading Cooperatives		
Year Established	1989		
Sales (Year)	VND 23.37 trillion (2013) USD 1.10 billion (2013)		
Type of Business	Wholesale and retail trade		
Address	199 - 205 Nguyen Thai Hoc Street, District 1, Ho Chi Minh City, Viet Nam		
Website URL	www.saigonco-op.com.vn		
Statistics of Women	Total Staff		60%
		Key Decision Makers	22%
		Top Executive Staff	50%
		Managers	54%

Appendix II: Survey Form

APEC Survey "50 Leading Companies for Women in APEC"

1. Company Profile

1-1. Name	
1-2. Year Established	
1-3. Type of Business	
1-4. Sales* (Year) 1-5. Headquarters Address	( )
1-6. Company Website's URL	
1-7. Contact Phone Number	

* Please fill in this section with the latest amount available in the currency of your company's daily business.

2. Statistics on Woman (Please fill in the blank with the latest number and percentage available.)

2-1. Total Number	The company employs ( ) women among ( ) total staff. (%).		
2-2. Key Decision Makers (Board Members, Chairs, etc.)	The company employs ( ) women among ( ) total decision makers. (%)		
2-3. Top Executives/ Chief Executives (CTO, CFO, etc.)	The company employs ( ) women among ( ) total executive staff. (%)		
2-4. Managers	The company employs ( ) women among ( ) total management staff. (%)		

3. Summary of the Company's Initiatives to Increase Opportunities for Women

3-1. Year the Initiatives Began	
3-2. Background: What made your company start the initiatives to increase opportunities for women? * Please fill in the blank space or the right with sentences and/or paragraphs. ** Examples of the information includes, but not limited to: ➢ Common cutural or social perceptions regarding efforts to increase opportunities for women in your country. ➢ Operational challenges the company faced.	Please describe below the background as specifically as possble.
3-3. Does your company set specific numbers as goals when considering women for leadership positions? * Please check all that applies.	The company: ☐ 1. currently does so for top-executive and/or decision-making positions. ☐ 2. currently does so for positions of managers (both chiefs of departments & heads of teams). ☐ 3. used to do so in the past but does not today. ☐ 4. has never done so (e.g. due to legal restrictions).

4. Specifics of the Company's Initiatives to Increase Opportunities for Women

4-1. In which areas does your company focus its efforts to increase the opportunities for women?

* Please check all that applies. If you check any of the options 1-6, please follow the instructions on the right.

- ☐ 1. Recruitment
- ☐ 2. Human Capital Development, Staff Training
- ☐ 3. Staff Retention & Work-Life Balance
- ☐ 4. Promotion
- ☐ 5. Fostering Awareness and Culture
- ☐ 6. Other
- ☐ 7. None of the above

Please describe below the specific efforts in the areas checked above.

5. Changes and Results in Management Practice Triggered by Efforts to Increase Opportunities for Women

5-1. What specific changes and outcomes has your company experienced as results of increasing the opportunities for women?

* Please check all that applies. If you check any option, please follow the instructions on the right.
* Please attach any related picures, tables, charts, and/or quantitative data as appendices to this document.

- ☐ 1. Increased Revenue
- ☐ 2. Increased Product Innovation (Note 1)
- ☐ 3. Increased Process Innovation (Note 2)
- ☐ 4. Improved Public Image or Recognition of the Company
- ☐ 5. Improved Work Environment and Staff Morale
- ☐ 6. Other

Please describe as specifically as possible, using as much quantitative and objective data as you can.

(Note 1) Product Innovation: Development and/or market introduction of a new or improved product or service

(Note 2) Process Innovation: Development and/or implementation of new approaches to business processes that are more efficient and productive than the existing approach.

Appendix III: Abbreviations

ABAC	APEC Business Advisory Council
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSR	Corporate Social Responsibility
GM	General Manager
ICT	Information and Communication Technology
METI	Ministry of Economy, Trade and Industry of Japan
PPWE	APEC Policy Partnership on Women and the Economy
SMEs	Small and medium-sized enterprises
VP	Vice President

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