



Gender Diversity Management: Building the Capacity of Business Service Providers in Jordan

Stakeholders Workshop

February 1, 2023



Implemented by



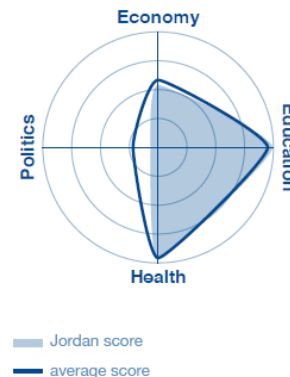
MINISTRY OF INDUSTRY,
TRADE AND SUPPLY
THE HASHEMITE KINGDOM OF JORDAN



Women Economic Participation - where we stand!

Jordan rank in the Economic Participation and Opportunities / 2022
Global Gender Gap Index (GGGI) is

125 out of 146 countries



Women's Participation in the Jordanian Economy is

14.2%

Women's Unemployment rate is

29.4%

The **unemployment rate of women with bachelor's degree** compared to that for men with bachelor's degree

**78% vs.
23%**

The percentage of firms that have women in the top management is

Only 2.4!

The Business Case for Gender Equality in Business

Investing in Women is Good Business

MACRO

1. The global gender gap is significant and needs to be narrowed
2. Our economies would grow
3. Achievement of the SDGs
4. Firms that contribute negatively to environment can disproportionately affect women, thereby posing business risks to the firm

Source: World Economic Forum [2022 Global Gender Gap](#) Report



Global Gender Gap Score (2022)	Rank	Score
Economic participation and opportunity	125	.537
Educational attainment	66	.993
Health and survival	136	.957
Political empowerment	136	.069
Rank out of	146	122

Investing in Women is Good Business

WOMEN AS EMPLOYEES

1. Larger talent pool
2. More creative and innovative teams
3. Attract & retain talent
4. Boost staff productivity & performance, reduce absenteeism
5. Understanding customers
6. Improve corporate reputation





Shipping & Transportation
AMIN KAWAR & SONS
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Minimizing staff turnover brings substantial cost savings

- Replacing an AKS employee costs the company at least 30% of their annual wage (as high as 190% for more technical roles)
- For a small company like AKS, an employee earning JOD 11,000 per year, would cost between JOD 3,300 and JOD 20,900 to replace on top of their annual salary, with the precise figure depending on the skill level.



The business case for investing in women's employment in Jordan

Investing in Women is Good Business

WOMEN AS OWNERS AND ENTREPRENEURS

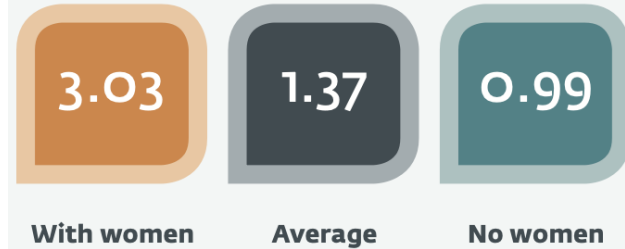
1. Women entrepreneurs face barriers to accessing to equity financing
2. Women-owned businesses face barriers to accessing debt financing

On average, women-owned and led businesses generate a 27% higher return on equity and an 18% increase in sales ([FinDev Canada, 2020](#)).

Figure 5.4

ROA and ROE for Companies in Jordan with and without Women on Boards (2012)

ROA



ROE



Source: Authors, based on data collected.

Source: [IFC Jordan Gender Report 2015](#)

Investing in Women is Good Business

WOMEN AS CONSUMERS

1. Women are overlooked as a target market
2. Purchasing Power
3. Increase sales through market segmentation

WOMEN AS SUPPLIERS

1. Diversify sourcing and mitigate supply chain risk
2. Improve reliability and reduce costs

The power of WOMEN CONSUMERS



**75% OF CONSUMER SPENDING
IS CONTROLLED BY WOMEN,
ACCOUNTING FOR AN ESTIMATED
28 TRILLION USD WORLDWIDE.**

When women are aware a company
supports women employees and
women-owned businesses:

- ✓ 78% will try the company's products or services;
- ✓ 80% will solidify their brand loyalty;
- ✓ and over half will give the company a second chance if the product or service falls short of initial expectations.

Examples from Jordan

Case Study: Estarta

Summary of key initiatives:

- “Incubator” outreach program
- Leadership training
- Flexible working policy
- Enhanced security measures for night shifts

Summary of business benefits:

- Recruitment from a wider talent pool
- Reduced turnover
- Alignment with values of main client
- Better team performance



Case Study: GreenTech Jordan



Summary of key initiatives:

- Review and formalization of all policies for gender equality and alignment with Jordanian Labour Law, providing better medical insurance
- Developed a women and youth focused product/service and sales chain
- Establish an internship program attracting women and youth engineers
- Develop an advisory board with women members

Summary of business benefits (not assessed):

- Recruitment from a wider talent pool, especially more women engineers
- Improved reputation and access to new investors
- Increased employee satisfaction
- Increased profitability due to new product/service line

Case Study: GreenTech

A video interview with Nehad Zatari, HR & Administrative Manager at GreenTech. She is a woman wearing a white hijab and a grey blazer over a black and white floral patterned top. She is speaking in an office setting with large windows and green plants in the background. The video has a black bar at the bottom with English subtitles.

Nehad Zatari
HR & Administrative Manager
Green tech

نهاد الزعتري
مديرة الموارد البشرية والشؤون الإدارية
شركة التقنية الخضراء

At our company, many of the Human Resources policies and procedures are very good and well-practiced, but not documented.

Gender Equality for Businesses

Gender Diversity Management (GDM)

Gender Diversity Management is the voluntary positive managerial practices promoting the equal economic integration and retention of women and men (with a special focus on women) in the enterprise as business managers / owners and employees.

GDM is considered a part of the Human Resources Management system as it focuses on three areas: attract qualified labor, retain employees, and develop employees equally at vertical hierarchy (management) and horizontal (departments) levels.



Target Groups	GDM Examples
Employees	Follow 'blind' recruitment policy
	Develop anti-harassment policy
	Review job descriptions and contracts ensuring gender sensitivity
	Celebrate female role models
	Secure the participation of female employees in labor unions and business networks
	Establish child-care space or reimburse for external nursery
Female fresh graduates	Offer internship opportunities for female fresh graduates
Managers, HR team and employees	Train the enterprise team on topics such as gender equality in the workplace and more equitable concepts for recruitment, etc.

Gender Responsive Business Approaches (GRBA)



Gender Responsive Business Approaches are the voluntary positive managerial practices promoting equal economic integration for women and men (with special focus on women) in the enterprise as well as among the **business value chain**.

It investigates different areas of the business activity including employees, suppliers, customers, products and services.

Target Groups	GRBA Examples
Suppliers	Source from women-led producers and suppliers
	Capacitate suppliers to provide better raw materials / products
Customers	Modifying products to better adapt the needs of diverse customers
Distributers	Distribute products and services through women-led enterprises or through women sales agents
Suppliers, customers and community members	Promote the enterprise as a gender diversified environment for the community to improve the reputation
SMEs	Share best practices with other SMEs



Brief on GIZ Intervention and Objectives

Gender Diversity Management (GDM) Services Development and Capacity Building

Objectives

To strengthen GDM service provision for small and medium enterprises (SMEs) in Jordan in order to increase the number of SMEs that are aware of GDM benefits and effectively implementing GDM measures.

This is to be achieved by:

1. Refining GDM service packages and delivery models based on existing tools (specifically the GEM Framework for Business Growth) for SMEs, and
2. Building the capacity of Jordanian Business Service Providers (BSPs) in delivering GDM service packages to SMEs in Tourism and ICT sectors.

The GEM Framework

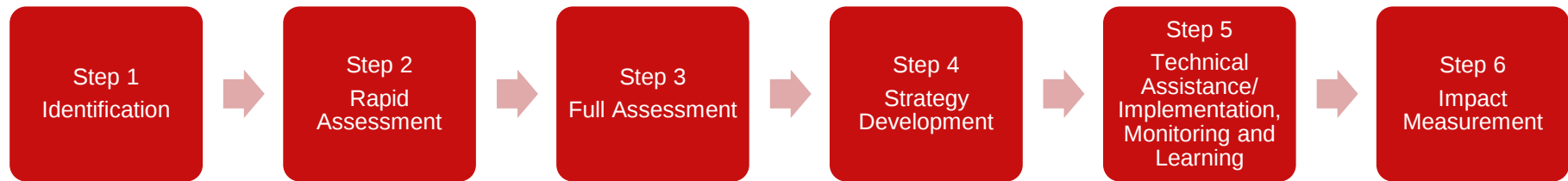
What is the GEM Framework?

- A comprehensive Business Service Package
- Practical toolkit to assess and upgrade company business practices and policies to promote women's inclusion, business growth and impact

The GEM Framework

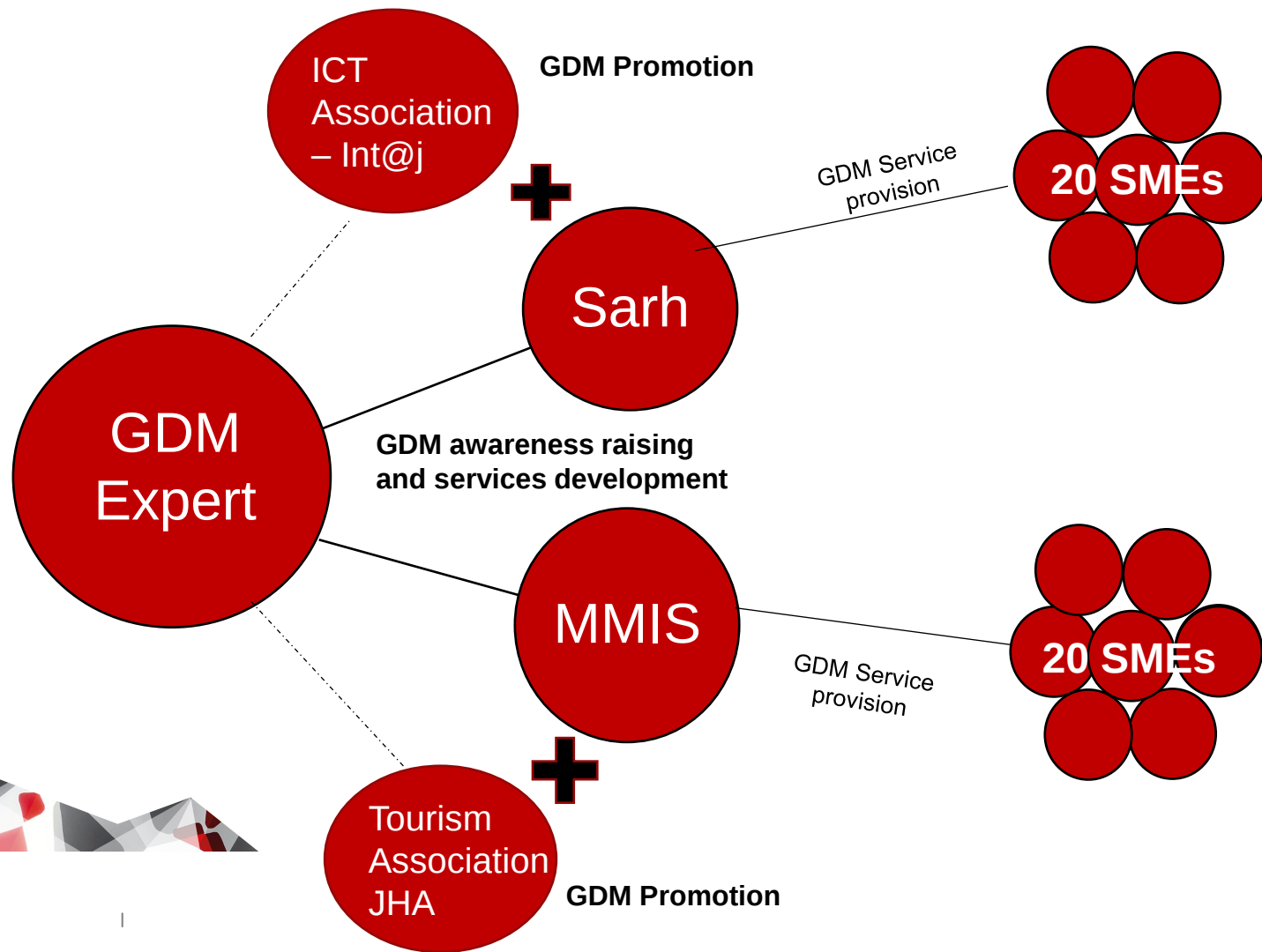
Gender Equality Mainstreaming for
Business Growth and Impact

A Step-by-Step Manual for Investors, Capacity Builders and Companies



Indicators

- 40 SMEs in the ICT and Tourism sectors have **developed** gender-responsive business approaches.
 - 36 SMEs have **implemented** gender-responsive business approaches.
- 72 employees and owners of 36 SMEs in the ICT and Tourism sectors (14 women) confirm that they are using newly acquired skills in their area of responsibility



Role of Business Service Providers – SARH and MMIS

- Develop GDM service package and delivery approach with support from GDM expert
- Develop mobilisation plan for SMEs and adapt information materials targeting SMEs in the ICT/tourism sector
- Mobilize SMEs in collaboration with the associations
- Sign commitments with 40 SMEs to participate in service pilot
- Deliver GDM services to 40 SMEs
- Document service delivery pilot and refine GDM service package as an addition to their existing services portfolio



Role of Private Sector Associations (int@j and JHA)

- Participate in the development process of the GDM service package and delivery approach with support from GDM expert
- Promote GDM services in the ICT/tourism sector
- Support the BSPs with mobilization of SMEs
- Co-issue completion certificates for SMEs implementing GDM action plans



Role of GDM Expert – Farah Chandani

- Refine existing tools and guidelines for BSPs to develop their own GDM service packages for SMEs
- Capacitate BSPs and sector associations on GDM approaches and guide them in drafting their services packages
- Provide accompaniment and ad hoc advisory to BSPs to build and deliver GDM service packages
- Prepare, implement, and document debrief sessions with BSPs, associations, and SMEs



Timeline – January to November 2023

	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov
Kick off with all partners											
Capacity development on GEM framework and service package development											
GDM Service Packages Developed											
Mobilisation of SMEs											
SMEs signed up to participate in pilot service											
GEM Assessments and development of GDM action plans with SMEs											
Documentation of service delivery to SMEs and debrief with SMEs and partners											
Business plan for future GDM service provision and final closing/learning activity											

Discussion and Questions

How does this intervention relate to your current / planned interventions and your role as organizations?

How can we support and amplify one another's efforts?