

- FSI Key Topic Paper – Gender

Introduction – context

While women represent a significant percentage of the workforce in the floriculture sector, there are challenges of gender inequality in floriculture working environments across producer regions. In this context, FSI works with its members in a Working Group setting to drive attention to gender equality in floriculture value chains, and support projects that aim to boost the ability of women to make improvements in their own lives, workplaces and beyond, to build stronger businesses and communities.

Based on the success of the first projects on gender, the CSO members of FSI, BSR HERproject, HIVOS and Partner Africa formed the FSI Working Group on Gender (WGG). The common objective is to broaden the scope of impact of gender-related activities, share respective knowledge and experience, avoid the duplication of efforts, in addition to making sure that actual results and impacts are delivered, while reducing the costs of investment.

FSI Ambition

The ambition of FSI is to drive social and economic growth in the floriculture industry through the empowerment of women, leading to:

1. HR systems that respond to men and women's needs, creating a strong, reliable and healthy workforce (increased attendance rates, lower turnover)
2. Women that can make improvements in their own lives, workplaces, and beyond, and
3. Businesses that can improve production quality and output through increased productivity.

FSI members and the Working Group on Gender are addressing this by aligning current efforts in the sector and strengthening ongoing activities. The goal is that 80% of the sector is making progress on gender-related issues within the next 5 years.

FSI approach

- To disseminate information and drive awareness on Gender issues in the floriculture sector and beyond.
- To promote and support FSI members and other private organizations and companies in their Gender-related projects and field activities.
- To strengthen efforts through the gathering of project data and results, creating a strong business case for gender.
- To build cooperation beyond the projects with (non-) governmental organizations and identify new opportunities to move forward with stakeholders within the sector.

Framework

The FSI Working Group on Gender identified 7 topics that require the development of specific activities and implementation plans by partners and stakeholders, either individually or in cooperation.

In the table below, each topic translates into an expected impact, together with best practices against which progress can be assessed. Partners are invited to translate and adapt these practices into practical roadmaps for targeted actions, using the support of FSI and the WGG.

WGG Menu of Activities					Projects	
Level	Topic	#	Factor	Practices	Lead	Partner
Workers & Communities	Health & Well-being	1	Increase access to resources related to general & reproductive health	<ul style="list-style-type: none"> - Information - Education & training - Access to healthcare 	BSR	EHPEA KFC
	Confidence & Skills	2	Increase participation in decision making , both at work and at home	<ul style="list-style-type: none"> - Skills development - Capacity building for workers - Well-functioning gender committees and access to management 	BSR HIVOS	EHPEA KFC
	Inclusion	3	Strengthen the ability to take action by the workers themselves	<ul style="list-style-type: none"> - Access to financial literacy and services - Freedom of association - Influence on policy and society 	HIVOS BSR	EHPEA KFC
Workplaces & Businesses	Adhesion	4	Promote a strong & healthy workforce to drive business results at sector level	<ul style="list-style-type: none"> - Support from business organisations to implement best practices (KFC, EHPEA) - Buy-in from other actors in the supply chain, FSI members and beyond 	HIVOS BSR	EHPEA KFC
	Policies	5	Develop gender sensitive management & committees on business level	<ul style="list-style-type: none"> - Mutual respect & understanding between workers & management - Building skill & internal capacity - Safe & equitable employment opportunities - Reduced Sexual harassment 	BSR HIVOS	EHPEA KFC
	Scaling investment	6	Engage businesses to advance women empowerment	<ul style="list-style-type: none"> - Develop business case evidence - Define principles for action - Act, Enable & Influence 	BSR	EHPEA KFC
Stake-holders	Capacity	7	Strengthen capacity to take action	<ul style="list-style-type: none"> - Lobbying and advocacy capacity of local and international organizations towards governments - Improve certification (amongst others, audits) and include workers in the monitoring and progress 	HIVOS	EHPEA KFC

ANNEXES

- I. **OVERVIEW GENDER PROJECT 1 & 2**
- II. **FSI WGG MODEL OF ENGAGEMENT**
- III. **INFOGRAPHIC: LEARNING & SHARING RESULTS AT IFTEX 2017**
- IV. **INFOGRAPHIC: GENDER EQUALITY, WHY IT IS IMPORTANT IN BUSINESS**

Women Empowerment project 2014-2015

Results phase 1:

- 59% of women in the targeted farms increased their level of **awareness of their rights** regarding protection from sexual harassment and were **better informed** about hygiene, nutrition, family planning and reproductive health.
- 46% of the pilot project farms developed and started **implementing a Gender Policy**.
- 62% of the project farms had **active gender committees and had an effective reporting system**

BSR | her
+project



- 26 Farms participated in the program
- 400 peer educators trained, 7,000 workers reached
- 15 HR representatives attended trainings on Gender Sensitive Management
- 9 farms established Gender Committees

Women Empowerment project 2017-2018

Follow-up phase 2:

- **Engage with farms** on the importance of gender and health sensitive management for business growth.
- **Provide training** to farm management, gender committees, supervisors, government stakeholders.
- Support farms to **implement policies**, procedures, practices, and provide access to health services.
- **Mobilize the community** through activities such as sector events, edutainment, and community conversation.

BSR | her
+project



- Increase the access to health and gender knowledge, and the behavior of 20,000 workers;
- Improve practices, policies, and procedures towards gender sensitive management at 42 farms.

- FSI WGG Model of Engagement on Gender –

This paper is drafted concluding the first meetings of the FSI Working Group on Gender (WGG) that took place on 13 September in Utrecht and on 01 November in Amsterdam, attended by BSR and HIVOS.

On 03 November in IFTF, the conclusions of the WGG meetings were shared with FSI members Kenya Flower Council and EHPEA. It was agreed to start cooperation based on a model of engagement for WGG members and partners that would define clear objectives and establish a menu of activities to be put in place for the coming 3 years.

I. AMBITION

The WGG ambition is based on the definition of Gender equality, and formulates the means to reach this goal:

Gender equality as a driver of progress is the achievement of equality between women and men as partners and beneficiaries of development, human rights, and peace and security. As such, the empowerment of women and the elimination of gender discrimination are key to social and economic growth for the benefit of all.

The WGG addresses this by unleashing women's abilities to make improvements in their own lives, workplaces and beyond to build stronger businesses and communities

This ambition is two-fold:

- ➔ **Empower women** in Kenya and Ethiopia by strengthening their skills and ability to take action for themselves and their families. ➔ *dignified safe empowering work.*
- ➔ **collaborate with businesses** to invest in a strong and healthy workforce. ➔ *improved social and business results.*

II. OBJECTIVES

The overall objective of the WGG is to align current efforts in the sector and strengthen ongoing activities ***towards 80% of the sector making progress on gender-related issues in the next 5 years.***

For that, 7 topics have been identified by the WGG, that require specific activities and implementation plans to be put in place together or individually by partners and stakeholders.

In the table below, each topic translates into an expected impact, for which best practices are listed to make actual progress. Partners are invited to develop and adapt these practices to their country objectives, using the support of the WGG.

The benefits of this modular approach will be for all partners to make use of the available knowledge and experience, avoiding duplication of efforts and making sure actual results and impacts are delivered, while reducing the costs of investment.

WGG Menu of Activities					Projects	
Level	Topic	#	Factor	Practices	Lead	Partner
Workers & Communities	Health & Well-being	1	Increase access to resources related to general & reproductive health	<ul style="list-style-type: none"> - Information - Education & training - Access to healthcare 	BSR	EHPEA KFC
	Confidence & Skills	2	Increase participation in decision making , both at work and at home	<ul style="list-style-type: none"> - Skills development - Capacity building for workers - Well-functioning gender committees and access to management 	BSR HIVOS	EHPEA KFC
	Inclusion	3	Strengthen the ability to take action by the workers themselves	<ul style="list-style-type: none"> - Access to financial literacy and services - Freedom of association - Influence on policy and society 	HIVOS BSR	EHPEA KFC
Workplaces & Businesses	Adhesion	4	Promote a strong & healthy workforce to drive business results at sector level	<ul style="list-style-type: none"> - Support from business organisations to implement best practices (KFC, EHPEA) - Buy-in from other actors in the supply chain, FSI members and beyond 	HIVOS BSR	EHPEA KFC
	Policies	5	Develop gender sensitive management & committees on business level	<ul style="list-style-type: none"> - Mutual respect & understanding between workers & management - Building skill & internal capacity - Safe & equitable employment opportunities - Reduced Sexual harassment 	BSR HIVOS	EHPEA KFC
	Scaling investment	6	Engage businesses to advance women empowerment	<ul style="list-style-type: none"> - Develop business case evidence - Define principles for action - Act, Enable & Influence 	BSR	EHPEA KFC
Stake-holders	Capacity	7	Strengthen capacity to take action	<ul style="list-style-type: none"> - Lobbying and advocacy capacity of local and international organisations towards governments - Improve certification (amongst others, audits) and include workers in the monitoring and progress 	HIVOS	EHPEA KFC

III. Specific activities table (modular approach)

For Each of the Impact identified in the objectives table (above), specific activities are already or will be put in place by the partners in collaboration with the WGG.

In the tables below, the specific activities per topic are listed. The WGG members and their Partners are invited to complete these tables with the ongoing and future projects that are/will be put in place within the WGG framework:

A. Workers & Communities

FACTOR #1: Increase access to resources related to general & reproductive health					
Partner	WGG support	Project	Practices	Time frame	
EHPEA	BSR	Gender project	<ul style="list-style-type: none"> - Training & education materials - Access to healthcare products & services 	2016 - 2018	
	HIVOS				
KFC	BSR		<ul style="list-style-type: none"> - Information 		
	HIVOS		<ul style="list-style-type: none"> - Information 		
Other					

FACTOR #2: Increase participation in decision making, both at work and at home				
Partner	WGG support	Project	Practices	Time frame
EHPEA	BSR	Gender project	- Participation of women workers in gender committees	2016 - 2018
	HIVOS			
KFC	BSR		- Skills development	
	HIVOS		- Capacity Building - Gender Committees	
Other				

FACTOR #3: Strengthen the ability to take action by the workers themselves				
Partner	WGG support	Project	Practices	Time frame
EHPEA	BSR	Gender project	- Peer discussions and trainings for women	2016 - 2018
	HIVOS			
KFC	BSR			
	HIVOS		- Freedom of association - Influence on policy & society	
Other				

B. Workplaces & businesses

FACTOR #4: Promote a strong & healthy workforce to drive business results at sector level				
Partner	WGG support	Project	Practices	Time frame
EHPEA	BSR	Gender project	- Permanent Gender office at EHPEA - Enhance farm productivity - Develop business case evidence & Define principles for action	
	HIVOS			
KFC	BSR		- Develop business case evidence & Define principles for action - Capacity building for audit team	
	HIVOS		- Increase market access through “National Mechanism for Compliance” - Capacity building for workers	
Other			- Buy-in from other actors of the supply chain	

FACTOR #5: Develop gender sensitive management & committees at business level				
Partner	WGG support	Project	Practices	Time frame
EHPEA	BSR	Gender project	- Establish gender committees in EHPEA farms - Adoption of gender policies in participating farms	2016 - 2018
	HIVOS			
KFC	BSR			

	HIVOS		<ul style="list-style-type: none"> - Sexual harassment & GBV clause included in employee farm contract - Gender policy requirement included in KFC Standard 	
<i>Other</i>				

FACTOR #5: Promote a strong & healthy workforce to drive business results				
Partner	WGG support	Project	Practices	Time frame
EHPEA	BSR	Gender project	<ul style="list-style-type: none"> - Permanent Gender office at EHPEA - Enhance farm productivity - Develop business case evidence & Define principles for action 	
	HIVOS			
KFC	BSR		<ul style="list-style-type: none"> - Develop business case evidence & Define principles for action 	
	HIVOS		<ul style="list-style-type: none"> - Increase market access through “National Mechanism for Compliance” 	
<i>Other</i>			<ul style="list-style-type: none"> - Buy-in from other actors of the supply chain 	

FACTOR #6: Engage businesses to advance women empowerment				
Partner	WGG support	Project	Practices	Time frame
Kenya Ethiopia	BSR HIVOS		<ul style="list-style-type: none"> - Define roadmap/ Toolkit for action - Develop business case for action on gender - Define principles for action 	
<i>Other</i>				

C. Stakeholders

FACTOR #7: Strengthen capacity to take action				
Partner	WGG support	Project	Practices	Time frame
Kenya Ethiopia	BSR HIVOS		<ul style="list-style-type: none"> - Engage with (non-)Governmental stakeholders to influence the reduction of gender-based violence - Support & uphold social compliance standards - Strengthen standards and Code of Practice implementation 	
<i>Other</i>				

IV. How the WGG operates

A. Roles

Through this modular approach, the WGG offers an incentive to the private sector and companies to engage on the topic of gender where they see opportunities that fit their sustainable business strategy and agenda. Without reinventing the wheel or tackling the issue from the start, private sector partners can use the knowledge, support and experience available to build projects and implement change on the field to create impactful results.

The work of the WGG is: 1- To disseminate information and bring awareness on the issues of Gender in the floriculture sector and beyond. 2. To promote and support private organisation and companies in their projects and field activities related to the topic of Gender. 3. To strengthen the efforts and gather the projects results to create a strong business case on gender. 4. To cooperate beyond the projects with (non-) governmental organisations to create adhesion and identify new opportunities to move forward with sector stakeholders

By identifying the gaps between the current practices and desired achievements, and creating interactions, the WGG will direct the focus and engagement of the sector towards a responsible approach on gender, translated into practical roadmaps for targeted actions.

B. Resources

The WGG is a pre-competitive approach. Industry players are working together to serve their common objectives on Gender. Keeping in mind the necessity to link projects results with business results, companies and sector organisations partnering with the WGG will find business incentives in strengthening their approach on Gender.

The WGG will provide support to align their ambition with the resources available and find additional resources when needed.

C. Communication

Members of the WGG will meet bi-annually for a learning & sharing session to ensure coordination of the actions and explore links and synergies. It is proposed to hold the first L&S session during IFTEX next June 2017 in Nairobi, Kenya

Communication towards other stakeholders will be done individually by the WGG members, as well as through FSI, using the FSI General Assembly on 26 January at IPM in Essen to present more concretely the WGG model of engagement and engage with other FSI members.

When needed, regular communication will take place on project level between the concerned partners and individual members of the WGG. These meetings will take place outside of the WGG's scope.

Tools: FSI and the WGG members can use the stakeholder map and the "WGG Menu of activities" to create practical examples of engagement for external communication.

GENDER EQUALITY

Why it is important in business



Fresh & Ingredients

WHY



Companies that become aware of the role women play as direct employees and as workforce in their supply chain, are better positioned to improve business practices.



Women are often under-represented in leadership roles and over-represented in part time and informal roles.

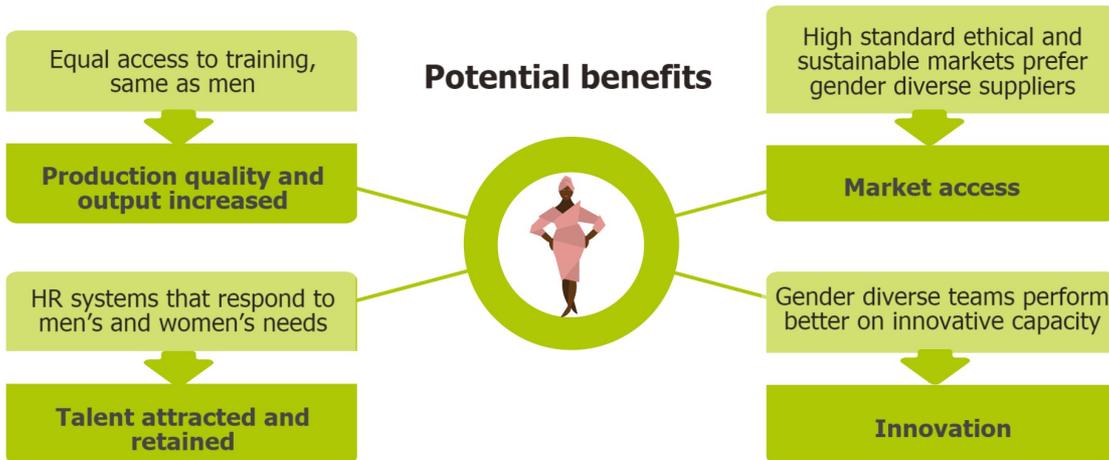


Investing in issues that are relevant for your female workers is an important step towards worker satisfaction and improved production, as shown by evidence.

"The business case for gender equality is compelling. Investing in women is indeed smart economics"



Philippe Le Houérou,
IFC Executive Vice
President and CEO



HOW

Ensure equal opportunities and support



- Equal contracts for equal jobs
- Management positions for women
- Technical jobs for women
- Training and mentoring tailored for women

Guarantee good working conditions & safety



- Extra protection against dangerous chemicals for pregnant women
- Zero tolerance on sexual harassment & discrimination
- Home-work transportation for women
- Healthcare facilities

Provide fair payment



- Equal pay for equal tasks
- Support for women's control over income by own bank account

Facilitate work-life balance



- Maternity leave
- Support for breastfeeding in the workplace
- Support for childcare
- Flexible working hours

Gender Impacts on Business

The examples below demonstrate gender strategies by companies in three countries and their results.

Strategy



Results



Vegetables & Fruits

Fundo Dona Pancha, Peru



Decent working condition for women, e.g. childcare support in harvest time, transportation for women



Non-traditional jobs for women, e.g. export managers, financial controllers

Improved production quality

- + Capacities of 400 female employees well utilized, resulting in improved production quality
- + No shortage of employees, even in time of labour shortage
- + Good reputation in and outside Peru



Garments

Ismailia factory, Egypt



Health training program for 1,150 garment workers



35 female peer educators are trained to pass on training information to employees

Reduced staff turnover & absenteeism

- + The absentee rates dropped from 19% to 10.7% over 12 months
- + The employee turnover rate declined from 14.5% to 8.1% over 12 months
- + Good return on investment: cost reduction fourfold of cost of investments in gender



Flower

Ethiopian Horticulture Producer Exporters Association & member farms

In cooperation with: IDH, Floriculture Sustainability Initiative (FSI) & BSR HERproject



Training of 400 male and female employees as peer educators



Awareness raising in (member) producer companies on rights, sexual harassment, hygiene

Engaging local stakeholders knowledgeable on gender issues

Women empowerment

- + Raised awareness of 7000 female employees of supplier companies on their rights regarding protection from sexual harassment, and on nutrition, family planning and reproductive health
- + Female employees start claiming their rights
- + Improved hygiene and sexual reproductive health among female employees
- + Scaling up to 20,000 employees in follow up project

Contact

IDH, Fair & Sustainable Consulting and ICCO provide companies and organizations guidance on gender strategies. If you want more information, please contact us.



info@fairandsustainable.nl

Source

BSR, 2011, HERproject: Health Enables Returns

IDH, internal sources

BOP Innovative Center, Women as inclusive business partners, Fundo Dona Pancha

FSI Working Group on Gender

Learning & Sharing Document

10 months after the first meeting of the FSI Working Group on Gender (WGG) in September 2017, FSI, with the WGG members BSR HERproject, Hivos and Partner Africa organised a learning session on 8th June 2017 during the IFTEX trade fair in Nairobi, Kenya to **inform and present the business case and the opportunities for women empowerment** to a selection of industry players.

In total, **more than 25 people attended the interactive session**, with representatives from the public sector, flower growers, trade, retail and civil society. The objective was to give the audience an idea of the WGG activities and the **existing initiatives to support gender equality and women empowerment in the sector, and the positive impacts on business results**. Special guests were invited to give testimonials and inspire participants to start the debate on **what can be done, the tools available and the benefits for the sector**.

"We have seen major improvements on the workers' health and that of their family since the implementation of HERproject's Women Empowerment programme. Simple measures like instructing workers on how to safely lift heavy charges and save their energy have considerably helped in reducing workers complaints, sick-leave days and absenteeism, and increase productivity. Better hygiene not only created a cleaner and better work environment but also reduced risks of audits defects for the farm."

"More than 80% of the flower workers in Ethiopia are female, and unless businesses can address the critical issues linked to gender, they will not be able to ensure productivity. EHPEA supports member farms to directly address the issue, by adopting gender policies, raising awareness among workers and provide training. More than 50 farms have started seeing absenteeism decrease and productivity going up after the implementation."

"Growers' only make a thin margin on the flowers they sell; Approx. 1/3 of the equivalent retail price of a rose are external costs, which can be for example workers' health, the use of scarce resources or pollution. The True Price study has showed that a lot is already being done to improve both social and environmental topics, and there is a business case for more sustainable practices in the sector. It revealed the importance of involving other players in the value chain to reflect the external costs. The research also found that consumers in the North-American and European markets are willing to pay up to 21% more for sustainable products."



LEARNINGS FROM SUCCESSFUL INTERVENTIONS ON THE FARM:

- Healthy workers directly impacts productivity and business performance.
- Farm owners and managers need to be engaged from the start.
- Businesses are willing to comply with Human Rights and understand that they will benefit from it.
- Ideally, gender committees can have a much broader role within the farm than the strict mediation on gender-related issues.
- It takes a targeted investment, a conscious approach, as well as a long-term commitment to create positive impacts for the community and the businesses.



KEY AREAS FOR STAKEHOLDER SUPPORT:

- Storytelling on Women empowerment is a strong tool to promote the industry.
- Engaging with all actors is essential to create a mindset change.
- There is space for more definition around the rules, and how can those feed into certification and other compliance systems.
- Tools such as the True Price dashboard are available for growers to identify the sustainability gaps and solutions available.



POTENTIAL AREAS FOR FURTHER COLLABORATION:

- Gender must be part of a holistic conversation, which cannot be separated from other sustainability topics.
- The focus of the WGG is on Eastern Africa for the moment, but it could also include other flower production areas in the future (South America...).
- The FSI approach supports long-term engagement of businesses and continuous improvements, with the support of IDH the Sustainable Trade Initiative.
- Moving forward, we need to double efforts to develop together a practical framework that works towards better working conditions, developing best practices, advocating positive business cases, and creating more demand for responsible flowers.

