

Why efforts to make small and mid-size enterprises more sustainable need to address gender and social equity

The Sustainable Development Goals have laid out an ambitious agenda for transforming development, to ensure that it is both environmentally sustainable, and equitable – sharply reducing poverty and improving living conditions for *all* people around the world.

Small and medium enterprises (SMEs), which provide the vast majority of jobs in developing countries,¹ and a significant share in industrialized countries as well, have a key role to play in achieving the SDGs’ ambitious vision. The choices they make as they grow, and the extent to which diverse entrepreneurs are able to thrive, will help determine whether tomorrow’s economy is greener, more inclusive and more equitable, or more destructive both to the planet and the social fabric.

This discussion brief, an output of the first phase of SEI’s Gender and Social Equity Programme, identifies a significant gap in efforts to make SMEs more sustainable: a lack of attention to gender equality and inclusion.

The brief begins by placing this gap in the context of three decades of debate about sustainable development and, in parallel, the growing recognition of gender inequality and efforts to address it. We then present the business case for explicitly and systematically addressing gender in SMEs, as well as several practical suggestions for how to do so, both within SMEs and in policy-making.

The limits of growth-focused development

In business and in economic policy, growth is typically seen as either the goal, or a necessary condition to achieving the ultimate goal. Companies grow to become more financially stable, then to keep boosting profits. Countries grow their economies to lift the people out of poverty and provide an ever-more-comfortable lifestyle. Stagnant or slipping sales – or GDP – are a sign of failure.

It is hard to dispute that, especially in the world’s poorest countries, economic growth is an absolute necessity. Safe housing, clean water, modern energy, food, education, health care, transport and the infrastructure to support them all cost money, so developing countries need to grow their GDPs to be able to afford them. On environmental and equity grounds, some have argued that industrialized countries should stop growing and even let their GDP shrink to make room for poor countries’ growth.² Yet even in wealthy economies, growth continues to be seen as imperative, not least because even in the United States, for example, almost 1 in 7 people – 43 million – still live in poverty.³

This is why the concept of sustainable development is so important: countries have to find a way to provide a good life for their people without depleting natural resources or causing irreparable harm to ecosystems and the envi-



Amira Abi Khalil has owned and operated her brick and stone trading company since 1997.

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ronment. However, much of the debate over sustainable development in the past several decades has been overly narrow, missing key issues.

In 1987, the Brundtland Commission defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. That definition clearly recognizes the challenge of intergenerational equity, but it sidelines major issues of *intra*-generational equity that arise with the prevailing models of development and growth.

For instance, the Brundtland Commission did not consider the possibility that growth would benefit certain groups of people more than others, exacerbating inequality.⁴ In general, economic development strategies focused on GDP growth fail to recognize the dynamics created by social parameters such as gender, class and race, or the unequal power relations that exist within the home, the labour market and the wider economy.⁵

One might think that growth-based development strategies could help to abate gender inequality by raising household incomes and enabling families to pay to educate their daughters, and not just their sons, as many poor families do. Growth-based development strategies could also increase levels of education among women, who may also postpone the age of marriage and have fewer children. Those factors, in turn, can give women more time to further increase their knowledge and skills and to participate in the economy, and realize their aspirations.

However, those patterns are by no means uniform. Moreover, gender-based barriers tend to become more prominent when poverty associates with other factors of segregation and disadvantage – such as race, age, ethnicity, caste, remoteness, disability or sexual orientation.⁶ As a result, even as a

country grows its GDP, it is often unable to close social gaps in education, fertility or labour force participation.

It is also widely acknowledged today that the dominant patterns of development and growth around the world are far from sustainable – environmentally, socially or economically. Even as global GDP has risen, the livelihoods of many people have become increasingly precarious, with 766 million people, including 385 million children, living in extreme poverty in 2013, 1 in 9 people worldwide going hungry, and 1 in 3 malnourished.⁷

Amid growing concerns about climate change and environmental degradation, many government and business leaders have called for new, more sustainable economic models. Prominent examples include the concept of a “green economy” or, relatedly, a “circular economy” that minimizes waste and, thus, environmental impact.⁸

These are positive steps, but while the new models address environmental sustainability – and, through it, some dimensions of inter-generational equity – they still fail to account for intra-generational equity issues. Many scholars and advocates have identified gaps in these models with regard to gender and social equity in particular, as well as measures needed to correct these problems.⁹

For instance, a position paper on the “green economy” from major women’s organizations noted that “green job” creation programmes could threaten women’s livelihoods in some developing countries if they favoured agro-industrial activities over more informal female-dominated agricultural work. The paper also called for social support payments targeting women directly, not just male heads of households, as well as child care, to enable women to work outside the home.¹⁰

Achieving truly sustainable development requires reconciling economic and environmental sustainability with social sustainability. That includes, among other things, fully integrating gender equality in the sustainability agenda. As one commentator noted, “Enlightened gender policies could steer the green economy away from narrow male priorities and limited market-based perspectives. The lack of progress on gender equality in all countries is at the heart of the failure to advance more broadly on sustainable development. If women were in more productive and decision-making roles, the world would be moving faster towards sustainability in the economic, social and environmental sense.”¹¹



A discussion at the Global Business and Philanthropy Leaders’ Forum 2017 for Gender Equality and Women’s Empowerment, last September in New York, included Jack Ma, of the Alibaba Group; UN Under-Secretary General Phumzile Mlambo-Ngcuka; philanthropist Melinda Gates; and business leader and philanthropist Nirvana Chaudhary.



A key step to ensuring inclusive and sustainable development is to close social gaps in education. Above, Giff Sherman, a student in Buchanan City, Liberia.

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The Sustainable Development Goals (SDGs), adopted in 2015, represent a significant step forward in incorporating notions of social transformation and gender equality in development. Gender equality is seen as a pillar for social transformation and sustainable development, and is thus covered not only in a stand-alone SDG (goal 5), but also as an aspect of or integrated with other goals, such as goal 1 (“no poverty”) and goal 10 (“reduced inequalities”).

However, the SDGs are not consistent in that regard. Goal 8, for example, which calls for inclusive and sustainable economic growth for all, does not consider the importance of empowering women as entrepreneurs. It mainly focuses on pursuing equal labour rights for women and men, which is necessary, but insufficient to reduce gender inequality. The indicators developed under goal 8 generally refer to women only as women as workers (see indicators 8.3.1, 8.5.2, 8.8.1 and 2, 8.9.2), sidelining the development value of women starting and growing their own enterprises.

If a vision of truly inclusive development is to be realized, policy-makers need to understand how gender affects different aspects of people’s lives, and how it interacts with other social factors. We examine that question in the section that follows.

Gender as a ‘stratifier’

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted in 1979 by the UN General Assembly, recognized the enormity of the problem of gender inequality, noting that “discrimination against women violates the principles of equality of rights and respect for human dignity, is an obstacle to the participation of women, on equal terms with men, in the political, social, economic and cultural life of their countries, hampers the growth of the prosperity of society and the family and makes more difficult the full development of the potentialities of women in the service of their countries and of humanity.”¹²

Much has improved in the past four decades, but enormous gaps still remain. The 2016 Human Development Report

notes that countries' Human Development Index (HDI) value is consistently lower for women than for men, with a 17.8% difference in South Asia, a 14.4% gap in the Arab states, and a 12.3% gap in sub-Saharan Africa, mainly due to lower incomes and educational attainment. The report also notes that women are far less likely to be formally employed than men, and due to discrimination, few own property; only 10–20% of landowners in developing countries are women.¹³

The report notes that gender equality and women's empowerment "are fundamental dimensions of human development," not "add-on issues", and they require immediate and sustained action. "Many groups are disadvantaged, but the systemic deprivations of women relative to men deserve to be highlighted because women constitute half the world's population," the report notes. "The deprivations facing women are the most extreme barrier to global progress in human development."¹⁴

Addressing gender inequality requires recognizing that the existing gaps are not accidental, but rather have resulted from power structures that stratify people on the basis of identifiers such as gender, age, caste, ethnicity or religion. These structures define the relationships between different groups, as well as each group's access to social goods such as education, jobs, health care and other benefits, and political participation and/or representation.

This is why gender has been called a "social stratifier", as it determines the position of women and girls relative to men and boys.¹⁵ The dependency of women on men has been socially imposed and, in many cases, institutionally legitimized, normalizing gender inequality in girls' and women's lives.

Astoundingly, gender inequality is enshrined in law in 155 out of 173 countries for which data have been analysed. In



Many women who migrate to work abroad are severely exploited. Virginia Carriaga escaped her job in Lebanon and returned to the Philippines, where she now owns a small business.

100 countries, women are barred from certain professions; in 32 countries, they face different requirements to obtain a passport; in 18 countries, wives need their husband's approval to take a job. There are also subtle forms of discrimination, such as lack of paid maternity leave.¹⁶

In the context of employment, women face many disadvantages, including sectorial segregation, leadership and salary gaps, limited authority and responsibilities, and relegation to lower-paid and lower-productivity activities, among others. Many of these disparities are due to the fact that family and care work are disproportionately shouldered by women, who then have less time for paid work. But as the Human Development Report 2016 notes, "gender-based discrimination starts before school, even before birth."¹⁷

Sex-selective abortions keep many girls from ever being born. Resource-deprived families often favour boys over girls when allocating food. An astonishing 15 million girls are married each year before age 18, and only 62 of 145 countries have achieved gender parity in primary and secondary education. Worldwide, 36% of women and 44% of men worked full-time for an employer. Women employed in low-level jobs or in the informal economy, meanwhile, are likely to earn less and may lack decent work conditions and social security.¹⁸

Even in developed countries, gender disparities remain salient.¹⁹ In these countries, one of the most significant contributing factors to inequity is gender segregation within and among employment sectors. For instance, in the EU 15, women are over-represented in a limited range of occupations, industrial sectors and in small private sector firms, but underrepresented in higher-paid jobs and among the self-employed and small business owners.²⁰

Gender segregation is also strongly associated with lower pay for women, and there is an average gender pay gap in the EU 15 of 16%. However, despite less gender segregation, the average pay gap in the central and eastern European countries is larger than in the EU 15, around 20%.²¹

The business case for gender equality

All these factors impose significant costs not only on women's welfare and economic opportunities today, but also on the economy as a whole. Narrowing the gender gap, meanwhile, has been found to promote economic growth, reduce poverty and improve human development.

For example, it is estimated that if all girls in developing countries completed secondary education, the mortality rate for children under 5 would be cut in half.²² If women and men had equal access to land, technology, financial services, education and markets, the consequent 20–30% increase in agricultural production on women-owned farms could reduce hunger by 100–150 million people, and if female employment matched male employment, GDP would increase everywhere – by 27% in the Middle East and North Africa and by 19% in South Asia, for instance.²³

Table 1 identifies key forms and manifestations of gender inequality in both developed and developing countries. We considered multiple scales: individual, business, regional and national.

Table 1: Forms and manifestations of gender inequality at different scales

Scale	Forms and manifestations of gender inequity
Individual scale	<p>WOMEN AS HUMAN BEINGS:</p> <ul style="list-style-type: none"> • High female mortality rates (especially during the critical years of infancy, early childhood and in the reproductive period) • High child mortality rates • High fertility rates • Victims of home violence and severe injuries (physical and/or sexual abuse) • Limited ability to make choices to achieve desired outcomes (agency): e.g. to decide when and how many children • Restrictions on mobility • Socio-cultural prejudices and gender stereotypes • Limited or non-existent access to education
	<p>WOMEN AS WORKERS:</p> <ul style="list-style-type: none"> • Less stability in contracts, low-skilled positions and lower wages • Work devaluation and less probability of claiming labour rights, which means higher probabilities to have rights abused • Underpaid and undervalued work • Time poverty: responsibility for carrying the majority of family and care (unpaid) work • Restricted access to markets, land and credit
	<p>WOMEN AS CITIZENS</p> <ul style="list-style-type: none"> • Impossibility or limitations to inherit productive assets • Limited presence in public institutions and, consequently, in designing public policies
Business scale (small and medium-size enterprises)	<ul style="list-style-type: none"> • Lack of access to basic SME requirements that are available to male-operated SMEs: such as access to formal finance; marketing support and networks; technology; skills development, international certification awareness and knowledge of regulatory procedures by the government • Discriminatory rules and procedures in terms of recruitment and selection • Absence of formal equity policies and lack of commitment to promoting equity in SMEs • Under-representation in workers' groups, committees and co-operatives • Salary gaps between male and female workers
Regional scale (sector activity level)	<ul style="list-style-type: none"> • Gendered job segregation (whereby women are over-represented in low-wage or informal sectors of the economy) • Over-representation in a limited range of occupations, industrial sectors and in small private sector firms and underrepresented in higher status and higher paid jobs and among the self-employed and small business owners
National scale	<ul style="list-style-type: none"> • Absence of gender sensitization and gender audits • Not enough resources allocated to ministries in charge of women empowerment • Persistence of gender biases and stereotypes in the curricula and low female student enrolment in the education system • Lower levels of participation in public institutions • Higher levels of female unemployment • Lower levels of access to training and learning opportunities • Higher levels of job insecurity • Low number of female-operated SMEs

Table 1 demonstrates that gender inequality manifests in different ways across scales. These impacts become even clearer once one starts to examine each scale. We begin by analysing the features of gender inequality that limit the potential of women as workers and/or entrepreneurs – which, in turn, affects the performance of enterprises. Women are a key source of labour, one of the three primary resources, along with capital and land, which enterprises need. In aggregate, the extent to which gender inequality leads enterprises to under-perform also harms the economy as a whole, potentially undermining efforts to build a thriving “green” economy.

The constraints that women face in the personal sphere directly affect their availability to work and the value they offer

to their employers. If fewer women make it to adulthood, and many women are married young and spend many years having babies and caring for their children, the number of female workers will be that much lower. If fewer women than men complete primary or secondary education, fewer female workers will have the literacy or numeracy skills needed for many jobs. If fewer women can attend university, the number of female professionals and managers will be lower.

Indeed, women in business hold only 24% of senior management posts globally, and a third of businesses have no women in senior management at all.²⁴ Overall progress in bringing women into paid work has been slow; the International Labour Organization (ILO) notes that in 2015, the gender gap in

the employment rate was 25.5%, only 0.6 percentage points less than in 1995.²⁵ Roughly a third of women in sub-Saharan Africa and in South Asia are employed as contributing workers in family enterprises; an even larger share work on their own account, with no social protections.

Globally, women are also far likelier than men to work in services: 61.5% versus 42.6%. In developed countries, women make up more than 60% of clerical, service and sales workers and 50% of workers in “elementary occupations” – the two lowest-paid categories of employment. A notable exception is high-skilled employment in emerging economies, where women’s gains are outpacing men’s.²⁶

Moreover, in both high- and low-income countries, women do the majority of unpaid household and care work: at least two and a half times more than men. This leaves less time for paid employment, so women are far likelier than men to work part-time. Estimates based on 100 countries show 34.2% of employed women work less than 35 hours per week, versus 23.4% of employed men.²⁷ For enterprises wishing to make the most of their female workers’ talents, this creates a significant constraint. Disproportionate demands on women to care for sick children and relatives may also lead to higher absenteeism and to the loss of female workers. All of these constraints on half the potential talent pool are likely to affect the performance of individual companies and the overall economy.

It is also important to highlight the role of women as entrepreneurs – and the impact of gender inequities on their ability to succeed in business. Large disparities in property ownership and access to cash greatly disadvantage women entrepreneurs relative to men, particularly when it comes to growing their businesses. The World Bank has noted that just over 30% of formal, registered businesses worldwide are owned by women, but 70% of formal female-owned SMEs in developing countries are either shut out by financial institutions or unable to receive financial services on terms that meet their needs, leading to a nearly \$300 billion annual credit deficit to these businesses.²⁸

Women are also far likelier than men to have retail or service-sector businesses, while they are underrepresented in high-profit sectors such as information and communications technology (ICT).²⁹ A study of 74 economies also showed that women entrepreneurs are likelier than men to be driven by necessity, rather than opportunity; they have lower growth expectations; and they have higher rates of discontinuance than men. Still, the study found that overall entrepreneurship by women is on the rise, and it recommended providing more support for new and established businesses, including coaching, access to capital, education and training, and other resources.³⁰

Why gender equality and sustainability go hand in hand

The question then is, how do efforts to close gender gaps fit with the broader sustainability agenda, particularly in the context of small and medium-sized enterprises? Our assessment of the evidence suggests that the two go hand in hand.

It is clear that addressing gender inequalities is economically beneficial. Whether it is hairdressers handling toxic



Women are grossly underrepresented in key industries around the world. In a notable exception, SOCOMEP, an enterprise that provides services for the Seychelles’ largest industry, industrial tuna fishing, is led by a woman, Isabella Houareau, and includes many women in managerial and scientific units.

chemicals, or farm workers handling and inhaling pesticides, women are exposed to many substances that harm both them and, when pregnant or nursing, also their babies.³¹ In some countries, gender equality policies have actually increased women’s exposure to hazards, such as nuclear radiation. A shift to more sustainable practices would thus benefit both sexes – but only if both enjoy similar labour protections, and if male- and female-dominated occupations receive equal scrutiny in identifying environmental problems that must be corrected.

Similarly, efforts to make agricultural enterprises more sustainable and productive need to explicitly address gender differences. In many developing countries, the benefits to women of improved farming practices and innovations have been limited, not least because agricultural extension programmes do not target women farmers. This is why women’s groups have called for specific targets for women with regard to extension services and business skills and technology training.³²

Engaging women in new “green” jobs will also require a concerted effort. An estimated 50 million such jobs – in renewable energy, forest protection, water and sanitation, and other technical and regulatory fields – are expected to be created in the next two decades, but many of these fields are overwhelmingly male-dominated. For example, about 75% of green jobs will be in renewable energy and green buildings, but women make up less than 6% of technical staff and less than 1% of managers in the energy sector; in construction, they fill less than 9% of jobs.³³

Sustainable energy for households is an area that deserves particular attention from a gender perspective. Women do most or all of the cooking in most families, especially in developing countries, and they are disproportionately harmed by pollution from traditional biomass stoves, and by the drudgery of having to collect firewood. Yet many improved-cookstove enterprises fail because they do not understand

cooks' preferences and needs.³⁴ Engaging female-owned SMEs in the development and sale of improved cookstoves thus presents an opportunity to support these entrepreneurs while strengthening the market for sustainable technologies.

Another key area of focus is government procurement. The public sector is often among the first to purchase sustainable technologies, both to lead by example, and to help build markets. Particularly in developing countries, where women are likeliest to be concentrated in micro- and small enterprises, adopting procurement policies that target such businesses can help ensure that women are not left behind in the green economy, but instead can thrive alongside men.³⁵

There is strong evidence that women entrepreneurs can be valuable partners in sustainability. A prominent example is The Body Shop's Community Fair Trade programme, which has always worked closely with women. Five of the sustainable cosmetics company's partners are female-led smallholder associations, which not only produce raw materials, but also develop social projects that benefit local communities. The women are also encouraged to trade at local markets, so along with ensuring a supply of sustainable materials for The Body Shop, they can grow their own businesses.³⁶

More broadly, reducing gender inequality can help businesses improve their performance, as noted above. In small enterprises, especially, gender balance can bring different perspectives and ideas, which can often feed the business growth that these companies seek.³⁷ In the context of a sustainability transition, which requires agility and creativity, a more diverse staff can be crucial asset. Women also control about two-thirds of global consumer spending, and have been shown in several studies to be more concerned than men with the sustainability of their purchases.³⁸ Thus, empowering female employees may help companies become more successful in a green economy.

An agenda for pairing gender equality with sustainability

Many companies explicitly combine social and environmental measures in their sustainability strategies, which can facilitate the pursuit of gender equality under these strategies. For example, the Global Reporting Initiative (GRI), which provides a widely used framework for sustainability reporting, requires businesses to provide gender-disaggregated data by indicator.³⁹

Given the gross under-representation of women in business leadership, particularly in key sectors of the green economy, such as energy and construction, enterprises will need to make a concerted effort to recruit and advance women managers. As one observer notes, "Although studies find that firms with more women in leadership positions exhibit better performance and higher profits, women will likely continue to confront the glass ceiling in the green economy without significant changes in attitudes and policies. Women remain on the sidelines even though their 'risk-smart' approaches, eco-consciousness and leadership strengths are sorely needed to drive the green economy and to create green jobs."⁴⁰

Enterprises as employers can implement measures that are able to remove the barriers that prevent women from having the same opportunities as men within the professional arena.

For instance, by providing family-friendly policies, flexible scheduling, child care, and a gender-sensitive work environment, they can boost female participation in the work force, and keep valuable employees whom they might otherwise have lost. It is also crucial to pay fair wages at all levels of the company, which will particularly benefit women if they are concentrated in lower-paid jobs.⁴¹

Companies also need to be aware of possible gender disparities in the operations of their subcontractors and suppliers. In many fields, women and girls are significantly underpaid relative to male workers, and they may work under very precarious conditions. If the contractor or supplier is in another country or region, it is important to understand the local context, which may require consulting with local authorities, trade unions, women's groups, etc. Clear policies and standards need to be put in place, potentially with rewards for contractors who demonstrate compliance. Another key consideration is whether the prices being paid are enough to support living wages.⁴²

Policy considerations

While businesses at all scales have the power to make a significant impact on gender inequalities within their operations, there are major systemic problems that need to be addressed through public policy. A good starting point is to repeal discriminatory laws, such as those that limit women's ability to own property, engage in business, or make their own employment choices.

However, as many governments have learned through experience, changing the law may not suffice – particularly in places where customary law still prevails.⁴³ Community-level interventions that engage both men and women to convey the benefits of increased gender equality may play a crucial role.

Even so, governments need to consider the extent to which the absence of laws or regulations enables gender discrimination. Earlier we noted the example of maternity leave requirements; similarly, if businesses face no consequences for discriminatory hiring or firing, or for sexual harassment, they may be likelier to mistreat their female employees. Domestic-violence and sexual assault laws also provide essential protections for women – though again, social norms may undermine such laws, necessitating additional interventions.

Given that a majority of working-age women are also likely to be mothers (or at least of child-bearing age), reproductive health and family planning services are crucial to ensuring that women can fully participate in the green economy – and in development overall.⁴⁴ Child care is also essential.

In all programmes to support SMEs – including those that promote sustainable practices – governments and development funders need to explicitly consider how existing gender disparities and differentiated roles may affect access to the benefits being provided. In some contexts, they may need to develop tailored programmes for women – for instance, agricultural extension programmes run by women, delivered to groups of female farmers. Technologies that enable women to access information directly, such as through mobile phones, can also facilitate the adoption of sustainable practices.⁴⁵

In addition, governments and development funders need to consider how interventions to engage women in the green

economy might affect their lives – not just their businesses. A review of “women’s economic empowerment” interventions found only 8 of 19 had changed attitudes towards gender-based violence for the better, with key informant interviews revealing both positive and negative changes.⁴⁶ The analysis concluded that programmes need to provide additional support to women and girls to help them navigate through backlash that might result from their participation.

Overall, our analysis suggests that policy interventions are needed at all scales, from the global to the local, taking into account the multiple bottom-up and top-down links across economies and societies. In this context, it is crucial to ensure that diverse women’s perspectives are represented in policy-making. One high-profile proposal called for gender equality targets of at least 30–40% women on all management boards, expert panels and advisory groups.⁴⁷

In both the public and private sectors, efforts to advance gender equality and sustainability together are likeliest to succeed if they:

- **Enhance the rights and opportunities enjoyed by women and girls.** In the context of SMEs, that means ensuring that all employees have equal access to promotions and higher-paid jobs within the enterprise, and women are actively encouraged to pursue those opportunities.
- **Free up women’s and girls’ time** by reducing drudgery, providing child care, and promoting a more equitable distribution of caring and household duties between women and men. SMEs can help by providing on-site child care as well as flexible scheduling.
- **Prioritize the education and skills development of women and girls,** particularly in fields that are expected to be central to the green economy. In the context of SMEs, this means ensuring that women have full access to specialized training. To the extent that cultural norms limit women’s ability to participate in the same programmes as men (e.g. because they are offered at night or require travel), alternatives should be offered to meet women’s needs.
- **Facilitate good work-life balance** for women and men alike, by providing paid parental leave, flexible hours and other measures that recognize the importance of family in workers’ lives. It is important for SMEs to encourage all workers to take advantage of these measures, so they do not become a way to ostracize women as less-committed employees.
- **Ensure that women are full, equal participants in sustainable development,** including the design of policies and programmes. In the context of SMEs, it is crucial that women entrepreneurs are at the table, to ensure that their needs and insights are fully considered.

Women, equally with men, can and should play a major role in achieving the Sustainable Development Goals and building a green, equitable and prosperous economy. By fully engaging and empowering the female half of the global talent pool, we can both accelerate the sustainability transition, and help ensure that no one is left behind.

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