

**PRME Gender Equality Working Group**  
**Global Repository**  
**“Corporate Social Responsibility”**

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Coordinator: Maureen Kilgour, PhD., Associate Professor of Management, Univ. of St. Boniface, Manitoba, Canada. (Coordinator), [mkilgour@ustboniface.mb.ca](mailto:mkilgour@ustboniface.mb.ca)

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## I) CASE STUDIES

### **“AgChemCo Company”**

<http://www.caseplace.org/d.asp?d=3829>

*“AgChemCo Company,” Richard Ivey School of Business, Author: Russell, W., 2008.*

This case involves a personnel matter at an agricultural chemical industry mining complex. A middle-level supervisor has been accused of gender-based and other discrimination. The complaint has come primarily from one employee who works under that supervisor's direction, but is supported at least in part by the testimony of other employees. The evidence is typical of the sorts of evidence that usually attend human resource disputes. Company policy manuals bear on the propriety of the mill coordinator's conduct apart from the issue of discrimination. Ultimately, an appellate process is also integrated into the procedural tools. This case considers the process by which the employment discrimination complaint is investigated, considered and resolved, including the weighing and evaluation of information gathered from those in the workplace. Various practical, legal and ethical issues typical to such cases are apparent.

### **“AT&T Consumer Products”**

<http://www.caseplace.org/d.asp?d=814>

*“AT&T Consumer Products”, Harvard Business School, Authors: Badaracco, Joseph L. Jr.; White, Wilda, 1992.*

Describes the factors AT&T Consumer Products managers considered in deciding whether to locate a new plant for telephone answering machines in the United States, Asia, or Mexico. Describes in depth the restructuring of AT&T during the 1980s, the competition facing its consumer products division, the division's overseas manufacturing strategy, the Mexican economy, and the country's maquiladora program. Encourages students to analyze where a company's and an executive's responsibilities lie in making a complex plant-siting decision involving overseas operations, and in making decisions about pay, benefits, bribery, gender-based hiring, waste disposal, and so forth in operating in developing countries. Supplements available (from Harvard Business School Publishing).

### **“GE Healthcare in India: An Ultra (Sound) Strategy?”**

<http://www.caseplace.org/d.asp?d=4907>

*“GE Healthcare in India: An Ultra (Sound) Strategy?” University of Virginia Darden School Foundation, Authors: Mead, Jenny; Harris, Jared; Jain, Mayank, 2008.*

This case outlines the dilemma of V. Raja, president and CEO of GE Healthcare India, when the company's ultrasound machines were implicated in many cases of prenatal sex determination. Even in the 21st century, Indian society favored males and many in India saw females as a burden on their families. Studies had shown that fewer and fewer girls were being born, with potentially catastrophic results for future Indian society. The reason: Many women were relying on ultrasound

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machines to determine the gender of their fetus and, if it were a girl, having abortions. Raja knew that GE Healthcare and ultrasound machines were providing much better medical care for Indians, particularly those in rural communities, and that the company was following all the rules and regulations to prevent this type of abuse. But he also understood the social issues that were involved. Ultrasound machine sales had enormous potential to help maintain GE's market-leading position in India. But should the company step back from its aggressive sales strategy? How could Raja and the company alleviate the growing discontent among critics and the media against the practice of prenatal sex determination testing using GE's ultrasound machines? What additional efforts did GE need to make to prove its intentions of promoting prenatal care? What other efforts should the company make to stop the illicit prenatal gender determination and resulting abortions? How could he protect the as yet untarnished image of GE as a responsible corporation going forward?

***“Gender in Value Chains Toolkit”***

<http://genderinvaluechains.ning.com/page/toolkit>

“This toolkit intends to motivate and help practitioners in integrating a gender perspective in agricultural value chain development by providing practical tools for all stages of the value chain intervention.

The toolkit provides an overview of material available on gender and value chains. The tools are selected from manuals produced by USAID, SNV, GIZ, ILO, Oxfam and other organisations in the Agri-ProFocus Gender in Value Chains Network.

Target groups:

- Practitioners working with different actors in agricultural value chains.
- Practitioners that work with organisations that support or influence agricultural value chains, such as NGOs, knowledge institutions, government, BDS, microfinance organisations.

There are two types of tools:

- Tools that support data-collection and research to gain insight into gender constraints,
- Tools guiding the facilitation of participatory processes in order to involve male and female value chain actors in the different stages of the project.

***“Global Diversity and Inclusion at Royal Dutch Shell (A)”***

<http://www.caseplace.org/d.asp?d=5955>

*“Global Diversity and Inclusion at Royal Dutch Shell (A)”*, Harvard Business School, Authors: Sucher, Sandra J.; Corsi, Elena, 2011.

Royal Dutch Shell has been among the early players to implement diversity and inclusion policies in the 1990s, first in the U.S. and then globally. In May 2009, Peter Voser, CFO and soon-to-be CEO, wants to adjust the company's business, headcount and cost levels to adapt to changing economic conditions after one of the worst economic downturns in decades. His all-male Executive Committee has raised eyebrows since it is a step back from that of his predecessor, and he must decide whether to continue to promote the firm's emphasis on global diversity and inclusion while it restructures its business and reduces its managerial workforce

**“Gender Value Chain Guide”**

<http://www.gatesfoundation.org/learning/Documents/gender-value-chain-guide.pdf>

*“Improving Opportunities for Women in Smallholder-based Supply Chains,” Bill & Melinda Gates Foundation, Authors: Man-Kwun Chan, with advisory input from Stephanie Barrientos, 2010.*

“This guide is written for all international food companies that have smallholder producers in their supply chains and that actively engage with these smallholders either through direct sourcing arrangements or through other types of smallholder support programs such as training programs, sustainability certification schemes, and community development projects. Some sections of this guide (for example Section 3) are relevant primarily to situations where companies are sourcing directly from smallholders. However, most sections of this guide are relevant to all companies and supply chains, including those companies that source smallholder products only indirectly, via intermediaries’ (page 9 of the guide). There are a number of small cases studies in this guide.

**“Liberte, Egalite, Sororite: How Should France Achieve Boardroom Parite?”**

<http://www.caseplace.org/d.asp?d=6455>

*“Liberte, Egalite, Sororite: How Should France Achieve Boardroom Parite?” Harvard Business School, Authors: Groyberg, Boris; Fischer-Groban, Hilary, 2011.*

The French government is considering mandating a gender quota for corporate boards. Other countries have approached the question of gender equity in corporate governance in various ways; which model might best work for France?

**“Shifting the Diversity Climate: The Sodexo Solution”**

<http://www.caseplace.org/d.asp?d=6293>

*“Shifting the Diversity Climate: The Sodexo Solution”, Harvard Business School, Authors: Thomas, David A.; Creary, Stephanie J., 2011.*

This case profiles the evolution of Sodexo's diversity initiative. Diversity became a key priority for Sodexo, North America in 2001 after a class-action lawsuit was filed and certified in Washington, D.C. against Sodexo Marriot Services, Inc., the food services division that Sodexo had merged with in 1998. In 2002, Dr. Rohini Anand was hired by Michel Landel, CEO of Sodexo, North America. Soon thereafter, Anand was instated as chief diversity officer for Sodexo, North America. Anand and Landel worked with several executives to develop and implement systems that were conducive to a diversity strategy. The team started to build the human resource processes that would address many of the concerns in the lawsuit: training systems, selection systems, and a career posting center. By 2010, Sodexo, North America was continuing to gain traction on its diversity strategy, and a global diversity initiative for the group was underway. In addition, the company had developed diversity priorities focused on five different dimensions of difference from a global perspective: gender, race/ethnicity, sexual orientation, disabilities, and age. However, more work still needed to be done to engage employees around the world in the company's diversity initiatives.

***“The Whistleblower: Sex Trafficking, Military Contractors, and One Woman's Fight for Justice”***

*“The Whistleblower: Sex Trafficking, Military Contractors, and One Woman's Fight for Justice”,  
Palgrave Macmillan, Authors: Bolkovac, Kathryn; Lynn, Cari, 2011*

When Nebraska police officer and divorced mother of three Kathryn Bolkovac saw a recruiting announcement for private military contractor DynCorp International, she applied and was hired. Good money, world travel, and the chance to help rebuild a war-torn country sounded like the perfect job. Bolkovac was shipped out to Bosnia, where DynCorp had been contracted to support the UN peacekeeping mission. She was assigned as a human rights investigator, heading the gender affairs unit. The lack of proper training provided sounded the first alarm bell, but once she arrived in Sarajevo, she found out that things were a lot worse. At great risk to her personal safety, she began to unravel the ugly truth about officers involved in human trafficking and forced prostitution and their connections to private mercenary contractors, the UN, and the U.S. State Department. After bringing this evidence to light, Bolkovac was demoted, felt threatened with bodily harm, was fired, and ultimately forced to flee the country under cover of darkness—bringing the incriminating documents with her. Thanks to the evidence she collected, she won a lawsuit against DynCorp, finally exposing them for what they had done. This is her story and the story of the women she helped achieve justice for.

***“Walmart – The High Cost of Low Price”***

<http://www.bravenewfilms.org>

*“Walmart – The High Cost of Low Price,” film, directed by Robert Greenwald, 2005.*

This is a provocative film which can be used to discuss a range of issues concerning gender, including organizing trade unions, violence against women, and gender discrimination, among other issues.

***“Women Empowerment through Corporate Social Responsibility: A Case Study of Government Oil Companies Operating in Assam”***

Email: [drchaytanyabora@yahoo.in](mailto:drchaytanyabora@yahoo.in)

*Dr. Chaytanya Bora, Assistant Professor, Department of Commerce, Tinsukia College,*

‘Women make up half of the world's population and without their engagement, empowerment and contribution, we cannot hope to achieve a rapid economic recovery nor effectively tackle global challenges such as competitiveness, environmental challenges, food and security, etc. Though there are number of policies and programmes framed and developed by government but none can bring the issue in a respectable position. The present study is undertaken to know the corporate role in women empowerment under CSR policy. The study is based on secondary source of information. The emphasis has been put to study how far a company has the accountability towards the society in general and women in particular. In the case of Sample Companies, it is found to be satisfactory from quantitative point of view but not from qualitative point of view. The sample Companies are

doing number of activities and policies for women under the purview of CSR. However, these are not plan based and there is no specific schedule for performing the CSR activities.’

**“Increasing Market Opportunities: Turner Construction’s Construction Management Training Program”**

*“Increasing Market Opportunities: Turner Construction’s Construction Management Training Program,” The Center for Corporate Citizenship at Boston College, The Wallace B. Carroll School of Management, Boston, Authors: Rochlin, Stephen A.; Boguslaw, Janet, 2004.*

For over thirty years, Turner Construction has offered a Construction Management Training Program that has provided a competitive strategy for the company while benefiting hundreds of minority and women owned construction businesses and building valuable relationships within local communities.

## II) COURSES & SYLLABI

**“Gender and Energy and CSR”**

<http://www.rgu.ac.uk/social-work-and-social-sciences/study-options/postgraduate-taught-full-time/corporate-social-responsibility-and-energy>

*Robert Gordon University offers a Master’s of Science in Corporate Social Responsibility and Energy.*

**“Sex Trafficking and Human Rights: Migration, Coercion, Choice, and Justice”**

[http://humanrights.uchicago.edu/pdf/Courses\\_2011-2012.pdf](http://humanrights.uchicago.edu/pdf/Courses_2011-2012.pdf)

*“Sex Trafficking and Human Rights: Migration, Coercion, Choice, and Justice,” University of Chicago, Human Rights Program, Instructor: Charlotte Walker-Said, 2011.*

In the current discourse, sex trafficking is a modern-day form of slavery in which a commercial sex act is induced by force, fraud, or coercion. This course is a seminar on the global phenomenon of voluntary and involuntary migration for the purpose of engagement with the sex trade. The difficulty in addressing this phenomenon is that some are trafficked against their will and suffer from the most appalling conditions of fear, abuse, and inhumanity, while others voluntarily enlist as prostitutes, driven by a combination of poverty and lack of opportunity at home and greed fueled by misinformation for what lies before them. This course will identify the various dimensions of the global phenomenon of sex trafficking and human trafficking, as well as enter into debates on global capitalism, foreign investment, immigration policy, HIV-AIDS, slavery, justice, and human rights broadly. The course will address the phenomenon as a global one, with national or regional case studies to illuminate the elusive and multifaceted nature of the trade and its practices. The government policies and current judiciary practices of the nations of Thailand, Cambodia, Laos and other countries in southeast Asia as well as Japan, Germany, the Czech Republic, Poland and other former members of the Soviet bloc will be examined. A new framework to understand and address trafficking is still under constant debate and this course will evaluate contemporary and historical dimensions of the issue.’

***“Sustainable Business in Emerging Markets”***

<http://www.beyondgreypinstripes.org/content/sustainable-business-emerging-markets-travel-course-india>

*“Sustainable Business in Emerging Markets”, Simmons School of Management, travel course, Instructor: Vipin Gupta, 2011.*

⇒ Syllabus Available

This is a modular structured course addressing critical sustainability challenges – political, economic, socio-cultural, technological, ecological, gender, and fair trade – facing emerging markets, and approaches to address them. The course examines the most important “hot button” sustainability issues that emerging markets face, and how corporations are taking up the challenges. Special attention is given to the role of gender and women leadership in fostering sustainable development. The course will focus on India, and on diversity within India, in the broader context of emerging markets and global trends. Case studies exploring these issues are discussed.

**III) TEXTS**

**IV) BEST PRACTICES**

**V) SEARCH ENGINES**

**VI) PROFESSIONAL ACADEMIC ASSOCIATIONS & SUBDIVISIONS**

**VII) OTHER RESOURCES AT COLLEGES AND UNIVERSITIES OR OTHER ORGANIZATIONS**

**VIII) DATA SOURCES**

**IX) RELATED RESEARCH**

**X) OTHER RESOURCES**

***“Embedding Gender in Sustainability Reporting: A Practitioner’s Guide”***

[http://www1.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/ifc+sustainability/publications/publications\\_report\\_gendersustainabilityreporting\\_wci\\_1319577300362](http://www1.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/publications/publications_report_gendersustainabilityreporting_wci_1319577300362)

According to the International Finance Corporation (IFC), World Bank Group. ‘This resource has been produced by the Global Reporting Initiative (GRI) and IFC, with the support of the governments of Iceland, Germany, and Switzerland, to help organizations using the GRI

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Sustainability Reporting Framework embed material gender issues in sustainability reports. It is also intended to inform the formal process of integrating gender in future updates of the GRI Sustainability Reporting Framework (also known as G3 Guidelines).’

**“Wikigender Corporate Social Responsibility Page”**

[http://www.wikigender.org/index.php/Corporate\\_Social\\_Responsibility](http://www.wikigender.org/index.php/Corporate_Social_Responsibility)

This wiki space was launched as part of the consultation process and follow-up to the International Financial Corporation and Global Reporting Initiative launch of their report: **‘Embedding Gender in Sustainability Reporting - A Practitioner’s Guide’ (2009)**.

*‘This section explores the intersection between gender issues and corporate social responsibility, with a particular focus on companies in emerging markets. It is meant to be a collaborative effort, taking into account the perspectives and experiences of a variety of stakeholders.*

On this page you will find:

- An **overview** of the topic
- **Definitions** of key terms
- Information on practical approaches that companies can use to improve their gender **impact reporting**
- **Best practices** derived from the experiences of various organizations that are active in this area

*It is hoped that this website will contribute to policy dialogue on gender and CSR. By becoming a focal point for the experiences of practitioners, it can also directly empower entrepreneurs to implement appropriate best practices, increase their outreach to women, and optimize the contribution of women in their organizations.’*

**“Corporate Social Responsibility and Gender in the Workplace”**

<http://gsf-jo.org/inp/Upload/Corporate-Social-Responsibility-and-Gender-i-%20the-workplace.pdf>

*“Corporate Social Responsibility and Gender in the workplace: A study of selected Jordanian private sector companies.”*

‘The Gender and Social Fund, which was established by the Canadian International Development Agency (“CIDA”), commissioned [consulting firm] Schema to undertake a study that would analyze gender issues within the framework of corporate social responsibility (“CSR”). The study, which was to be conducted in a selected number of companies, aimed at highlighting key practices that promote or hinder women participation in the working environment’

**“CSR and Gender Equality / Rhetoric and Realities “**

[http://www.isoe.de/ftp/RARE\\_Flyer\\_Gender.pdf](http://www.isoe.de/ftp/RARE_Flyer_Gender.pdf)

*CSR and Gender Equality / Rhetoric and Realities: Analysing Corporate Social Responsibility in Europe.*

This summary of a report makes the point that gender and CSR are not integrated in Europe. The

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research has been conducted by two European organizations: [www.rare-eu.net](http://www.rare-eu.net) and [www.iso.de](http://www.iso.de).

Equality at work: The continuing challenge - Global Report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work, ILO Conference Paper, April 27, 2011, available in a variety of languages at [http://www.ilo.org/ilc/ILCSessions/100thSession/reports/reports-submitted/WCMS\\_154779/lang--en/index.htm](http://www.ilo.org/ilc/ILCSessions/100thSession/reports/reports-submitted/WCMS_154779/lang--en/index.htm).

**“Gender Equality and the Corporate Sector”**

[http://www.unece.org/fileadmin/DAM/oes/disc\\_papers/ECE\\_DP\\_2009-4.pdf](http://www.unece.org/fileadmin/DAM/oes/disc_papers/ECE_DP_2009-4.pdf)

*“Gender Equality and the Corporate Sector,” United Nations Economic Commission for Europe, Geneva, Switzerland, Author: Lisa Worth, December 2009.*

‘This paper focuses on how the commitment of businesses to promote gender equality within their organizations can be strengthened. A dual approach of encouraging voluntary measures and corporate social responsibility for gender equality on the one hand, and regulating and enforcing change through legislative reforms on the other hand are reviewed’

**“Gender and Corporate Social Responsibility: It’s A Matter of Sustainability”**

<http://www.catalyst.org/publication/507/gender-and-corporate-social-responsibility-its-a-matter-of-sustainability>

*“Gender and Corporate Social Responsibility: It’s A Matter of Sustainability,” Catalyst.org, Authors: Rachel Soares, Christopher Marquis, Ph.D., and Matthew Lee, November 2011.*

The benefits of gender-diverse leadership extend beyond short-term financial performance. Companies with both women and men leaders in the boardroom and at the executive table are poised to achieve sustainable big wins for the company and society. New data from Catalyst and researchers from Harvard Business School suggest that gender-inclusive leadership and corporate social responsibility (CSR), examined through the lens of corporate philanthropy, are linked. Findings in Gender and Corporate Social Responsibility: It’s A Matter of Sustainability include:

- Compared to companies without women executive leaders, companies with gender-inclusive leadership teams contributed, on average, more charitable funds.
- Even after controlling for key factors that might influence total donations, the presence of women leaders in Fortune 500 companies still has a significant, positive effect: more women leaders is correlated with higher levels of philanthropy.
- By keeping gender issues prominent, gender-inclusive leadership likely also affects the quality of CSR initiatives.

When it comes to corporate sustainability, stakeholders should look to a new benchmark to help judge the long-term health of a company: the presence of gender-inclusive leadership, both on the board and in executive leadership teams.

**“Gender equality it’s your business”**

<http://www.oxfam.org/sites/www.oxfam.org/files/bfb07-gender-equality-its-your-business-060312-en.pdf>

“Gender equality it’s your business,” Oxfam International, United Kingdom, ISBN: 978-1-78077-070-3, February 2012.

This paper is published by Oxfam International in the ‘Briefings for Business’ series, which aims to help develop the debate on the role of the private sector in poverty reduction by offering ideas and insights into topical poverty issues and what they mean for business

**“Making the strongest links: A Practical guide to mainstreaming gender analysis in value chain development”**

<http://edu.care.org/Documents/Gender%20and%20Value%20Chain%20Development/Making%20the%20Strongest%20Links%20Guide%20to%20Mainstreaming%20Gender%20Analysis%20in%20VC%20Devt.pdf>

“Making the strongest links: A Practical guide to mainstreaming gender analysis in value chain development,” ILO, Authors: Linda Mayoux and Grania Mackie, 2007.

Description: ‘The Guide...supports the ILO's work on sustainable enterprise promotion by ensuring that women and men have equal access to entrepreneurship opportunities that are developed through value chain analysis and upgrading. In line with the fifth core element of the ILO's Global Employment Agenda and the International Labour Conference Conclusions on Sustainable Enterprises (2007), the Guide takes into account of the diversity of enterprise types and aims to support the transfer of enterprises from the informal to the formal economy. In accordance with the ILO's Strategy on Women's Entrepreneurship Development, endorsed by the Governing Body in March 2008, the Guide contributes to the development of tools and support services for women entrepreneurs and contributes to mainstreaming gender into micro and small enterprise development methodologies’ (page v of the Guide)

**“Gender in Value Chains – Agri-Pro Focus Learning Network”**

<http://genderinvaluechains.ning.com>

This platform fosters exchange between professionals worldwide. We aim to increase the gender sensitivity of value chain oriented sustainable rural economic development programmes. There are numerous links to studies, organisations, training modules, including a Gender in Value Chains Toolkit, etc. that may be useful.

**“Gender Voice and Correlations with Peace”**

<http://www.caseplace.org/d.asp?d=1750>

“Gender Voice and Correlations with Peace,” Aspen Institute, The William Davidson Institute, Author: Terry Morehead Dworkin and Cindy Schipani, 2003.

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This article addresses issues of violence through the lens of issues of gender. It looks at the correlation between violence and the lack of women's meaningful involvement in the economy, and suggests that multinational corporations could play an important role in increasing women's opportunities, and thus decreasing violence. This paper was presented at the 2002 conference, Corporate Governance and Sustainable Peace, co-sponsored by the Aspen Institute and the William Davidson Institute at the University of Michigan

**“Handbook on HIV/AIDS for labour and factory inspectors”**

[http://www.ilo.org/safework/info/instr/WCMS\\_110151/lang--en/index.htm](http://www.ilo.org/safework/info/instr/WCMS_110151/lang--en/index.htm)

*“Handbook on HIV/AIDS for labour and factory inspectors,” ILO Publication, 2005.*

This handbook aims to help labour inspectors deal with the issue of HIV/AIDS. It establishes the links between the key principles and core responsibilities of labour inspectorates and the management of HIV/AIDS at the workplace. It includes training activities and practical tools to help inspectors integrate HIV/AIDS in their work

‘Women – especially young women - bear the brunt of the HIV/AIDS epidemic. Women’s low social status – deriving from legal, economic, and social inferiority – is the driving force of women’s greater risk of contracting HIV.’ (page 2 of the Guide)

**“More Women in Senior Roles: If Only Companies Really Wanted It”**

<http://www.iveybusinessjournal.com/topics/the-workplace/more-women-in-senior-roles-if-only-companies-really-wanted-it#.UHXWAULJBI>

*“More Women in Senior Roles: If Only Companies Really Wanted It,” Ivey Business School, Author: Gerry Purcell and Shirley Knight, 2011.*

Promoting women to C-Suite positions and nominating them to sit on boards are goals that are still, for the most part, a long way from being realized. As these authors underline, responsibility for stepping up to meet these goals starts at the top. Leaders will read about five principles that they can apply and that will accelerate the promotion of women to the C-Suite and the boardroom.

**“Recent developments on Corporate Social Responsibility (CSR) in Information and Communications Technology (ICT) Hardware Manufacturing”**

[http://www.ilo.org/empent/Publications/WCMS\\_101059/lang--en/index.htm](http://www.ilo.org/empent/Publications/WCMS_101059/lang--en/index.htm)

*“Recent developments on Corporate Social Responsibility (CSR) in Information and Communications Technology (ICT) Hardware Manufacturing,” ILO Working Paper, No.103, Author: Gijbert van Liemt, April 2007.*

‘This paper examines corporate social responsibility in ICT manufacturing, in particular the extent to which brands work towards improving conditions of work in their supply chains, and how they go about doing this. The aim is to understand better some of the industry forces shaping choices brands and suppliers make concerning CSR, both at the company level and various industry initiatives.’

**“Putting Gender on the Business and Human Rights Agenda Scoping Paper”**

[http://www.realizingrights.org/pdf/Gender\\_and\\_Business\\_and\\_HR\\_Scoping\\_Paper\\_Draft\\_for\\_circulation\\_June\\_2009.pdf](http://www.realizingrights.org/pdf/Gender_and_Business_and_HR_Scoping_Paper_Draft_for_circulation_June_2009.pdf)

*“Putting Gender on the Business and Human Rights Agenda Scoping Paper,” Realizing Rights, the Ethical Globalization Initiative, Author: Kathryn Dovey, June 2009.*

“There is currently a marked absence of gender as an area of intervention or reporting or even as a discussion point within the growing field of business and human rights. This scoping paper seeks to address this gap in analysis and action by providing an assessment of gender issues in ongoing corporate responsibility initiatives and offering some recommendations for future actions.

The paper is divided into three parts:

- PART ONE: ASSESSING GENDER INEQUALITIES - explores the current state of key gender inequalities relevant to the private sector.
- PART TWO: TAKING STOCK OF PRIVATE SECTOR GENDER INITIATIVES - sets out some of the efforts made to integrate gender into private sector policies and practice and examines them from a human rights standpoint.
- PART THREE: INCORPORATING GENDER INTO BUSINESS AND HUMAN RIGHTS - situates part one and two within the context of the developing business and human rights agenda and puts forward some initial recommendations, with particular focus on the work of the UN Special Representative on Business and Human Rights. An annex to this paper lists a variety of initiatives and NGO projects aimed at the private sector which consider gender issues within the scope of their work.’ (from Page One of the Discussion Paper)

## **XI) CORPORATE OUTREACH**

## **XII) PEER NETWORKING SITES**

- a) Link
- b) Examples of materials provided