



G20 EMPOWER COMMUNIQUÉ // 2021

WOMEN'S EMPOWERMENT & LEADERSHIP AT THE CORE OF CRISIS RECOVERY AND OF BUILDING BACK BETTER



G20

Empowerment and Progression
of Women's Economic Representation

EMPOWER

INDEX

PREAMBLE

// PAG. 3

G20 EMPOWER ROADMAP FOR CHANGE

// PAG. 7

MAKING WOMEN LEADERSHIP HAPPEN: PRIORITY ACTION AREAS

// PAG. 8

PRIVATE SECTOR AND GOVERNMENTS WORKING HAND-IN-HAND TO END THE GENDER GAP

// PAG. 9

OUTCOMES

// PAG. 10

THE FUTURE OF THE G20 EMPOWER ALLIANCE

// PAG. 11

LEARNING FROM EACH OTHER: G20 EMPOWER ADVOCATES NETWORK & BEST PRACTICES

// PAG. 12

ACCELERATING WOMEN'S ADVANCEMENT TO LEADERSHIP POSITIONS: G20 EMPOWER'S COMMITMENTS AND RECOMMENDATIONS

// PAG. 13

MEASURING TO IMPROVE

// PAG. 14

- G20 EMPOWER Commitment for the Private Sector
- G20 EMPOWER Recommendation to Governments

// PAG. 15

// PAG. 16

BUILDING AND NOURISHING AN EFFICIENT AND SUSTAINABLE WOMEN TALENT PIPELINE

// PAG. 18

- G20 EMPOWER Commitment for the Private Sector
- G20 EMPOWER Recommendation to Governments

// PAG. 20

// PAG. 21

ENABLING WOMEN TO LEAD THE FUTURE

// PAG. 22

- G20 EMPOWER Commitment for the Private Sector
- G20 EMPOWER Recommendation to Governments

// PAG. 24

// PAG. 25

ACKNOWLEDGEMENTS

// PAG. 26



PREAMBLE

Despite the numerous efforts from government and the business world over the past decades to construct a more equal and inclusive society across G20 Countries and beyond, including through the Beijing Declaration (1995) and the G20 Brisbane Goal (2014), women's global labor force participation is only at 38.8% (World Bank) far behind men's participation rates, and there is a persistent lack of women in leadership positions: women occupy only **27%** of all managerial positions (GGGR 2021), just over **26%** of seats on Boards of publicly listed companies across OECD countries (OECD), lead less than **8%** of Fortune 500 companies and only **1%** of IPO-listed organizations (Fortune 500).

This is an issue that women face across all G20 countries, and that impacts even further women of color, immigrants, minorities and members of other marginalized groups, who face multiple and intersecting forms of discrimination and barriers.

This worrying and unequal reality led G20 Leaders to launch the G20 Alliance for the Empowerment and Progression of Women's Economic Representation (G20 EMPOWER) in 2019, bringing together senior leaders from the business world and governments of 28 G20 and guest countries. The purpose and objective of the Alliance is to accelerate women's leadership and empowerment in the private sector, by proposing pragmatic policies and measures to tackle the shortcomings of the current system and the challenges that lie ahead. The task and purpose assigned to this Alliance has become though even more urgent in light of the Covid-19 pandemic which drastically exposed and amplified pre-existing gender gaps – unleashing a pandemic within the pandemic – on the one hand and, on the other hand, accelerated a series of transformations – from technology to sustainability issues, from geo-political to job-market shifts – which could further widen this gap in the workforce and beyond if action is not taken urgently by the private sector and by governments.



PREAMBLE

“ *WOMEN'S ECONOMIC EMPOWERMENT AND PRESENCE AT LEADERSHIP LEVELS IS LAGGING BEHIND, AND THIS IS NO LONGER ACCEPTABLE.* ”

WOMEN OCCUPY ONLY:

27%
OF
MANAGERIAL
POSITIONS

26%
OF SEATS ON
BOARDS

8%
OF CEO
ROLES IN
FORTUNE 500
COMPANIES

1%
OF CEO ROLES
IN IPO-LISTED
ORGANIZATIONS

Data from this past year speaks loud and clear. According to the World Economic Forum (WEF), it will take **276.6** years to reach parity in women's Economic Participation and Opportunity across the globe, a gap that has increased by at least a generation due to the Covid-19 pandemic (GGGR 2021). Employment losses during this crisis have been **5%** higher for women than for men (ILO), as the hardest hit sectors are those where women are more frequently employed (GGGR 2021), and wage losses also disproportionately affected women across the world (ILO). As a result, by the end of 2020, based on a sample of 55 countries, there were 321 million women outside of the labor force compared to 183 million men (UN Women). For example Italy, which holds the 2021 G20 Presidency, has seen an alarming job loss for women – in December 2020 alone 98% of lost jobs were occupied by women (ISTAT).

Globally, women make up **70%** of the health and social care workforce (UN Women) but, despite this massive presence of women as frontline workers during the Covid-19 response, they were once again under-represented in leadership roles, constituting only **24%** of Covid-19 task forces globally (United Nations).

In parallel, the pandemic has further highlighted the extent to which women bear the disproportionate majority of unpaid domestic and care work, estimated to be 3 times as many hours as men in pre Covid-19 times (UN Women), has exposed women to heightened levels of stress and other mental health related conditions, and has led to a concerning increase in violence against women (UN Women), all factors which drastically hinder their economic empowerment.

But crises bring opportunities. We are at a turning-point as G20 countries are called to lead the way and shape the global recovery from Covid-19 to build back better, creating - once and for all – just, equal and inclusive societies. Within this framework, gender equity and equality, women's empowerment and their advancement to leadership positions must become a strategic and guiding priority for G20 Leaders, ensuring women are at the heart of the Covid-19 recovery and can be drivers of change – at par with men. It is known that women in executive- and board-leadership positions act as role models and contribute to generate policies and practices that support other women to progress, bringing substantial change to the cultures of companies and countries.



PREAMBLE

“ COVID-19
EXPOSED AND
AMPLIFIED
GENDER GAPS,
UNLEASHING
A PANDEMIC
WITHIN THE
PANDEMIC ”

276.6

YEARS TO REACH
PARITY IN WOMEN'S
ECONOMIC
PARTICIPATION
AND OPPORTUNITY

5%

HIGHER
EMPLOYMENT
LOSSES FOR
WOMEN
DURING THE
COVID-CRISIS

70%

OF THE
HEALTH AND
SOCIAL CARE
WORKFORCE
COMPOSED
BY WOMEN

24%

OF LEADERSHIP
ROLES IN COVID-19
TASK FORCES
GLOBALLY

But there is more to it: ample evidence points to the fact that diverse and inclusive companies – that have women represented in the C-suite and gender-equality throughout the organization – are likely to be more aligned with Environmental, Social and Governance (ESG) priorities, to make better and more sustainable decisions and to innovate, thereby gaining a competitive edge and increasing their profitability and performance (McKinsey, HBR).

Women's equal presence in the workforce and in leadership roles is thereby a necessity for the socio-economic development of the world and a precondition for a strong recovery from the Covid-19 crisis and a sustainable and inclusive development in the longer term.

This shift must be quickly translated into reality through innovative, ambitious and effective corporate and public policies and initiatives, including by managing promising trends that emerged from this crisis – such as hybrid working and digitalization. For this to happen the private sector has a huge role to play and a responsibility to act immediately – with the support and encouragement, where relevant, of G20 governments. Private enterprises generate indeed the vast majority of jobs globally, reaching **90%** of all jobs in developing countries (ILO), meaning that any change within this sector can lead the way to deeper and broader change across countries and societies.

This is where the role and the purpose of G20 EMPOWER becomes critical and decisive: G20 Countries have a responsibility to lead by example by catalyzing change on women's leadership across the private sector and to generate ambitious public-private initiatives, also leveraging this unique moment of global recovery from the pandemic and looking ahead to a more inclusive and prosperous future.

PREAMBLE

“
WOMEN'S
EMPOWERMENT
AND LEADERSHIP
MUST BE A
STRATEGIC
AND GUIDING
PRIORITY FOR
G20 LEADERS
”

WOMEN IN LEADERSHIP POSITIONS

- ACT AS ROLE MODELS
- BRING CULTURAL CHANGE
- MAKE MORE SUSTAINABLE DECISIONS
- INNOVATE
- INCREASE COMPANY'S PROFITABILITY AND PERFORMANCE

90%

PRIVATE ENTERPRISES CREATE INDEED THE VAST MAJORITY OF JOBS GLOBALLY, REACHING THE HEIGHT OF 90% OF ALL JOBS IN DEVELOPING COUNTRIES



The image features a solid blue background with two large, thin, white curved lines that sweep across the lower half of the frame. The text is centered in the upper half.

G20 EMPOWER ROADMAP FOR CHANGE

Making women leadership happen

Through a bottom-up consultation process among its Representatives, the Alliance prepared a roadmap for 2021 prioritizing three axes of work under the Italian Presidency, as follows:



MEASURING TO IMPROVE

BOTH GOVERNMENTS AND BUSINESSES TRACK PROGRESS, SET GOALS AND MONITOR TRENDS IN THE ADVANCEMENT OF WOMEN IN LEADERSHIP ROLES.



BUILDING AND NOURISHING AN EFFICIENT AND SUSTAINABLE WOMEN TALENT PIPELINE

DIVERSITY, EQUITY AND INCLUSION POLICIES SHOULD BE SEEN AS ENABLERS TO ADDRESS SYSTEMIC BARRIERS SURROUNDING THE ADVANCEMENT OF WOMEN – SHIFTING ORGANIZATIONAL AND SOCIETY CULTURE AND VALUES.

ENABLING WOMEN TO LEAD THE FUTURE

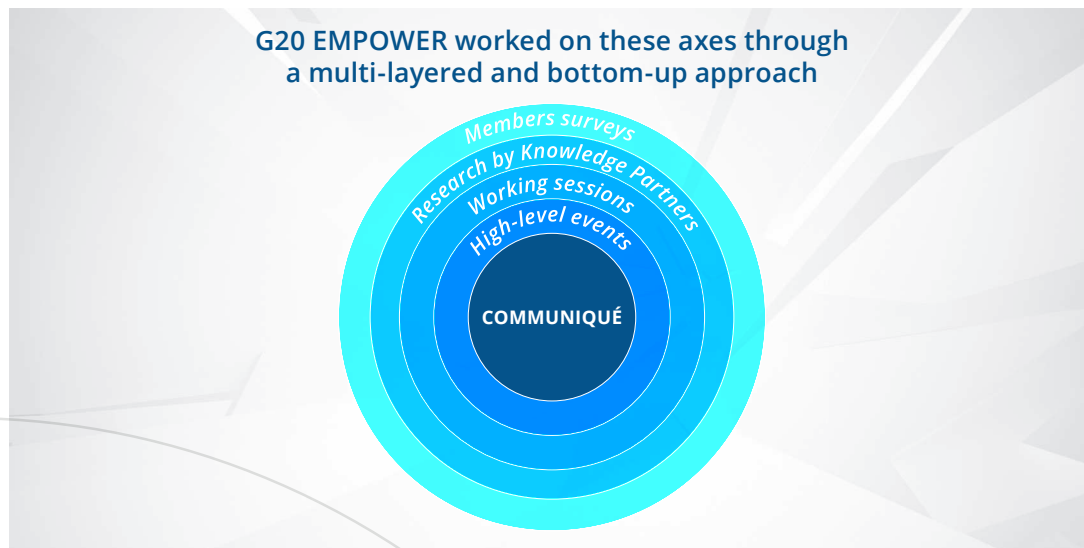
THE AVAILABILITY, ADOPTION AND IMPLEMENTATION OF PROGRAMS AIMED AT PROVIDING WOMEN WITH THE SKILLS, QUALIFICATIONS AND OPPORTUNITIES NEEDED TO MEET AND LEAD THE CHALLENGES OF THE FUTURE SHOULD BE AN URGENT CORPORATE AND PUBLIC PRIORITY.



Private sector and Governments working hand-in-hand to end the gender gap

Each of these topics was analyzed through a dedicated G20 EMPOWER Survey among its members, aiming at gathering the knowledge, experience and status quo of policies and practices across the public and private sectors in G20 and Guest Countries. The insights emerging from the G20 EMPOWER surveys enabled its Representatives to gather the diversity and richness of views and ideas present within the Alliance and to leverage them to build ambitious and visionary outcomes. The survey results were complemented by a series of presentations and studies by the G20 EMPOWER Knowledge Partners - which include the Organization for Economic Cooperation and Development (OECD), the World Economic Forum (WEF), McKinsey & Company and Boston Consulting Group (BCG).

Building on this evidence-based inputs of policies and practices, G20 EMPOWER Representatives met during three Plenary meetings to jointly review the G20 EMPOWER priorities and messages on each of these three axes of work. These Plenary meetings were further complemented by a series of high-level events with world-experts and leaders to further explore solutions and actions to accelerate female leadership in the private sector and beyond – attended by G20 EMPOWER Representatives and by the G20 EMPOWER Network of Advocates, comprising over 400 CEOs which are committed to take forward the work and messages of this Alliance within their companies, business circles and countries.



By working on these priority axes and adopting concrete and ambitious actions and targets – outlined in this communiqué, leaders across the Private and Public sectors in G20 countries will succeed, on the one hand, in limiting the negative impact of the ongoing crisis on women's participation and representation in the workforce and in leadership positions and, on the other hand, in inverting the above-mentioned trends for the decades to come. Leveraging this moment of transformation and recovery by taking bold, principled and long-term decisions is crucial, and the G20 has a responsibility to lead by example, to build back better and to create truly inclusive companies, economies and societies – jointly led by women and men capable of driving real change and overcoming the many challenges that lie ahead.

OUTCOMES

The image features a solid blue background. Two white curved lines are present: one starts from the bottom left and curves upwards towards the right, and another starts from the top right and curves downwards towards the left. The word "OUTCOMES" is centered in the upper half of the image, rendered in a bold, orange, sans-serif font.

The future of the G20 EMPOWER Alliance

G20 EMPOWER Representatives jointly defined the G20 EMPOWER Vision in order to further strengthen the identity and purpose of this Alliance, as follows:

“Be the most inclusive and action-driven Alliance among businesses and governments to accelerate women’s leadership and empowerment across the G20 countries.”

G20 EMPOWER Representatives also unanimously decided to extend the mandate of the G20 EMPOWER Alliance under the G20 umbrella to further strengthen its work and membership in the years to come. Its continuation under the Indonesian Presidency has been confirmed for 2022, with a potential extension under the Presidencies to follow, to ensure progress is accelerating and targets are being met across G20 Countries through continued collaboration and synergies between governments and the private sector.



Learning from each other: G20 EMPOWER Advocates Network & Best Practices

G20 EMPOWER Representatives decided to further expand the Advocates Network and to strengthen the initial best practice collection that was launched under the 2020 G20 Saudi Presidency. Advocates are CEOs or Heads of Foundations and Associations or Organizations committed to promoting the work and messages of G20 EMPOWER in their companies and business circles, bringing concrete change by adopting G20 EMPOWER's pledge and commitments to accelerate women's advancement to leadership positions. During the Italian Presidency, this network reached over 400 Advocates across G20 countries.

The G20 EMPOWER Advocates have been active contributors and participants of the G20 EMPOWER's high-level side events – featuring international leaders and experts which discussed the 2021 axes of work and provided concrete insights on how to shift policies and actions to accelerate change.

Advocates were also at the core of G20 EMPOWER's efforts to compile and share best practices on how to concretely advance female leadership within the private sector, which led to the publication of the G20 EMPOWER Best Practices Playbook, comprising over 160 best practices on the three axes of work under the 2021 Presidency, from 139 companies across 24 countries. This Playbook constitutes a crucial contribution of this Alliance to accelerate the advancement of women to leadership positions, enabling private sector leaders to exchange policies and practices from their respective companies, learn and get inspired from other companies' efforts, and respond with concrete shifts to policies and practices within their own companies – transforming the objectives and purpose of the G20 EMPOWER Alliance into effective and tangible change.



Accelerating women's advancement to leadership positions: G20 EMPOWER's Commitments and Recommendations

For each of the three axes of work, G20 EMPOWER Representatives agreed on a number of ambitious and pragmatic actions and policies that should be adopted by the private sector and by governments across G20 Countries, to overcome the Covid-19 crisis and bring substantial and effective change moving forward. Outcomes per topic are divided in two components, defined as follows:

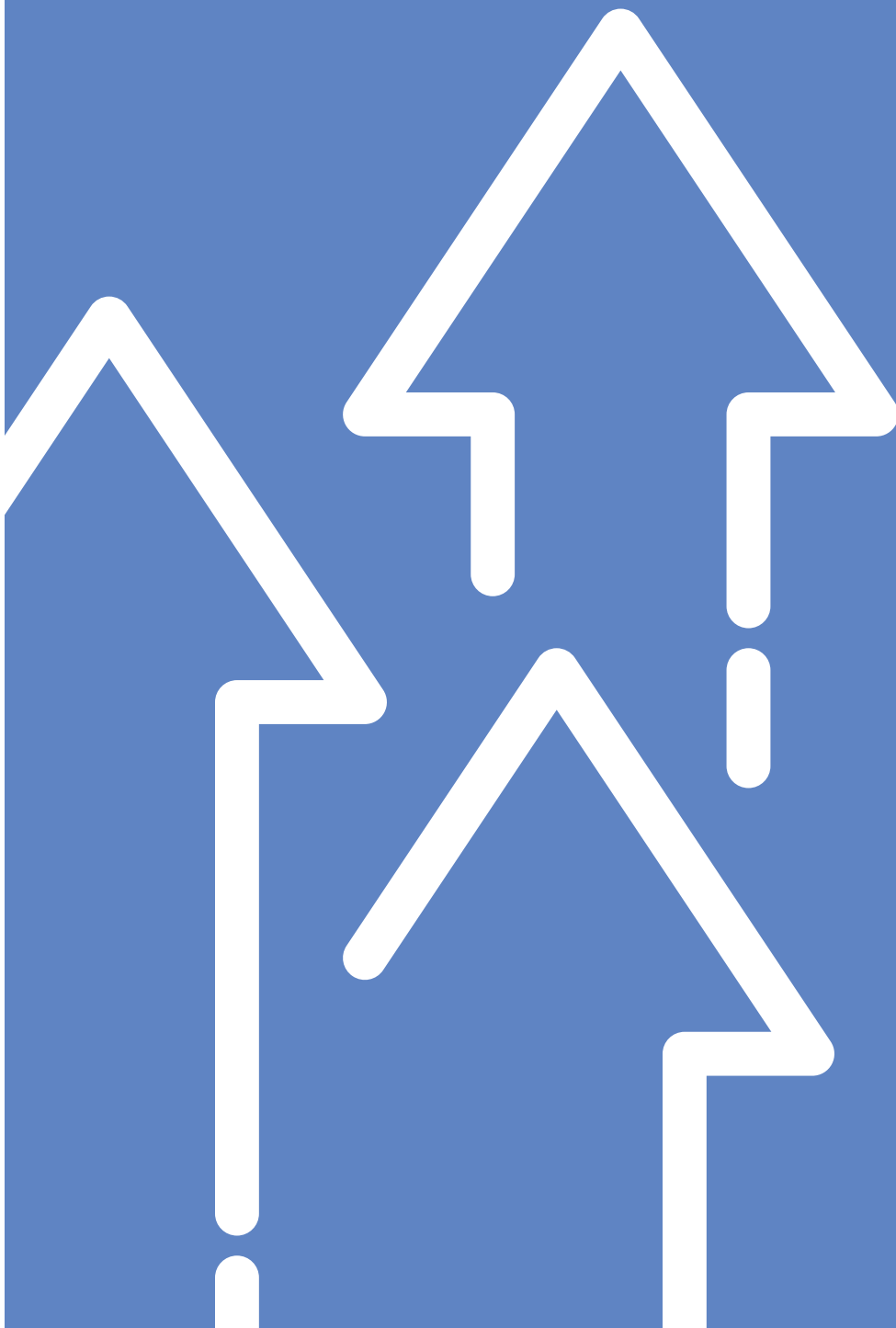
COMMITMENT

“ *WHAT WE, AS PRIVATE SECTOR LEADERS, ENCOURAGE THE PRIVATE SECTOR ACROSS G20 AND GUEST COUNTRIES TO ADOPT.* ”

RECOMMENDATION

“ *WHAT WE, AS PRIVATE SECTOR LEADERS, ASK G20 AND GUEST COUNTRIES' GOVERNMENTS TO TAKE FORWARD.* ”

MEASURING TO IMPROVE



MEASURING TO IMPROVE

Over the past decades we have witnessed a steep increase of investments to empower women within the private sector in G20 Countries and beyond: a substantial number of Diversity & Inclusion (D&I) programs have been rolled-out. Given this effort, it is surprising that businesses are still lagging far behind on women's inclusion in the workforce and at leadership levels. This strongly suggests that the issue is not only linked to the existence of policies and programs, but rather to their efficacy – determined by the methodology, the resources or other factors related to their implementation.

Most of these programs lack sound monitoring mechanisms, enabling companies to measure results, understand the problem and the impact of corrective measures, learn and improve - ensuring over time the effectiveness of their D&I policies. Without accurate, transparent and regular measurement and disclosure, the efforts undertaken by the private sector risk being nearly nullified. This is why measurement is at the core of the outcomes of G20 EMPOWER, to ensure that when it comes to D&I there is not only a leadership commitment within companies but also a strong focus on implementation and measurement - just as the focus companies, CEOs and investors already have on other business priorities.

G20 EMPOWER COMMITMENT FOR THE PRIVATE SECTOR

We believe that measuring is an underlying and crucial factor for progress. In order to accelerate change on this front within the private sector in G20 Countries, we encourage all private sector companies to measure and disclose on a yearly basis the G20 EMPOWER core Key Performance Indicators (KPIs) [see page 18 for the full list of KPIs], thereby monitoring the female share of workforce (at each career level); the female share of promotions; the gender pay gap; the share of women on company's Boards of Directors (detailing also executive roles) and the share of women in technical roles (detailing also managerial positions).

These KPIs should be measured through company-level monitoring mechanisms, for all companies and undertakings registered in G20 countries with over 250 employees in the last financial year, and all data should be publicly disclosed through the most relevant reporting mechanism at a company-, country- and international-level starting from the financial year 2022.

To accelerate this urgent change and support the achievement of the Brisbane Goal, we strive to reach 100% compliance across G20 countries by 2025.

G20 EMPOWER RECOMMENDATION TO GOVERNMENTS

We **ask Governments** to enable, facilitate and promote our joint commitment on measuring progress on female leadership in the private sector through the following actions and measures:

- Standardize across sectors, monitor and compile at national-level the core G20 EMPOWER Key Performance Indicators (KPIs) measuring the female share of workforce (at each career level); the female share of promotions; the gender pay gap; the share of women on company's Boards of Directors (detailing also executive roles) and the share of women in technical roles (detailing also managerial positions);
- Encourage public disclosure on the G20 EMPOWER KPIs starting annually from the financial year 2022, for all companies and undertakings registered in G20 countries with over 250 employees in the last financial year. To ensure 100% compliance by 2025, in line with our commitment and with the Brisbane Goal time frame, we ask Governments to adopt incentives and relevant compliance mechanisms;

To further drive change at global level and to reinforce the centrality of women in leadership positions as a proxy of parity and development, we moreover **ask the World Economic Forum and the International Monetary Fund** to include female leadership as a core criterion of Country Competitiveness.



G20 EMPOWER

Key Performance Indicators

WORK

FEMALE SHARE OF WORKFORCE



Percentage of female employees on total number of employees, at the whole company level and for each career level, from entry level to management, breaking down management in junior (CEO -4 level), middle (CEO -2 and 3) and senior (CEO and CEO -1 level) management level. For each level the percentage is always the number of female employees in that level over total employees in that level.

Female share of Promotions: percentage of female employees promoted in the last financial year over total number of employees promoted in that period of time, whereby a promotion can be considered as any permanent increase in career level and / or salary.

MONEY

TOTAL GENDER PAY GAP



Difference of median yearly salary (incl. benefits) between total female workforce and male workforce over median yearly salary of males employees.

POWER

SHARE OF WOMEN ON COMPANY'S BOARD OF DIRECTORS



Percentage of Board seats assigned to women over total seats, with details of female executive roles over total executive ones.

KNOWLEDGE

SHARE OF WOMEN IN TECHNICAL ROLES*



Percentage of female employees in technical departments over total employees in those departments, with details of that percentage at management level only.

* Technical departments are considered all units where the majority of personnel has a technical background (e.g., STEM degree, ITC degree, technical school, etc) or those with primary activities involved in Engineering, R&D, Product design, Production, Data science, IT, Operations, Clinical work, Patient handling, Surgery etc.

**BULDING AND
NOURISHING AN
EFFICIENT &
SUSTAINABLE WOMEN
TALENT PIPELINE**



BUILDING AND NOURISHING AN EFFICIENT & SUSTAINABLE WOMEN TALENT PIPELINE

Women's participation in the workforce differs based on seniority levels. While there is a higher presence of women in entry-level and junior positions across all industries, the more we head towards senior management, the more the presence of women diminishes and the pipeline of women narrows: employers seem to lose their investments by failing to retain talent up the ladder.

This leaking talent pipeline is largely due to the lack of gender-sensitive public regulations and corporate policies and/or of their efficient implementation. And this already fragile pipeline has been further impacted by the Covid-19 pandemic, due to - among other - significant job- and income-losses for women and additional care burdens, alongside disproportionate gaps in girls' education due to the pandemic, which must be addressed to create the foundation to entry into the pipeline.

To recover and build a more sustainable and resilient pipeline of talented women and resolve, once and for all, the root causes hindering women's empowerment to leadership positions, including gender-based violence and legal, social, cultural, and other barriers, business leaders and governments must work in deep synergy to urgently adopt and implement a series of priority policies and measures identified by G20 EMPOWER.



G20 EMPOWER COMMITMENT FOR THE PRIVATE SECTOR

We, as G20 EMPOWER Representatives, encourage the private sector to protect the female pipeline from the shock of the Covid-19 pandemic and to strengthen it within our companies, sectors and countries as a crucial means to achieve gender parity at leadership level. More specifically, we agree to prioritize corporate policies focusing on:

- reducing the pay gap;
- creating strong succession plans and adopting gender targets and metrics in recruitment, promotion and retention – with a strong emphasis on female representation at managerial-, executive- and board-levels;
- providing sponsoring, mentoring, training and up-/re-skilling to our staff with a specific focus on women;
- enabling efficient flexible and hybrid working which can support all employees, especially women, in their additional duties outside of work, in consideration of each sectors' specificities;
- providing equal and adequate parenting opportunities through strengthened parental leave policies.

We encourage all companies to adopt this holistic approach to reinforce the pipeline, and to make it a priority as part of our respective corporate strategies, leadership agendas, and governance mechanisms – leveraging the innovation and technology advancements for data monitoring and disclosure within our companies and beyond.



G20 EMPOWER RECOMMENDATION TO GOVERNMENTS

We, as G20 EMPOWER Representatives, encourage Governments to adopt ambitious and holistic public policies through relevant measures - such as laws, policies, incentives, rewarding mechanisms (i.e. bonus, higher scoring at public tenders, etc.) - which can act as enablers for private stakeholders across all industries and of all sizes to strengthen the pipeline of women leaders in G20 Countries and beyond.

Building on our experience as private sector leaders and conscious of the severe consequences of the Covid-19 crisis on the pipeline of women leaders, we encourage Governments to accelerate – leveraging among other the Covid-19 Recovery Plans and Strategies – on the following priority areas which we believe will help protect the pipeline from the shock of the pandemic and strengthen it for the decades to come:

- Provide guidance and frameworks to enable flexible and hybrid work across suitable sectors of the economy;
- Strengthen State-led Childcare policies and promote a gender-sensitive care system, including services, infrastructure and subsidies for affordable child-care, equal parental and caregiver leave between parents, employment and job protection for parents in terms of job and of seniority level;
- Promote women's representation at senior levels within the private sector, including in Boards and Executive / Managerial positions, by incentivizing or encouraging private sector quotas and/or targets as well as regular disclosure and reporting of gender composition by all companies;
- Create a culture of parity, by investing in education, public awareness and mobilization, by sharing best practices and examples of how to create parity across the public and private sector, while also leading by example as a large public employer.

ENABLING WOMEN TO LEAD THE FUTURE



ENABLING WOMEN TO LEAD THE FUTURE

The challenges lying ahead of us are multiplying by the day in this fast-changing world and have been further deepened and accelerated by the Covid-19 pandemic: from technological and digital transformation to planet sustainability, from the post-pandemic economic recovery to the pre-existing and exacerbated poverty, inequality and inclusivity issues. We need women to lead side-by-side with men to overcome these and other emerging challenges and to ensure companies and Governments can succeed in leading and shaping the future in a sustainable and inclusive way.

But this is far from being the reality today: women are consistently under-represented in fast-growing job clusters and often are hindered from acquiring the skills needed to lead the future – from STEM to soft /leadership and humanistic skills – due to social norms, stereotypes and biases, a consistent lack of role models, opportunities, education and resources.

Gender-based employment segregation needs to be urgently addressed and, to do so, we must start with deep changes at the leadership level: re-thinking the skills and qualities a leader must have by overcoming the current male-dominated leadership model and ensuring companies and countries are led by diverse teams with the capacity to create an equal working environment for all – centered around the values of sustainability, fairness and inclusivity – and to fully valorize the innovation potential of a diverse workforce.

G20 government and private sector leaders must act now to ensure women, just as men, are provided with the skills, productive resources and opportunities to lead the challenges and companies of the future, by shifting their policies and their educational, training and working cultures and by leveraging all relevant tools – including the ESG framework - to accelerate this change.



G20 EMPOWER COMMITMENT FOR THE PRIVATE SECTOR

We, as G20 EMPOWER Representatives, urge the private sector across G20 countries to review its policies, leadership models and narrative to enable women to lead the challenges and companies of the future. This can and should be achieved by focusing on three main aspects:

SKILLS DEVELOPMENT

Address the growing gender-gap in terms of STEM and hard skills as well as leadership and soft skills, focusing on the "Top 10 Skills of 2025", through lifelong learning, career-long re- and up-skilling policies, executive and mid-career training programs, mentoring, sponsorship and role-modeling policies supporting women's advancement to leadership positions, comprehensive de-biasing trainings and policies to shift the working culture and create diverse working environments and leadership teams – especially in the technology and digitalization job clusters subject to a large and widening gender-gap;

SHIFTING LEADERSHIP MODELS

Recognize the need for all companies to further valorize the many existing skills and capacities of women employees and rethink the currently dominant leadership models, centering leadership traits on a leaders' capacity for: long-term thinking, focusing on purpose, managing complex situations through multi-tasking, agile-thinking and adaptability, leading by example and creating inclusive, cooperative and empathic work cultures - capable of being productive while protecting a healthy work-life balance. The importance of these leadership traits has emerged strongly during the Covid-19 pandemic and will remain central in this increasingly complex and fast-changing world. Companies hold the responsibility to foster such leadership models and enable women to become the leaders of the future by adopting and enhancing programs focusing on coaching, mentoring and sponsoring, role modeling, by reviewing company talent management policies leveraging both potential- and experience-based hiring and career-development approaches, all while fostering inclusive networking opportunities among all employees;

SHAPING CULTURE THROUGH PUBLIC NARRATIVE

Change and shape the current culture to overcome gender inequality and biases in specific sectors or roles through public narrative, leveraging companies' influence and outreach. Companies should re-think their own branding and image to ensure they are not contributing to maintaining or nourishing a culture of gender-based unequal opportunities and stereotypes; should accelerate their efforts to ensure women leaders and role models have space and visibility in media, panels, events, and other internal- or public-facing communications – with a special attention to outreach and communication activities towards the younger generations; should work jointly on fact- and strength-based communications campaigns to de-bunk biases and cultural beliefs that prevent women from entering specific sectors or jobs and becoming the leaders of today and of tomorrow.

G20 EMPOWER RECOMMENDATION TO GOVERNMENTS

We, as G20 EMPOWER Representatives, ask governments to support and work with the private sector to ensure women have the skills and opportunities to lead the challenges and companies of the future, by incentivizing and adopting the following policies and actions:

SKILLS DEVELOPMENT

Mainstream the importance and development of soft and leadership skills as well as of STEM skills through public education and training programs targeting girls and women at all stages of their lives and career, and incentivize/(co-)fund private sector efforts for re- and up-skilling, re-employment or re-deployment, mid-career trainings and entrepreneurship initiatives aiming at increasing women's participation in the workforce and advancement to leadership positions, with an emphasis on the jobs and industries of the future such as technology and digitalization or other growing or emerging job clusters which are characterized by a strong gender gap;

SHIFTING LEADERSHIP MODELS

Lead by example by re-thinking leadership models, also in light of the lessons learned from the Covid-19 pandemic, within the public sector, leverage and encourage quotas and/or targets and training opportunities to create diverse and inclusive leadership teams and working cultures in the private and public sectors, create and set clear indicators for progress and reporting mechanisms to ensure a gender-balanced and inclusive transition towards the jobs and leaders of the future;

SHAPING CULTURE THROUGH PUBLIC NARRATIVE

Invest in joint public-private efforts to change the public narrative and perception and ensure women and girls are given the opportunity and confidence to lead the future. This can be achieved through a comprehensive communication and educational approach which shifts the current stereotypes and biases by re-visiting the role and ensuring an equal presence of female personalities in panels, public events, media outlets, series and movies – including for young girls and boys –, school educational material, or other relevant means to influence public perception.



The background is a solid blue color. There are two white curved lines that intersect. One line starts from the top left and curves towards the bottom right. The other line starts from the top right and curves towards the bottom left. They cross each other in the center of the page.

ACKNOWLEDGMENTS

The **G20 EMPOWER Italian Presidency team wishes to thank the Co-Chairs**, for their strategic support and guidance which have been instrumental for the success and continuation of this Alliance, in particular Canada for its support on the Alliance's communications, Japan for its support on the 2021 G20 EMPOWER Best Practices Playbook, Indonesia for its support on mobilizing the Advocates Network and preparing the Advocates Toolkit, and Saudi Arabia for its 2020 Presidency during which the Advocates Network and the Best Practice collection were launched; the **Italian Department for Equal Opportunities**, under the leadership of Minister Bonetti, for their continued support throughout this Presidency, and **Valore D** for the dedication, expertise and support in transforming this Alliance in a true team across the G20 countries; the **G20 EMPOWER REPRESENTATIVES** for their dedication, insights and pragmatic contribution in taking forward the work of this Alliance across countries and cultures, united by the common goal and ambition of empowering women towards leadership positions; the Network of over 400 **G20 EMPOWER Advocates** across the G20 and guest countries for taking ownership of the outcomes of this Alliance and transforming them into reality within their respective companies – driving concrete change to advance female leadership in the private sector.

REPRESENTATIVES **G20 EMPOWER**



The Presidency wishes to express its high appreciation for the valuable contribution of the **Knowledge Partners**, for sharing their insights and ensuring the work carried forward by this Alliance is based on quality evidence, builds on and feeds into existing knowledge and practices.



The **ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT (OECD)** and the **WORLD ECONOMIC FORUM (WEF)** provided precious insights throughout the Plenary meetings and supported the Alliance to refine its priorities and recommendations, creating linkages with the ongoing efforts and work carried forward by both organizations.



MCKINSEY & COMPANY shared their extensive knowledge and research on corporate policies for the advancement of women to leadership positions, delivering insights during the Plenary meetings and providing support during the working sessions of the G20 EMPOWER Alliance.



BOSTON CONSULTING GROUP contributed to this year's G20 EMPOWER work by collecting, compiling and analyzing the 2021 G20 EMPOWER Best Practices Playbook – a collection of over 160 corporate best practices from 24 G20 and guest countries which provide concrete insights, lessons learned and tools to advance female leadership.

The G20 EMPOWER Italian Presidency also wishes to acknowledge the work and outcomes of the **G20 EMPLOYMENT WORKING GROUP AND MINISTERIAL MEETING**, the **BUSINESS 20** Engagement Group and its Special Initiative on Women's Empowerment, and the **WOMEN 20** Engagement Group, with which it worked throughout this 2021 Presidency in order to create synergies and advance together the important cause of women's empowerment across G20 countries and beyond.



www.g20.org
g20empower2021@valored.it

G20Empower



g20empower

