

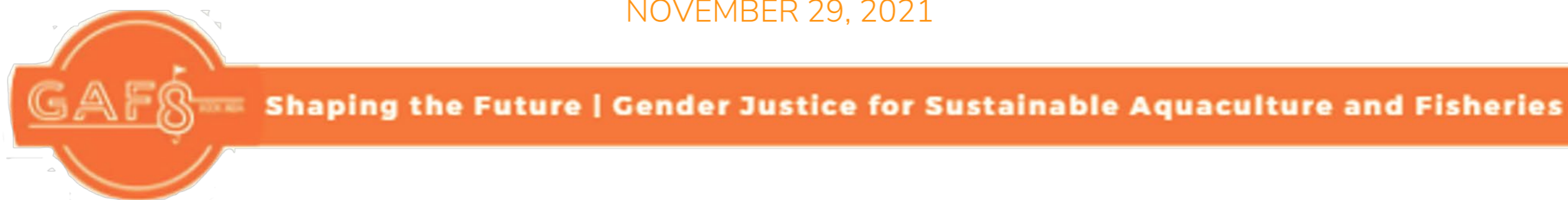


CONNECTING FOUNDERS

GENDER & DIVERSITY FOR FISHERIES

WOMEN WORK IN FISHERIES, TOO!

NOVEMBER 29, 2021



TOPICS

- Gender Diversity & Inclusion as a Financial Consideration
- The Growing Tide of Gender Lens Investing
- Key Steps in the G&I Journey
- Key Entry Points
- Key Opportunities
- Case Studies



GENDER DIVERSITY & INCLUSION AS A FINANCIAL CONSIDERATION

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



KEY BENEFITS OF GENDER DIVERSITY & INCLUSION



Governance & Decision-making

Hiring & Retaining talent

Innovation

Meeting Customer Needs

Reputation & License to Operate

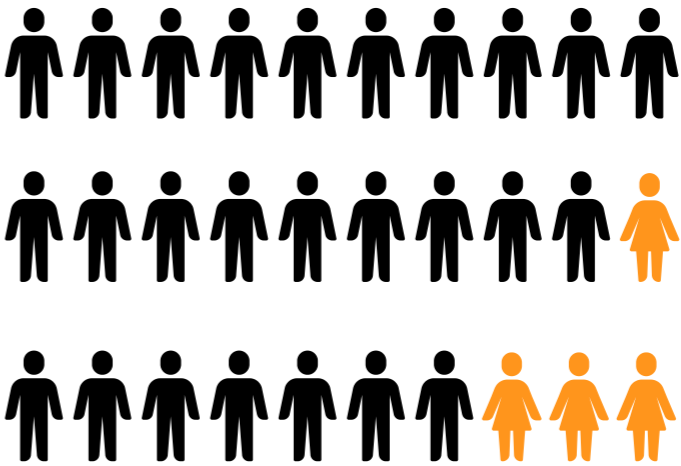
COMPANIES WITH HIGHER GENDER DIVERSITY

PERFORM BETTER

AND HAVE

STRONGER BRAND EQUITY & IMAGE

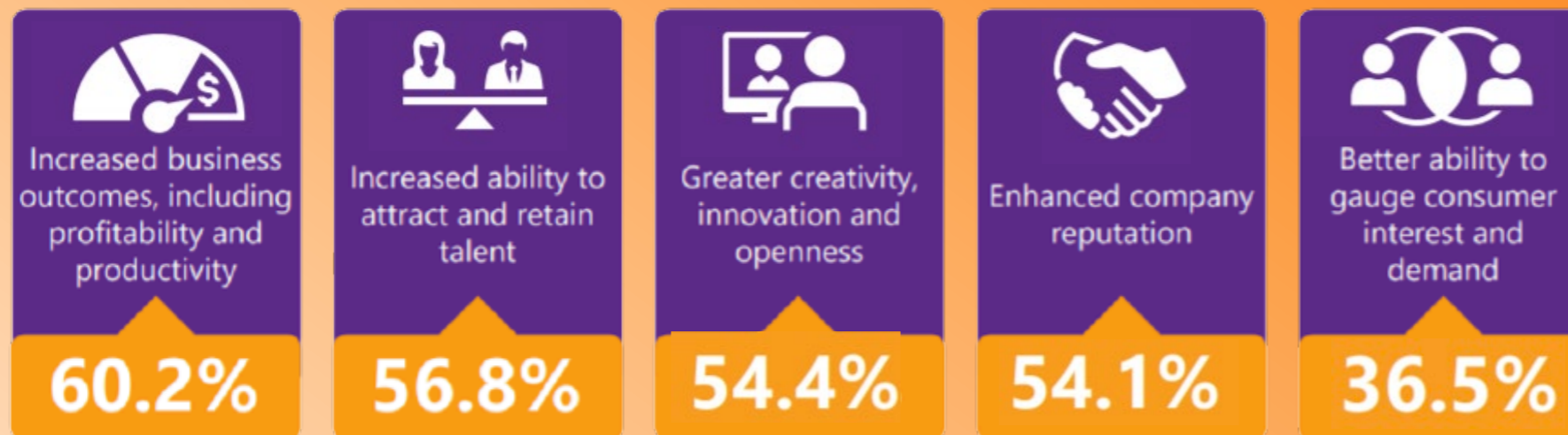
Region / Country	Gender Variable	Average ROA	Average ROE
ASEAN (6 countries)	If a company board includes no women	2.4	4.2
	If a company board includes at least one woman	3.7	5.8
	If more than 30% of company board members are women	3.8	6.2



Source: Economist Intelligence Unit Analysis

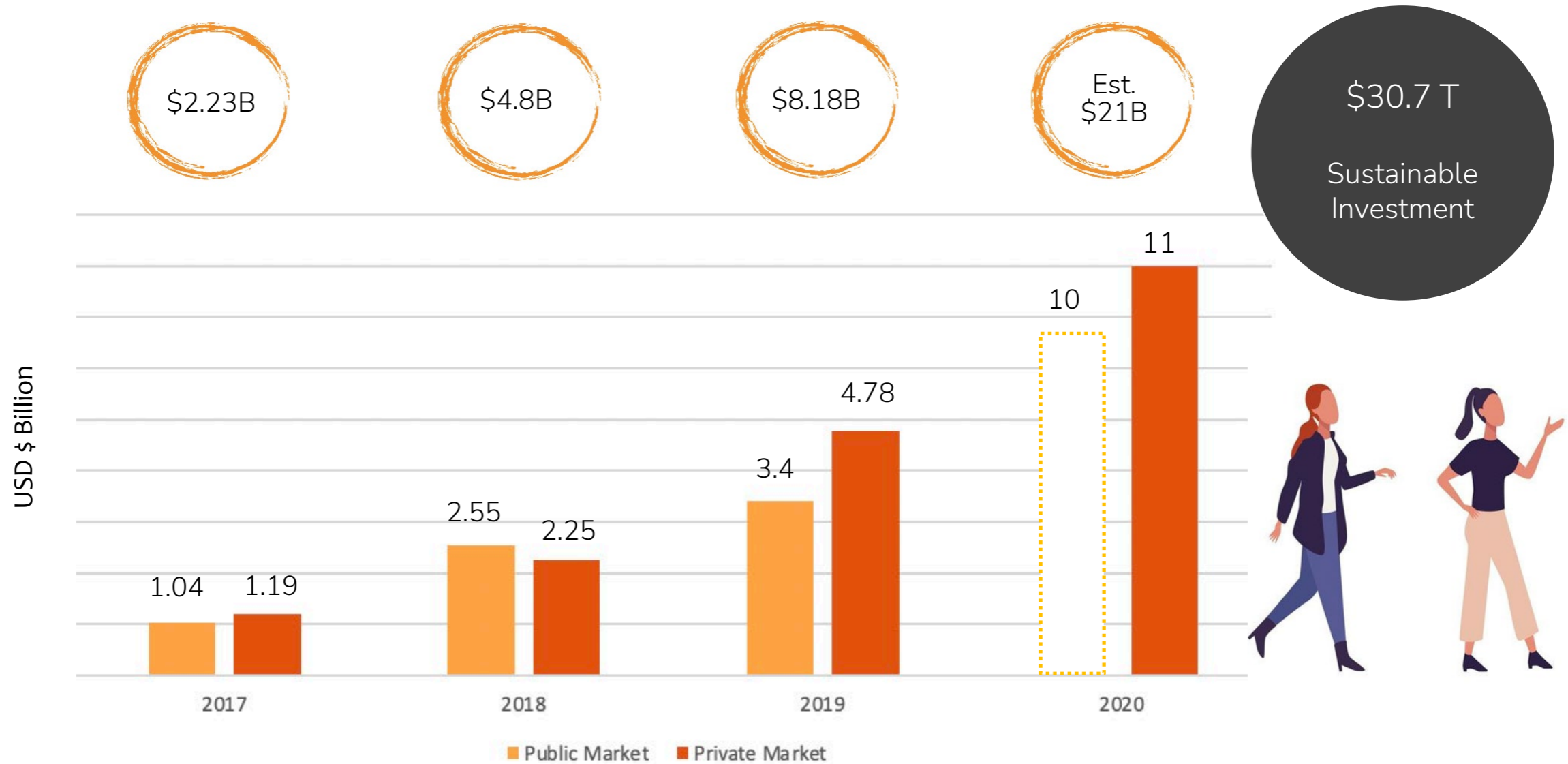
2/3 ASIAN COMPANIES FOUND G&I INCREASED BUSINESS OUTCOMES

400 COMPANIES IN ASIA-PACIFIC



¹ International Labor Organization (ILO). (May 2019). *Women in Business Management: A Global Survey of Enterprises*. Available [here](#).

THE GROWING TIDE OF GENDER LENS INVESTING



Data sourced from: Catalyst at Large, Parallele Finance, Sagana, and Veris Wealth Partners

*Private markets data for 2020 forthcoming

KEY ENTRY POINTS



SOURCING / FISH FARMING

PRIMARY PROCESSING

TRADING & TRANSPORT

Approximately 20% of fishers and aquaculture farmers are **women**

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



MANUFACTURING
(SECONDARY PROCESSING)

DISTRIBUTION & SALES

50% of the people employed in seafood sector are **women**

KEY ENTRY POINTS



RISKS

Governance

Labor & Working Conditions / Occupational Health & Safety

Community Health, Safety, and Security

SOURCING

PRIMARY PROCESSING

TRADING & TRANSPORT

MANUFACTURING

DISTRIBUTION & SALES



GAPS

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

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



LOSSES

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

- Lower access to diverse talent
- Higher costs of hiring & training
- Lower brand image
- Likelihood of lower financial performance

KEY OPPORTUNITIES



OPPORTUNITIES

More Diverse Leadership & Stronger Governance

Better Labor & Working Conditions / Occupational Health & Safety

Better Community Health, Safety, and Security

SOURCING

PRIMARY PROCESSING

TRADING & TRANSPORT

MANUFACTURING

DISTRIBUTION & SALES



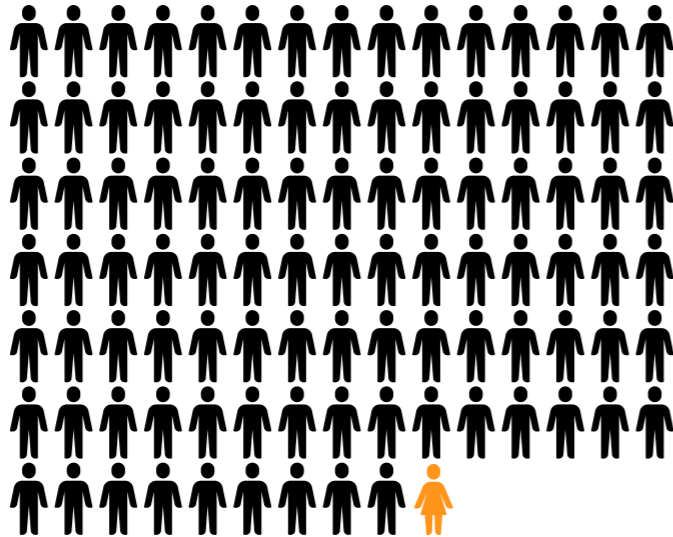
BENEFITS

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

- Lower costs & higher productivity
- Easier to attract and retain motivated and competent workers
- Improved access to markets and finance if the business achieves certain standards and/or certifications
- Stronger brand image & reputation

OPPORTUNITIES IN YOUR SUPPLY CHAIN

CONNECTING
FOUNDERS



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

Source: WEConnect International

- Supply chains of large buyers are dominated by male-owned companies
- Growing interest to intentionally develop an inclusive and sustainable supply chain to:
 - Foster Innovation
 - Offer products and services that serve a diverse customer base
 - Reduce risks of harming women in the community through their operations

KEY STEPS IN THE G&I JOURNEY

A LONG-TERM COMMITMENT



GAP ANALYSIS & RECOMMENDATIONS

Establish Baseline; Identify Key Issues; Make Recommendations



STRATEGY & IMPLEMENTATION PLAN

Set actions, targets, budgets, responsibilities, timeline



G&I IN POLICIES & PROCESSES

Include G&I throughout to promote a diverse & inclusive culture



MONITOR & ADJUST AS NEEDED

Collect data regularly and adjust targets & solutions as needed

OPPORTUNITY: SUPPORTING WOMEN EMPLOYEES

INTRODUCE GENDER-SMART MEASURES TO INCREASE ENGAGEMENT

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

EXAMPLES

Sol Tuna, Solomon Islands
(Food Manufacturing)

Maxport Limited, Vietnam
(Textile Manufacturing)

Nestle Malaysia
(F&B Manufacturing)



SOL TUNA, SOLOMON ISLANDS
(Food Manufacturing)

MAXPORT LIMITED, VIETNAM
(Textile Manufacturing)

NESTLE, MALAYSIA
(F&B Manufacturing)

INTRODUCE GENDER-SMART MEASURES TO REDUCE STAFF TURNOVER AND UNPLANNED ABSENTEEISM

- 1,800 workers (65% women) - 67% of all operational staff, 26% of junior management, 14% of middle management, 0% of upper management, 20% top management, 0% of board
- Tuna accounts for 18% of domestic GDP. Most is exported to EU
- Key business challenge: employee retention and consistent attendance at work
- 2/3 of women have experienced gender-based violence in Solomon Islands

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

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

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

The training contributed to significant improvements in financial attitudes and behavior, as well as an increase in staff attendance at work – increased revenues for the business.



SOL TUNA, SOLOMON ISLANDS
(Food Manufacturing)

MAXPORT LIMITED, VIETNAM
(Textile Manufacturing)

NESTLE, MALAYSIA
(F&B Manufacturing)

- Sportswear manufacturer that supplies to top global brands such as Nike, Lululemon, and Spyder
- 6,000 staff – **85% women**
- Conducted an overall review of its HR policies and work policies and processes
- Introduced gender-smart measures to reduce staff turnover and unplanned absenteeism:
 - Improved human resource policies and practices, including data analytics, career planning, and enhanced childcare support
 - Career advancement training & clearer pathways to promotion to senior roles

RESULTS

- Savings of up to **US\$ 0.5M/year** in production costs.
- Better employee retention.
- Strengthened management pipeline.



SOL TUNA, SOLOMON ISLANDS
(Food Manufacturing)

MAXPORT LIMITED, VIETNAM
(Textile Manufacturing)

NESTLE, MALAYSIA
(F&B Manufacturing)



- **Maternity Leave:** 12 weeks of paid leave + option of another 12 weeks of unpaid leave. This is applicable to all primary caregivers of newborns, including male employees and adoptive parents.
- The company launched a **Maternity Protection Policy**, which includes:
 - Employment protection
 - Flexible working arrangements
 - Access to breastfeeding rooms during working hours
- **Other benefits:** Child day-care and medical or dental treatments



SOMETHING TO KEEP IN MIND

Advancing G&I is not linear

Top-of-mind Awareness

Some issues are hard to quantify

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



USAID
FROM THE AMERICAN PEOPLE



**CORAL TRIANGLE
INITIATIVE**
ON CORAL REEFS, FISHERIES
AND FOOD SECURITY



CONNECTING **FOUNDERS**

Caterina Meloni

Founding Partner

caterina@connectingfounders.com

connectingfounders.com



THANK YOU



Shaping the Future | Gender Justice for Sustainable Aquaculture and Fisheries