

The graphic features the words 'WE' and 'RISE' in large, bold, sans-serif font. 'WE' is dark blue and 'RISE' is white. Three stylized, flat-design illustrations of women are integrated with the text. One woman in a light blue hijab and dress stands on the 'R' of 'RISE'. Another woman in a green top and purple pants sits on the 'E' of 'WE'. A third woman in a yellow top and red pants sits on the 'I' of 'RISE'. The background is a solid blue with a faint, larger-scale image of a woman's face and office environment.

WE RISE

**Toolkit for
Accelerators**

Gender equality means good business



Finance Maps

The [WeRise Finance Maps](#) help you find finance providers that can best support you in your entrepreneurial journey. Make sure to check and download this resource.



WeRise Toolkit for Entrepreneurs

Check out the [WeRise Toolkit for Entrepreneurs](#). We invite you to add (part of) the four tools to your training curriculum. Make sure to check and download this toolkit.

ABOUT Partners

The **WeEmpowerAsia (WEA)** programme is a collaborative effort between the Regional Office of UN Women for Asia and the Pacific (ROAP) and the European Union (EU), which is funding the action under its Partnership Instrument. The overall objective of the WEA programme is that more women lead, participate and have access to enhanced business opportunities and leadership within the private sector to advance sustainable and inclusive growth.

Bopinc connects low-income consumers with the dignified choices of tomorrow. From startups to multinationals, Bopinc helps organisations to design and deliver inclusive, commercially viable business models.

Programme partners:



Co-authored with:



INDEX

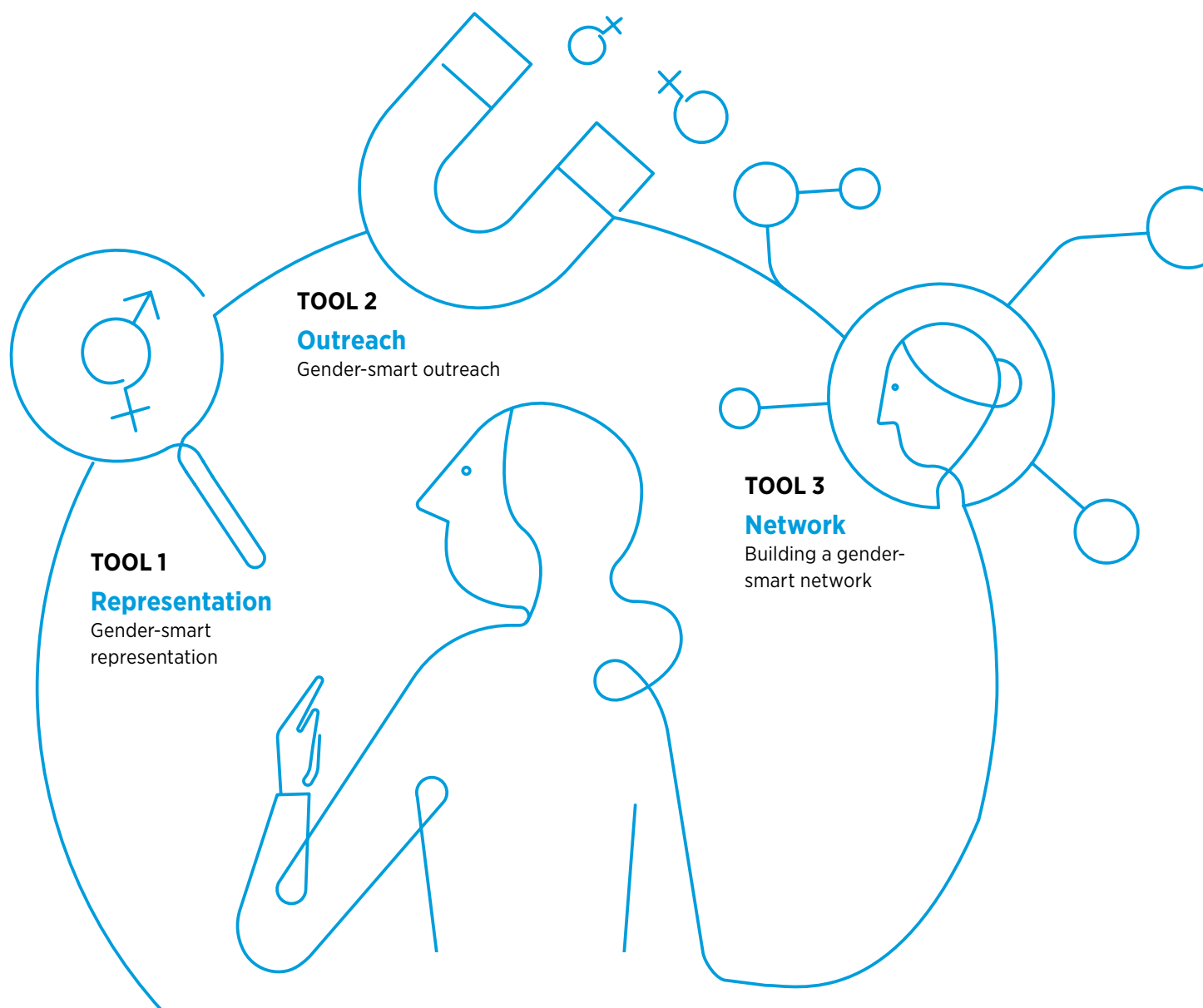
Table of content

INTRODUCTION	4
Welcome	5
Audience	8
How to use	9
Glossary	10
<hr/>	
TOOL 1: GENDER-SMART REPRESENTATION	11
Step 1: Get the management team on board	14
Step 2: Get insights	18
Step 3: Self assess and reflect	19
Step 4: Create an action plan	27
<hr/>	
TOOL 2: GENDER-SMART OUTREACH	29
Step 1: Define your target group and the channels they use	32
Step 2: Communicate inspiring materials	33
Step 3: Evaluate your selection criteria	34
<hr/>	
TOOL 3: BUILDING A GENDER-SMART NETWORK	36
Step 1: Prepare for the assessment	39
Step 2: Conduct the gender-smart assessment	40
Step 3: Review list of interventions	42
Step 4: Create an action plan	45
<hr/>	
RESOURCES	46
Resources	46

WELCOME

Accelerator Toolkit

You have come to the right place. The **WE Rise Toolkit for Accelerators** consists of three tools that provide actionable steps to unlock the power of gender inclusivity. This toolkit is unique in the fact that it shows how gender equality means good business.



Running a gender smart acceleration programme

Even though this toolkit focuses on gender inclusivity, we encourage you to think broader and adopt an intersectional lens where possible (e.g. cultural and economic background, sexual orientation, age, ability).

WELCOME

Accelerator Toolkit

The **WE Rise Toolkit for Accelerators** consists of three tools that provide actionable steps to unlock the power of gender inclusivity for your organisation and acceleration programme. This will enable entrepreneurs from all genders to benefit equally from the support you have to offer.

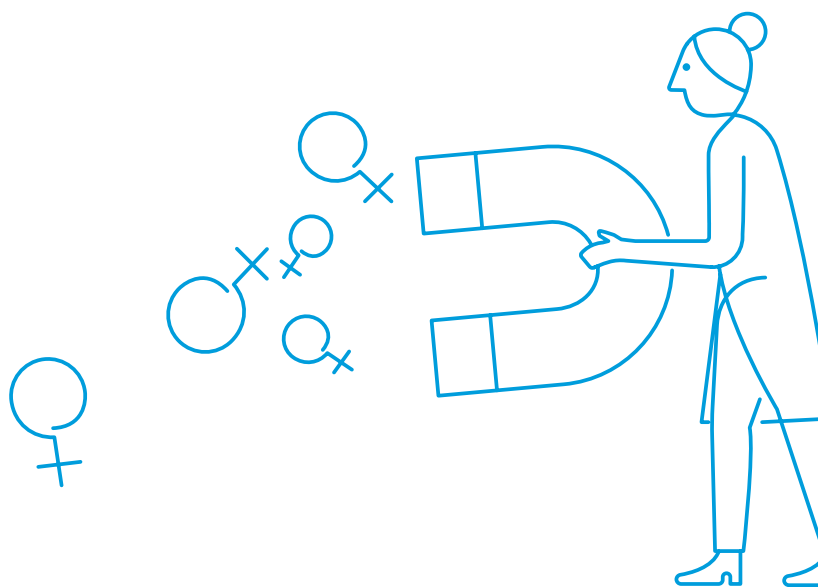
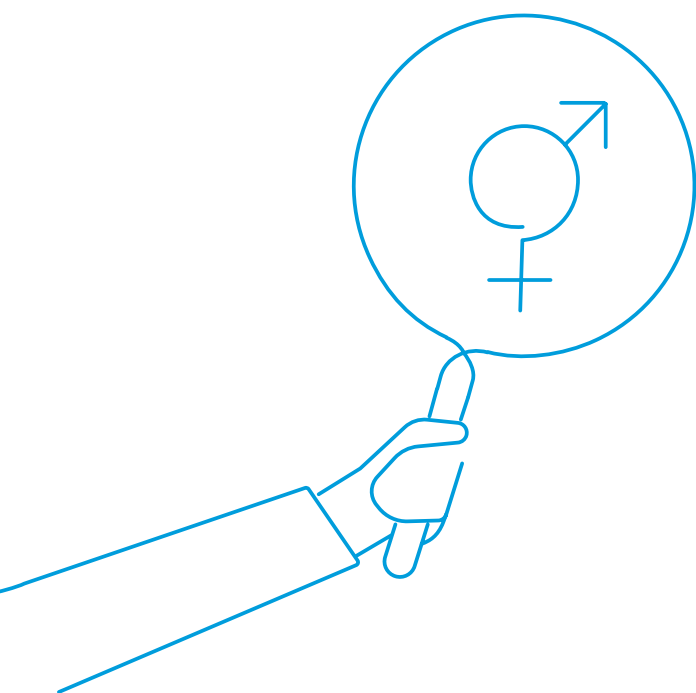
To implement a more inclusive and innovative acceleration programme that yields business benefits for entrepreneurs and ecosystem partners, it's advised to applying all of the three tools.

TOOL 1

Gender-smart representation

I understand and can better support all kinds of entrepreneurs in my programme as all genders are represented in all layers of my organisation.

Are all genders represented in your management team, among your trainers, your mentors, your marketing team, your community engagement team etc.? This tool helps you to apply a gender lense to your own organisation through taking a self-assessment and planning actionable steps. Increased diversity within your own organisation helps you to better serve the needs of a more diverse range of entrepreneurs and stakeholders you are supporting in your accelerator programme.



TOOL 2

Gender-smart outreach

I have improved my entrepreneur recruitment process so all genders have equal opportunity to be recruited and selected for my entrepreneur support programme.

Female entrepreneurs can be prevented from applying for an acceleration programme for practical reasons (e.g. women unproportionally carry care-giving responsibilities and/or social-norm reasons (e.g. social stigma, socially desirable sectors, confidence issues). Being gender-neutral and taking a passive stance is not enough to attract female entrepreneurs: this tool helps you to do active gender-smart outreach for your accelerator programme.

WELCOME

Accelerator Toolkit

TOOL 3

Building a gender-smart network

I create a support network that takes into account the needs of entrepreneurs of all genders in my programme.

The social and cultural environment affects men and women entrepreneurs in a different way. Women often face bigger pressures in the form of disproportional care-giving and household responsibilities and other gender-norms imposed through society and holding them back to equally participate in the economy and for example acceleration programmes. Addressing this wider range of possible barriers to success is the only way to not only attract, but also retain women-led businesses in your programme. You probably need help from other people/organisations that complement your activities. In this tool, we show you how you can build a gender-smart network around the female entrepreneurs you work with.

Don't forget:

Check out the WeRise Toolkit for Entrepreneurs. We invite you to add (part of) the four tools to your training curriculum.



AUDIENCE

Accelerators

This toolkit is created specifically for for and with accelerators in Asia and Europe that are focussing on becoming more gender-smart and providing better access to finance for the women-led SMEs they support. By accelerator programmes, we mean organizations providing entrepreneur support services directly to men or women entrepreneurs and organizations that offer larger ecosystem programmes to entrepreneurs, investors and others.

The toolkit was co-created with entrepreneurs, accelerators and finance experts from both Asia and Europe. Through interactive workshops and pilot training sessions with them, we set out to make the materials as practical and applicable for you as possible.

HOW TO USE Tools and worksheets

This toolkit presents three tools. To get the most out of the toolkit, make sure you read this closely.



STEPS

Each tool is divided into actionable steps. Per step, you will find a worksheet, usually a white text box. You can use the worksheets to answer the questions that will help you build your financially sound and gender equal business.

At the start of each tool you will find a short introduction and a roadmap showing you which steps to expect.

Accelerators and organizations that offer larger ecosystem programmes for entrepreneurs, investors and others are also invited to add the tools of the Entrepreneur WE Rise Toolkit to their curriculum.

The textboxes in this toolkit are directly editable so you can type in them to answer questions. Occasionally, we share links to external sources for further reference.

GLOSSARY

Definition of terms

Communication channel

A medium through which a message is transmitted to its intended audience.

Gender balance

Gender balance is commonly used in reference to human resources and equal participation of women and men in all areas of work, projects and programmes.

Gender bias

Gender bias is a preference or prejudice toward one gender over the other. Bias can be conscious or unconscious, and may manifest in many ways, both subtle and obvious.

Gender blind

Disregarding gender as a significant factor in interactions between people.

Gender diversity

An equitable or fair representation of people of different genders. It most commonly refers to an equitable ratio of men and women, but may also include people of non-binary genders.

Gender equality

The state of being equal in status, rights and opportunities, and of being valued equally, regardless of sex or gender identity and/or expression.

Gender inclusive

Including and accepting people of all genders.

Gender pay gap

The gender pay gap is the difference in average gross hourly earnings between women and men.

Gender smart

Making sure your programme is aware of and addressing the experiences of entrepreneurs of all genders.

Intermediary

A person who acts as a link between people.

Self-efficacy

Individual's belief in his/her capability to perform tasks and roles aimed at entrepreneurial outcomes.



TOOL 1

Gender-smart representation

TOOL 1

Gender-smart representation

WHY

I understand and can better support all kinds of entrepreneurs in my programme as all genders are represented in all layers of my organisation.

WHAT

Are all genders represented in your management team? Among your trainers, your mentors, your marketing team, your community engagement team? This tool helps you to apply a gender lense to your own organisation by self-assessment and through planning actionable steps. Increased diversity within your own organisation helps you to better serve the needs of a more diverse range of entrepreneurs in your accelerator programme.



Resources

Hewlett, S., Marshall, M., and Sherbin, L. (2013). [How women drive innovation and growth](#), Harvard Business Review.

McKinsey & Company Report. (2020). [Diversity Wins: How inclusion matters](#).

Noland, M., and Moran, T. (2016). [Study: Firms with more women in the C-suite are more profitable](#), Harvard Business Review.

Worstell, T. (2016). [Business gender diversity solved: more women means more profit](#), Forbes.

TOOL 1

Roadmap

Follow the different steps to ensure gender-smart representation in your organisation and programme.



Step 1

Get the management team on board

Get the management team on board to follow this roadmap, as what they do and say defines the culture and attitude towards gender within your organisation. The management team needs to explain, lead and be accountable for the change. Is the management team not convinced yet? Show them the business case of gender representation.



Step 2

Get insights

You have decided you want to work on gender-smart representation as an organisation. Great! Now it's time to gain insights into the current situation of your organisation. Fill in the gender representation worksheet and evaluate your team recruitment practices.



Step 3

Self-assess and reflect on interventions

Now assess whether your company is currently benefitting from the opportunities defined under step 1. Read the statements in the self-assessment worksheet and tick the applicable boxes. Reflect on the statements where you ticked the box 'No'. Which three statements would you like to turn into a 'Yes'? Reflect on the practical interventions to improve gender representation in your organisation.



Step 4

Create an action plan

Have a look again at your gender representation worksheet. In which areas of your organisation or programme are certain genders under- or over-represented? What concrete actions will you take to change this? Fill in the action plan worksheet.

Step 1

Get the management team on board

Follow the two steps listed below

Prepare yourself well

Clearly define your concern

Clearly articulate why you think your organisation should take action before going to the management team. Try to frame it in a positive way, for example: *"I want to make sure our organisation is benefitting from gender equality as much as possible"*.

Form an informal team

Don't go at it alone but check informally whether more people would want to take action. Your team could start by gathering numbers on gender in your own team/department, such as: latest hires, latest people who got promoted, etc. Take this as a base to start the first conversation. Explain you need the management support to dig deeper into this topic organisation wide.

Familiarize yourself with the Women's Empowerment Principles

The Women's Empowerment Principles (**WEPs**) provide a holistic framework for companies to promote and integrate gender equality into their value chains for positive outcomes in business and society. Launched in 2010 by UN Women and UN Global Compact, the WEPs are informed by international labor and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality in the workplace, marketplace, and community, regardless of their size, sector or geography. Learn more about the WEPs in practice on this [brochure](#).

In this tool we have translated the WEPs in a practical way that offers Accelerator programmes the opportunity to benefit from the power of gender equality and join the WEPs network.

Leadership

Principle 1

High-level corporate leadership



Workplace

Principle 2

Treat all women and men fairly at work without discrimination



Principle 3

Employee health, well-being and safety



Marketplace

Principle 4

Education and training for career advancement



Principle 5

Enterprise and supply-chain development and marketing practices



Community and transparency

Principle 6

Community initiatives and advocacy



Principle 7

Measurement and reporting



Step 1

Get the management team on board

Present the facts and figures to the management team

Go through the business benefits below and define the opportunities for your organisation. Where could you unleash the power of gender equality? Present your excitement, your findings and the defined opportunities below to your management team to get them on board.

**A more
effective and
innovative
programme**

**Less
cost**

**The power of a
gender-inclusive
acceleration
programme**

**Better brand
reputation**

The three benefits for your Accelerator Programme by promoting gender equality on different levels of your organisation.

Step 1

Define the opportunity

The business case for gender equality for accelerator programmes

By accelerator programs, we mean organizations providing entrepreneur support services directly to men or women entrepreneurs.

Leadership



Gender diversity in my founding team and board



Effective and innovative programme

Gender diverse founding teams have greater success in fundraising and innovation ([Kauffman Fellows Research Center, 2019](#)) and gender diversity at top management levels improves financial performance at companies ([Worstell, 2016](#)).



Less cost

Workplace



A gender diverse team



Effective and innovative programme

Hiring women improves the likelihood that a company will better understand their female consumers by 144% ([Hewlett, et al.2013](#)) and gender-balanced teams are the most likely to experiment, be creative, share knowledge, and fulfill tasks ([Lehman Brothers Center for Women in Business, 2008](#)). Companies have improved reputations in gender-balanced and female-dominated workplaces, enabling them to attract and retain workers ([UN Women & ILO, 2019](#); [McKinsey & Company, 2015](#)).



Better brand reputation

Zero tolerance for sexual harassment



Effective and innovative programme

Sexual harassment tends to be lower in gender-balanced and female-dominated workplaces ([PEW Research Center, 2018](#)). This results in days lost from sick leave being reduced, it contributes to a good working environment, benefitting workers' health, safety and wellbeing. Also, productivity improves of former victims and perpetrators, as well as bystanders, in the absence of violence and harassment, ([UN Women & ILO, 2019](#)).



Better brand reputation



Less cost

Reliable child care and flexible working hours



Better brand reputation

Childcare and flexible working hours can help parents, particularly mothers, ensure continuity in their careers. If they are compelled to resign for lack of affordable, quality childcare and do not work at all for a long period, they tend to have difficulty re-entering work, particularly at the same level as they were when they left ([ILO,2019d](#)).

An equitable pay system



Effective and innovative programme

An equitable pay system allows companies to retain the best talent, boost participation of women in the workforce, and build a positive company image. It can also avoid reputation risk and potential legal claims ([ILO, 2015](#)).



Better brand reputation



Less cost

Step 1

Define the opportunity

Marketplace



A gender-diverse entrepreneur base in your accelerator programme



Effective and innovative programme



Better brand reputation

Women own approximately 31 to 38 percent of all small and medium-sized enterprises (SMEs) in emerging markets ([IFC and GPFI, 2011](#)) and their number is increasing at a faster pace than men's businesses. Including women entrepreneurs in your programme can make it easier to raise funds as there are high expectations from policy makers and development practitioners about the positive contribution of women's entrepreneurship to economic growth and development. Also, supporting women-owned businesses can enhance your reputation among your internal and external stakeholders ([UN Women, 2017](#)).

Community and transparency



Clear gender inclusivity objectives and targets



Effective and innovative programme



Better brand reputation

Entrepreneurs, workers, investors and other stakeholders will know that your company has made it a business priority to achieve the highest standards of gender equality and women's empowerment.

Publicly shared results in gender inclusivity



Effective and innovative programme



Better brand reputation

A growing number of stakeholders, including employees, entrepreneurs, investors, and civil society, are calling on organisations to disclose more information on their efforts towards gender equality. Organisations with greater progress on gender equality and with policies and practices in place to empower women are more resilient and see stronger growth.

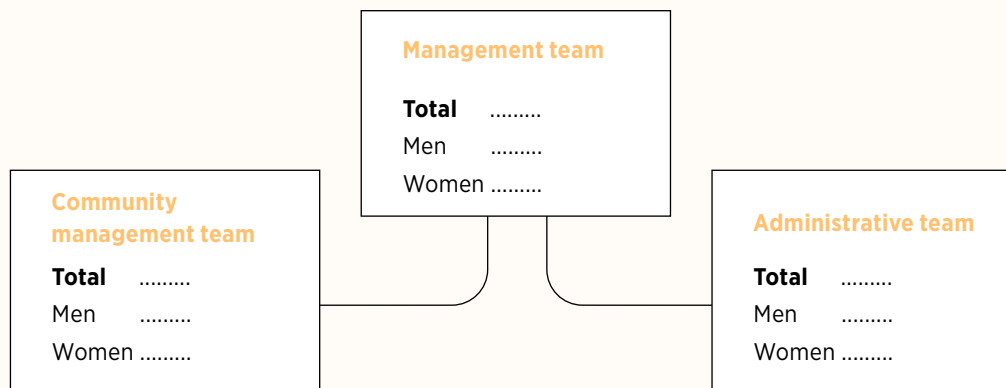
Step 2

Get insights

Follow the two steps listed below

We added an example of an organisation structure to help you get started, but feel free to adjust it. Fill this with your current team and what genders they define with. Even though this toolkit focuses on gender inclusivity, we encourage you to think broader and adopt an intersectional lens where possible (e.g. cultural and economic background, sexual orientation, age, ability).

Organisation



Programme

Mentors	Selection committee	Trainers	Investors
Total	Total	Total	Total
Men	Men	Men	Men
Women	Women	Women	Women

1. Draw out your organisational structure

And list the number of people working in each section.

2. How many men and women are present?

Make an indication for each section.



Want to go beyond the numbers? Collect feedback from your employees. It is important that staff have opportunities to provide feedback on their experiences in the workplace and the way that gender influences and shapes their working lives. You can use the staff survey of [Our Watch \(2019\)](#) as an example. It is also important to understand to what extent the members of your team have received a gender-bias training and/or have been involved in other diversity and inclusion activities.

Step 3

Self assess and reflect

Statements applicable to your organisation

Read the statements below and tick the applicable boxes. Reflect on the statements where you ticked the box 'No'. Which three statements would you like to turn into a 'Yes'?

Leadership

1. Statement

My organisation has written and publicly communicated a clear vision and mission statement about gender equality, diversity and general inclusion.

Yes

No

☐
☐

Your workplace

2. Founding team and board

All genders are equally represented in my founding team and board.

Yes

No

☐
☐

3. My employees

All genders are equally represented as employees through all levels in my organisation.

☐
☐

4. Parental leave

My organisation offers and supports paid parental leave to my employees in line with my country policy.

☐
☐

5. Flexible working hours

I offer my employees flexible working hours to have a better work-life balance.

☐
☐

6. Sexual harassment training

I have given my employees training on sexual harassment and have an anonymous reporting mechanism in place for my employees to report misconduct.

☐
☐

7. Gender bias

I have given my employees a training on recognizing and addressing gender bias in the workplace.

☐
☐

8. Pay equally

I ensure my employees are paid equally regardless of their gender.

☐
☐

Marketplace

9. Brand values

I ensure our brand values communicate inclusiveness of all genders.

Yes

No

☐
☐

10. Marketing materials

In my marketing materials I deliberately avoid showing gender stereotypes.

☐
☐

11. Programme design

During my programme design I have specifically taken into account the needs of all genders.

☐
☐

12. Women-owned businesses

I have taken steps to expand relationships with women-owned businesses in the sectors targeted by my acceleration programme.

☐
☐

Step 3

Self assess and reflect

13. Women in supply chains

I understand how the entrepreneurs and other business partners (e.g. investors, consultancies) are working with women in their supply chains and know if they have basic human rights standards in place.

Yes

No

☐
☐

14. Marketing and branding materials

I have checked the marketing and branding materials of the entrepreneurs in my programme for gender stereotypes.

☐
☐

15. Encourage the entrepreneurs

I have encouraged the entrepreneurs in my programme to become a WEPs champion and drive gender equality.

☐
☐

Community and transparency

16. Strategy and approach

I have a gender strategy and/or approach to be a more inclusive accelerator programme and have communicated this with entrepreneurs, workers, investors, donors and other stakeholders.

Yes

No

☐
☐

17. Measurable goals and publicity

I am tracking time-bound, measurable goals and targets of my gender diversity strategy and publicly communicate reports on my progress.

☐
☐

Where are you in your journey towards becoming a WEPs champion?

Beginner

You ticked 0-4 times 'Yes'

You are at the beginning of your gender inclusivity journey. By filling in the self-assessment you have taken an important first step, congratulations! To unlock more advantages, pick maximum three statements where you ticked 'No' which you would like to turn into a 'Yes'. It is better to implement a few concrete actions than have very high aspirations and implement nothing. Go through the next steps to get inspired by the recommended interventions and to create your own action plan.

Improver

You ticked 5-9 times 'Yes'

You have taken some important steps in your gender inclusivity journey but there is still room for improvement. Consider teaming up with an achiever or a leader to learn how they have managed to become more gender inclusive. To unlock more advantages, pick maximum three statements where you ticked 'No' which you would like to turn into a 'Yes'. It is better to implement a few concrete actions than have very high aspirations and implement nothing. Go through the next steps to get inspired by the recommended interventions and to create your own action plan.

Step 3

Self assess and reflect

Achiever

You ticked 10-14 times 'Yes'

You are only a few steps away from being a WEPs champion! Can you already inspire other entrepreneurs by sharing your lessons learned with them? To unlock more advantages, pick maximum three statements where you ticked 'No' which you would like to turn into a 'Yes'. It is better to implement a few concrete actions than have very high aspirations and implement nothing. Go through the next steps to get inspired by the recommended interventions and to create your own action plan.

Leader

You ticked 15-17 times 'Yes'

Congratulations, you are a WEPs champion! Now it is time to share your lessons learned with others. Can you team up with beginners, improvers and achievers to show them how it is done? This will not only make the entrepreneurial landscape more gender inclusive, it will help you to build your brand reputation and employee loyalty even more!

Review the statements where you ticked 'No'

Which three statements would you like to turn into a 'Yes'?

Step 3

Self assess and reflect

Review the recommended interventions

Reflect on the practical interventions to improve gender representation in your organisation.
Note that this is not an exhaustive list, these are examples.

Leadership

1. My organisation has written and publicly communicated a clear vision and mission statement about gender equality, diversity and general inclusion.

- 1 Get inspired by existing examples**
Google organisations that you admire for their inclusion strategy and learn from how they phrase their. Have a look at for example the [Gender inclusion vision and mission statement of P&G](#).
- 2 Write your own vision and mission statement**
A vision is what you are working towards. A mission is how you are going to get there.
Write a vision and mission statement by finishing the following sentences:
Our vision is a world where...
Our mission is to ...[what]... for ...[who]... by doing ...[how]....
- 3 Communicate your vision and mission to the world**
First make sure your team is aware of your new diversity and inclusion strategy. We recommend you to ask for their feedback. After finalizing the vision and mission, communicate it clearly on your website and other communication channels.

Workplace

2. All genders are equally represented in my founding team and board

- 1 Assess the current situation**
How diverse is your current founding team and board? Diversity breeds success. Do not fall into the affinity bias trap by only working with people who are like you. Do the members of your founding team and board have different genders, skills sets, ethnic identities, educational backgrounds, political beliefs etc.?
- 2 (Re)define your objectives and vision**
What problem are you trying to solve for your customers? What does your business model look like? What skills are needed in your team to materialize your vision? Need some help to answer these questions? Have a look at tool 1 “Assessing your finance need” of the WE Rise Toolkit for Entrepreneurs.
- 3 Create the winning founding team and board**
Find the right members by going beyond your personal network. Attend online and offline networking events for entrepreneurs until you find the right match. Do not forget that winning teams are moderate in diversity of opinion, high in diversity of expertise, and low in diversity of power.

Check out: The ultimate guide to creating the perfect founding team’ of [Foundr \(2020\)](#) for more information.

3. All genders are equally represented as employees through all levels in my organisation (e.g. my mentors, trainers, selection committee members, administrative team)

- 1 Assess the current situation and set a goal**
Make a drawing of your current organisational structure. How many employees you have on each level? Are all genders represented equally? If not, set a goal for the coming year: what percentage of new hires and promotions should be men and what percentage should be women?

Step 3

Self assess and reflect

2 Adjust your recruitment process

We tend to be drawn to people who are like ourselves and how we relate certain jobs and tasks to women (e.g. assistant) and others to men (e.g. truck driver). By adjusting your recruitment process you avoid these unconscious biases leading to discrimination when hiring new staff. Check out the Team Recruitment tool of the [Gender Lens Incubation and Acceleration Toolkit \(2020\)](#) to learn how to do this.

3 Keep track of your team composition

Keep track of how many men and women are being hired and promoted throughout the year. Try out different interventions as recommended in the [Gender Lens Incubation and Acceleration Toolkit \(2020\)](#) until you get it right. A diverse team is a winning team.

4. My organisation offers and supports paid parental leave to my employees in line with my country policy

1 Know your country's legislation

Review Appendix 1 of the [ILO \(2014\)](#) Report: Maternity and paternity at work: Law and practice across the world. What's the situation in your country?

2 Calculate the costs

You might be resistant to maternity protection regulations, fearing that the time and costs involved will lead to competitive disadvantage. However, the actual costs and benefits are quantified very rarely. Try to quantify the costs of both scenarios: missing your employee for a period of time or needing to recruit, hire and train a replacement.

3 Take the right decision

Money is not everything but we also understand you might have little revenue to begin with. Try to take the decision that benefits your employees without permanently damaging your company. Communicate openly about how you made your decision. You can take things step by step. Consider starting with providing breastfeeding facilities for your women employees.

5. I offer my employees flexible working hours to have a better work - life balance

1 Identify your employees' needs

Start a conversation with your employees; what days and times would they prefer to work? How many hours would they want to work in total?

2 Compare with your business need

How many hours do you need from your workers to get all the work done? When would you need employees to be physically present at the office?

3 Create a schedule and implement

Create a working schedule that serves both the worker and business needs. Implement the schedule and reflect regularly if it is working.

Check out: This is a simplified version of [ILO \(2019a\)](#) Guide to developing balanced working time arrangements.

6. I have given my employees a training on sexual harassment and have an anonymous reporting mechanism in place for my employees to report any misconduct

1 Understand the problem

Sexual harassment happens in every country in this world. Educate yourself about the issue before you try to understand how to prevent it in your own organisation. For example, read [UN Women & ILO \(2019\)](#) Handbook: Addressing violence and harassment against women in the world of work, or [ILO \(2019b\)](#) brief on Sexual harassment in the world of work.

Step 3

Self assess and reflect

2 Create your own company's sexual harassment policy

You can use an example of a sexual harassment policy published by [ILO \(2019c\)](#). Communicate the policy with your employees, make sure they understand the procedure to follow and appoint the person employees should report to within your company in case of harassment.

3 Let your staff be trained

Sexual harassment is a sensitive topic and we recommend you to invite an external expert to train your staff. Contact your local UN Women office to organize a training within your company on how to prevent sexual harassment.

7. I have given my employees a training on recognizing and addressing gender bias in the workplace

1 Educate yourself first

Go through *Tool 3: Building a gender-smart network* of the WE Rise Toolkit for Entrepreneurs called “Understand bias - be assertive” to get introduced to the concept of gender bias and practice using assertive communication.

2 Let your staff be trained

Train your staff in *Tool 3: Building a gender-smart network*, either yourself or ask UN Women or Bopinc to support you. Want to go deeper? Check out the 50 Ways to Fight Bias programme of [LeanIn \(2021\)](#) for more great resources.

8. I ensure my employees are paid equally regardless of their gender

1 Collect and analyse the data

You can identify gendered pay differences within the organisation – at different levels and in different functions – by gathering comprehensive pay data and performing thorough pay equity analyses. You can use chapter 4 of the [ILO \(2008\)](#) report on gender-neutral job evaluation for equal pay as a step-by-step guide.

2 Create a fair reward system

You can tackle the pay gap in compensation systems by setting a threshold, target and maximum for pay increases or bonuses to ensure equitable, merit-based reward distribution among men and women. You can use chapter 8 of the [ILO \(2008\)](#) report on gender-neutral job evaluation for equal pay as a step-by-step guide.

3 Promote pay transparency

The pay gap will reduce if there is more transparency. An effective strategy employed by many companies is to discuss and compare employee rewards in a peer group setting. This helps drive accountability and minimise bias in the reward system.

Marketplace

9. I ensure our brand values communicate inclusiveness of all genders

1 Describe your current brand as a person

Imagine your current brand would be a person that walks in the room. What do they look like? What is their personality? Are they a man or a woman? What clothes are they wearing? Are they looking confident or shy? How are other people responding to this person? Etc.

2 Analyse your current brand values

Do you think the person you described would be appealing to all genders? Why (not)?

3 Consider adding more feminine values to your brand

By taking the test of [Beyond the Powergirl \(2020\)](#) you can see what feminine values could fit your brand personality. You can also read the e-book of [Beyond the Powergirl \(2016\)](#) for more inspiration.

Step 3

Self assess and reflect

10. In my marketing materials I deliberately avoid showing gender stereotypes

1 Tool 2: Gender-Smart Outreach

In *Tool 2: Gender-Smart Outreach* in this toolkit we will take you through actionable steps to help you create inspiring materials that will appeal to your target audience.

11. During my programme design I have specifically taken into account the needs of all genders

1 Tool 3: Building a gender-smart network

In *Tool 3: Building a gender-smart network* in this toolkit we will help you to execute a gender needs assessment in your programme and create an action plan to ensure the needs of all genders are taken into account in your program.

12. I have taken steps to expand relationships with women-owned businesses in the sectors targeted by my acceleration program

1 Set a public goal

How many women-owned SMEs will you work with next year? Set a goal and share this goal both in and outside of your business. Tell people why you are setting this goal.

2 Reach out to women-led suppliers

They might not come to you, you need to find them. Reach out to business associations and women's networks to find the entrepreneurs you are looking for. *Tool 2 "Gender-Smart Outreach"* in this toolkit will show you how to do this.

13. I understand how the entrepreneurs and other business partners (e.g. investors, consultancies) are working with women in their supply chains and know if they have basic human rights standards in place

1 Get to know the current situation

Simply ask the entrepreneurs and your business partners in your programme to share with you how they are currently working with women as their suppliers, employees or customers. Do they have any human rights standards in place? You can also choose to add this as a selection criteria in future cohorts or partnerships.

14. I have checked the marketing and branding materials of the entrepreneurs in my programme for gender stereotypes

1 Analyse the current materials

Visit the entrepreneur's website and have a look at their public materials. How are both genders being portrayed? Any sign of gender stereotypes or biases?

2 Start a conversation

You are not responsible for someone else's branding and marketing materials. However, you can start a conversation and make them aware how they may be contributing to gender (in)equality.

3 Add it to your selection criteria

Adding this check to your selection criteria when selecting entrepreneurs is a small way in which you can promote companies striving for gender equality.

15. I have encouraged the entrepreneurs in my programme to become a WEPs champion and drive gender equality

1 Tool 4 'Be an inclusive business - Be a WEPs champion'

Add *Tool 4 "Be an inclusive business - Be a WEPs champion"* of the WE Rise Toolkit for Entrepreneurs to your training curriculum. This tool will help the entrepreneurs in your programme to become Women's Empowerment Principles champions themselves.

Step 3

Self assess and reflect

Community & Transparency

16. I have a gender strategy and/or approach on how to be a more inclusive accelerator programme and communicated this with the entrepreneurs I support, my employees, investors/donors and other stakeholders

1

Collect feedback from your employees

It is important that staff have opportunities to provide feedback on their experiences in the workplace and the way that gender influences and shapes their working lives. You can use the Staff survey of [Our Watch \(2019\)](#) as an example.

2

Sign the Women's Empowerment Principles

You can show your commitment to gender equality in your business by signing the [Women's Empowerment Principles \(2020\)](#) of UN Women.

3

Communicate to your employees

After signing you will receive the [WEPs welcome package](#) with materials to communicate to your employees and wider network.

17. I am tracking time-bound, measurable goals and targets of my gender diversity strategy and publicly communicate reports on my progress

1

Set targets for each of the below indicators

Below we provide you with a set of indicators for measuring your progress in gender inclusivity among your leadership, workplace, marketplace and community. Set your targets for the next year.

2

Collect the data

Collect the data for each indicator on an ongoing basis.

3

Evaluate your progress on a yearly basis

After evaluating the first year, set new targets for yourself and your business.

Step 3

Self assess and reflect

	Target Year 1	Actual Year 1	Target Year 2	Actual Year 2
Leadership				
Percentage of women in management and senior leadership level positions	%	%	%	%
Has released a public written statement or commitment outlining our organisation's commitment to gender equality and women's empowerment				
Workplace				
Percentage of new hires and promotions, disaggregated by sex	%	%	%	%
Percentage of women as mentors and invited investors	%	%	%	%
Retention rate of employees that took parental leave, disaggregated by sex	%	%	%	%
Has confidential, anonymous reporting system in place to address and respond to reports and incidents of violence and harassment (yes/no)				
Ratio of the basic salary and remuneration of women to men for all employees (e.g. 1:2)				
Marketplace				
Has publicly committed to the avoidance of gender stereotypes in branding and marketing activities and promotes positive portrayals of women and girls (yes/no)				
Undertakes gender needs assessment among both male and female entrepreneurs in programme to capture gendered needs (yes/no)				
Percentage of SMEs in programme who are women-owned/led businesses	%	%	%	%
Percentage of SMEs in programme who signed the WEPs	%	%	%	%
Community				
Reports publicly to organisation stakeholders on progress made and outcomes of strategy commitments and targets				

Step 4

Create an action plan

Reflect and implement

Reflect on the interventions you wish to implement. Fill in the action plan with your next concrete steps both short-term (next few months) and long-term (next few years).

Now fill in at least three of your other actions. While filling in the action plan, don't forget:

Be ambitious, yet realistic










It is better to implement a few concrete actions than have very high aspirations and implement nothing.

Be inclusive

Work hard to make sure that all voices are heard and integrated into strategies and solutions.







Make it strategic

Don't delegate gender representation initiatives to human resources or just women. Link it to organisational goals and get all managers involved. People often don't see the link between equality and business, so explain it regularly. Also think about how you plan to measure your progress.

What?	How?	With who/what?	When?	Business impact	
1. Sign the WEPs and join the network	Sign up via the <u>WEPs website</u> .	Together with the management team	Right away!	<input type="checkbox"/> Effective and innovative <input checked="" type="checkbox"/> Better brand reputation <input type="checkbox"/> Less cost	  
2. Measure and report on progress	Track at least three indicators presented in this tool	Together with the management team	Ongoing with yearly progress reports	<input type="checkbox"/> Effective and innovative <input checked="" type="checkbox"/> Better brand reputation <input type="checkbox"/> Less cost	  
				<input type="checkbox"/> Effective and innovative <input type="checkbox"/> Better brand reputation <input type="checkbox"/> Less cost	  

Step 4

Create an action plan

What?	How?	With who/what?	When?	Business impact
				<input type="checkbox"/> Effective and innovative  <input type="checkbox"/> Better brand reputation  <input type="checkbox"/> Less cost 
				<input type="checkbox"/> Effective and innovative  <input type="checkbox"/> Better brand reputation  <input type="checkbox"/> Less cost 

What could get in the way?

Think through what could get in the way of you implementing the actions you wrote down.
How will you address that?

What could get in the way?

How to address that?



TOOL 2

Gender-smart outreach

TOOL 2

Gender-smart outreach

WHY

I have improved my entrepreneur recruitment process so all genders have equal opportunity to be recruited and selected for my entrepreneur support programme.

WHAT

Female entrepreneurs can be prevented from applying for an acceleration programme for practical reasons (e.g. women unproportionally carry the unpaid care burden) and social reasons (e.g. social stigma, socially desirable sectors, confidence issues). Being gender-blind and taking a passive stance is not enough to attract them: this tool helps you to do active gender-smart outreach for your accelerator programme.



Resources

Forbes (2016). [Here's How Startup Accelerators Can Attract More Women.](#)

Harvard Business Review (2014). [Why Women Don't Apply for Jobs Unless They're 100% Qualified.](#)

Harvard Business Review (2018). [The Different Words We Use to Describe Male and Female Leaders](#)

World Bank Group (2014). [Supporting Growth-Oriented Women Entrepreneurs: A Review of the Evidence and Key Challenges.](#)

TOOL 2

Roadmap

Follow the different steps to ensure gender-smart representation in your organisation and program.



Step 1

Define target group and channels

Define what type of women entrepreneurs you are trying to attract to your program. Now list the channels available to the women entrepreneurs you are trying to attract. To save a lot of time and effort, it is useful to reach out to your target group of women entrepreneurs through intermediaries. Also, use appropriate communication channels (offline and/or online) to reach out to your target group.



Step 2

Communicate inspiring materials

Once you know what channels to use when reaching out to your target group, you need to design the message and materials you will share both with your target group directly and through the intermediaries (partners that have access to women entrepreneurs). Use the worksheet to create communication materials fitting your organisation.



Step 3

Evaluate your selection criteria

The next step is making sure women entrepreneurs are not only interested in your program but also have a good chance of getting selected. Evaluate your selection criteria to make sure both men and women in the cultural context you are working in have equal opportunity to get selected to your program.

Step 1

Define target group and channels

Follow the two steps listed below

1. Describe the entrepreneurs you wish to attract

Describe the entrepreneurs you wish to attract to your program by filling in the persona template. Try to picture a real person. Name your persona and fill in the template. When you already are targeting women in your program, you could think through whether you would like to include women of different ages, sectors, locations, business stages etc. Use the persona exercise to think through different types of targets groups you wish to attract to your program.

Picture	Name persona	Sector
	Age	Business size
	Location	Time Best time and day to reach out to them

Aspirations

--

Barriers Three common barriers women entrepreneurs face when applying to your programme (e.g. needing to fill an online form or having to attend many face-to-face meetings after school hours).

--

2. List intermediaries and partners, and communication channels

Now list the intermediaries, partners and communication channels that are regularly being used or interacted with by the type of entrepreneur(s) you are targeting.

Intermediaries and partners (e.g. Women's associations, Female entrepreneur networks, Local government offices, Chamber of commerce, NGOs targeting women entrepreneurs, Events)

Communication channels Social media (e.g. Facebook, Instagram, LinkedIn, Twitter), Audio and Video calling apps (e.g. Whatsapp, IMO, Facebook Messenger), Email (newsletter, personal email), Online women's platforms/groups, Phone calls, SMS)

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Having trouble filling in the templates? It might help to organize a brainstorm with the women alumni of your program and try to fill it in together.

Step 2

Communicate inspiring materials

Follow the two steps listed below

1. Define and test your key message

When reaching out to your target group, you need to have one main message. First decide whether you, only want to target one group of entrepreneurs (e.g. urban women entrepreneurs) or multiple groups (e.g. men and women entrepreneurs in both rural and urban areas). Think about three slogans that could be appealing to your target group, inspiring, emotionally engaging and easy to understand and remember. Test the different options with your target group and pick the most popular one.

Slogan 1

Feedback

Slogan 2

Feedback

Slogan 3

Feedback

Final slogan Based on feedback

2. Create and adjust your communication materials

Now adjust (or add to) your existing materials based on the key message you defined. Use the channels you listed in the 'Persona and Channel' worksheet to communicate your materials to your target group. First check what type of material you want to use. What matches best to the target group? Second, think through the story you want to tell.

Type of material *What type of material can contribute to the intervention? What matches best to the target group?*

Storytelling *Storytelling can be used in creating a visual/drawing/photo/video to convey the main message of your program. The below four aspects of a story (purpose, program, character, and action) have to be elaborated with a specific view towards the target group. Always ask yourself the question: 'Does this match my target group?'*

1. Purpose *What is the purpose of the material you are designing?*

Step 2

Communicate inspiring materials

2. Program *What does your program offer? How can it be shown to match best to the needs of the target group?*

3. Character *Who is the character that can best convey this message to your target group in order to reach this purpose? What is typical about this character? Are you avoiding gender stereotypes?*

4. Actions *What actions does the character perform within your program to reach the purpose?*

Make it visual *Take an A3 paper and sketch the design of your material. Is the big slogan communicated by this design?*



One last tip! Always ask women to share the materials in their own networks. This often proves to be the most effective way to reach a large group of women entrepreneurs.

Step 3

Evaluate your selection criteria

Review your selection criteria

List your selection criteria

Review your selection criteria through a gender lens and decide which ones you might be able to change. List your soft and hard criteria and write down how it might affect women entrepreneurs to not apply. Finally write down how you could change the selection criteria to become more inclusive.

	How might it affect women? <i>e.g. Women still bear the care-giving responsibilities disproportionately. They are less likely able to be full time founders.</i>	What can I change? <i>e.g. Change to: Spending at least 32 hours a week on your business.</i>
Hard criteria <i>e.g. Full time founder.</i>		
Soft criteria <i>e.g. Has to be committed.</i>		

Some tips

Selection criteria

Sit down with your team to evaluate the selection questions you ask and the moment of asking based on the context. Check your selection criteria on things that might hamper women to apply to your program such as time, locations, competitive elements, importance given to pitching, etc.

Qualification

Keep in mind that research shows men apply for a job when they meet only 60% of the qualifications, but women apply only if they meet 100% of them. Check out the article by [HBR \(2014\)](#) for more information.

Gendered language

Always be aware of the 'gendered language' you might be using and how it affects your judgement of someone's leadership capabilities. Check out this article by [HBR \(2018\)](#) on the different words we use to describe male and female leaders.

Impact women

We recommend to add the question 'In what way does your enterprise impact women (as customers, suppliers or employees)?' to your selection criteria. This is a simple but great way to promote gender diversity in your program.



TOOL 3

Building a gender-smart network

TOOL 3

Building a gender-smart network

WHY

This tool will help you to create a support network that takes into account the needs of entrepreneurs of all genders in your programme.

WHAT

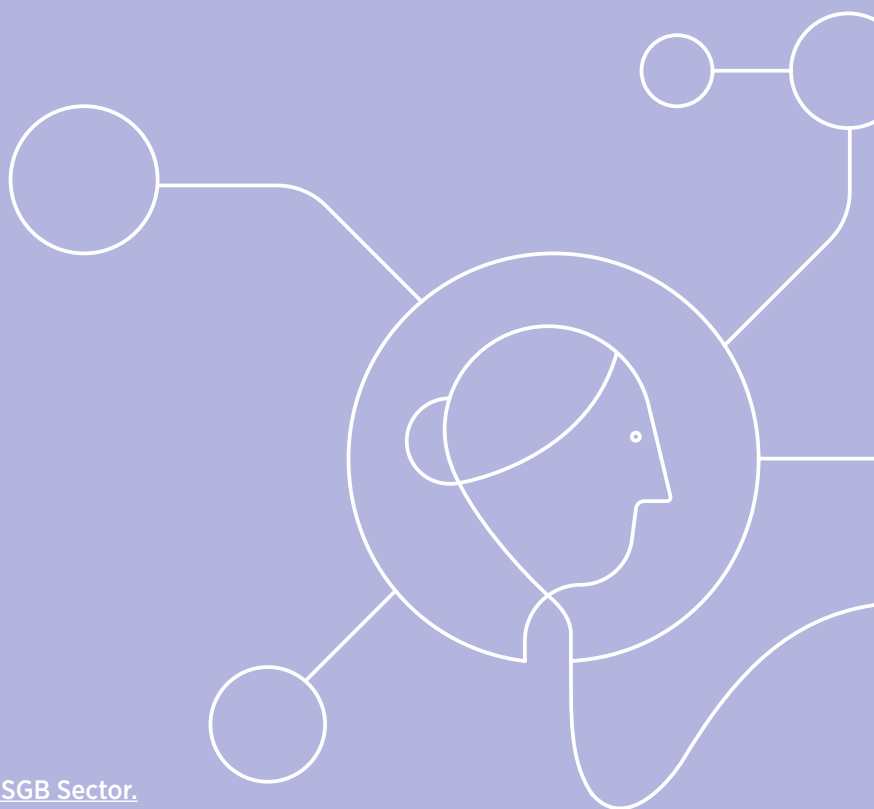
The social and cultural environment affects men and women entrepreneurs in a different way. Women often face bigger pressures in the form of disproportional care-giving and household responsibilities and other gender-norms imposed through society and holding them back to equally participate in the economy and for example acceleration programmes. Addressing this wider range of possible barriers to success is the only way to not only attract, but also retain women-led businesses in your programme. You probably need help from other people/organisations that complement your activities. In this tool, we show you how you can build a gender-smart network around the female entrepreneurs you work with.



Resources

ANDE Issue brief (2019). [Gender Equality in the SGB Sector](#).

Eerdewijk et al (2016). [White Paper: Conceptual model of women and girls' empowerment](#).



TOOL 1

Roadmap

Follow the different steps to ensure gender-smart outreach in your program.



Step 1

Prepare for the assessment

Before conducting the gender-smart assessment, it is important to set the scene. Without building trust and explaining why the assessment is important, it is not likely you will get to the honest and vulnerable answers you need to build a gender-smart network.



Step 2

Conduct the gender-smart assessment

By adding the gender-smart assessment at the start of your program, you will be better able to understand how to best support each individual entrepreneur and also determine the common needs of the women entrepreneurs in your program.



Step 3

Review list of interventions

Review the list of interventions, resources and support organisations. What interventions would you like to implement yourself and which ones would you need help with?



Step 4

Create an action plan

Create an action plan to implement the interventions and to reach out to the right organisations and people that offer the expertise to address the barriers the women entrepreneurs in your program are facing.

Step 1

Prepare for the assessment

Communicate inspiring materials

Decide who and what to include

First decide who will fill in the assessment and what topics you would like to include. We recommend to let all entrepreneurs in your program, regardless of their gender, fill in the full needs assessment. This will enable you to compare needs of different entrepreneur profiles in your program and to be sure you did not miss any important topics that might affect their business. Decide whether you want to conduct the assessment on an individual basis or in a group setting.

Who to include?

--

What topics to include?

--

Organize a prep meeting with the entrepreneurs

Conduct a meeting with the entrepreneurs in your program in which you discuss:

The objective of the assessment

Supporting them in dealing with any challenges that arise from the cultural and social environment in which they conduct their business.

Honesty is key in the assessment

Explain that the answers of the assessment will be used to better support them, not to judge their personal capabilities or success.

Be realistic

Explain that your accelerator program can't solve all issues. You will however, together with the entrepreneurs, set priorities what to focus on based on the anonymous results.

Gender IQ Quiz *Optional*

Before the meeting, let your team and/or the entrepreneurs build their knowledge on gender by going through the Gender IQ Quiz of [HeForShe \(2020\)](#).

Code of conduct *Optional*

Let the entrepreneurs sign a code of conduct to ensure a safe and inclusive environment to talk about sensitive issues related to gender. [Betterteam \(2020\)](#) provides an example you can adjust to your own situation.

Schedule prioritisation meeting

Schedule the prioritization meeting in which you present the results and suggest three priority barriers/needs that came out of the needs assessment.

Priority barrier/need

Why is this a priority?

Step 2

Conduct the gender-smart assessment

Fill in the assessment

After you have made your final selection, let women and men entrepreneurs fill in the below assessment questions or add them to your current selection process. Decide whether you offer the assessment in an online survey format or to use it as a topic guide in an informal interview so you can ask follow-up questions.

1. Decision making power

	Always	Sometimes	Never	N/A
1. Do you take the final decisions related to what strategy to follow with your company?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Do you take the final decisions related to whether you want to acquire/sell assets or hire/fire staff within your company?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Do you take the final decisions related to whether you want to obtain or use credit for your company?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Do you take the final decisions related to what to do with the income you obtain from running your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Support structures

	Always	Sometimes	Never	N/A
5. If you are part of a group with other business men and women through which you can share business experience and learn from each other, are you receiving sufficient support from the group?*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. If you are part of a group with other business men and women, are you receiving sufficient support through them to speak up against business challenges to higher authorities, for example the government?*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Do you have a mentor/advisor who you can identify with and share sensitive issues you face?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Do you actively mentor other men and/or women in and outside your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*select N/A if you are not part of a group

3. Self-efficacy

	Always	Sometimes	Never	N/A
9. Do you feel confident taking decisions as a leader for your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Do you feel confident speaking up about and presenting your business in front of other organisations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Do you feel comfortable negotiating favorable terms within your business relations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Step 2

Conduct the gender-smart assessment

	Always	Sometimes	Never	N/A
12. Do you feel that you are effectively managing your time to balance the different roles you have? (e.g. entrepreneur, mother/father, daughter/son, husband/wife, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Do you feel that you are effectively coping with feeling overwhelmed and stressed when you face certain challenges related to your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
--	-----------------------	-----------------------	-----------------------	-----------------------

14. Do you know how to deal with gender biases you might face?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
--	-----------------------	-----------------------	-----------------------	-----------------------

4. Personal environment

	Always	Sometimes	Never	N/A
15. Do you share the household and caring responsibilities equally within your home?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Do you feel safe to conduct all aspects of your business (e.g. having meetings with men alone, running a shop alone, travelling for work alone)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
--	-----------------------	-----------------------	-----------------------	-----------------------

17. Do you experience general support and encouragement within your home to keep running your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
---	-----------------------	-----------------------	-----------------------	-----------------------

18. Do you experience general support and encouragement within your direct community to keep running your business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
---	-----------------------	-----------------------	-----------------------	-----------------------

10. Is it easy for you to delegate your household and caring responsibilities in order to make time for your business? (e.g. arrange someone to babysit your children or take care of elderly family members)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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11. What days, times and locations would work best for you to have meetings?

Days

Time









Location

Step 3

Review list of interventions



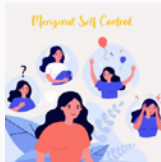


Read through

Review the results of the gender-smart assessment. What are the topics where women entrepreneurs could use your support? Now read through the below intervention and resources. Which ones would you like to implement yourself? For which ones would you like the help of a local organization?

 Sub-topic	 What accelerators can do	 Resources	 Organisations that could help
Decision making			
Finding the right business partner	<p>Organize matchmaking events between entrepreneurs.</p> <p>Share tips on finding the right business partner.</p> <p>Let women alumni share their strategies in finding the right business partner.</p>	<p>Forbes (2014) 8 strategies to find the perfect business partner.</p> <p>BPlans (2020) How to find a business partner.</p>	<p>Girls in Tech Indonesia Discover inspiring programs and a diverse community designed to help you enter into, and excel in, tech.</p> 
Being a successful manager	<p>Discuss strategies for female managers to be successful.</p> <p>Organize monthly meetings in which women entrepreneurs share best practices and learnings.</p> <p>Let women alumni share their strategies in being a successful manager.</p>	<p>Science of people (2020) Women in Leadership: 6 strategies for female managers.</p>	<p>How She Did It A Female Talent Platform in Myanmar that specializes in up-skilling women.</p> 
Support structures			
Peer networks	<p>Link women entrepreneurs in your own programme to each other. Co-design the objective, topics and format of the meetings.</p> <p>Link women entrepreneurs in your own programme to existing peer networks in your country.</p> <p>A network is not created overnight. Make a long-term plan how to keep women entrepreneurs engaged through social media groups, appreciation events, certifications, shout-outs etc.</p>	<p>Harvard Business Review (2019) The trillion-dollar opportunity in supporting women entrepreneurs.</p>	<p>SheMeansBusiness A space for women entrepreneurs to build useful connections, share advice and grow together.</p> 
Mentor networks	<p>Link women entrepreneurs in your programme to women alumni of your programme.</p> <p>Link women entrepreneurs in your programme to existing mentor networks in your country.</p>	<p>She is fierce (2018) 7 ways to mentor female entrepreneurs.</p>	<p>Femalepreneur Indonesia A learning platform for entrepreneurship education and self-development for women entrepreneurs through intensive mentoring using applicable toolkits.</p> 



Step 3

Review list of interventions

Sub-topic	What accelerators can do	Resources	Organisations that could help
Self-efficacy			
Confidence and time management	<p>Organize a role play in which women entrepreneurs practice asking for and giving feedback.</p> <p>Organize a sharing session in which entrepreneurs share their biggest problems and fears. Brainstorm as a group on possible solutions.</p> <p>Let entrepreneurs prioritize different roles in their lives and talk through time management tips.</p>	<p>Inc (2018) Women Entrepreneurs: Here Are the 3 Types of Confidence You Must Have to Succeed.</p> <p>Smart money mamas (2018) 7 time management tips for entrepreneurs.</p> <p>Harvard Business Review (2018) How fear helps (and hurts) entrepreneurs.</p>	<p>Sarah Needman Coach at Climate-KIC in Germany. She manages female entrepreneur groups and consults startups on personal environment, gender stereotypes, etc.</p> 
Negotiation and pitching	<p>Organize a role play in which women entrepreneurs practice negotiating favorable terms for their business.</p> <p>Organize a role play in which women entrepreneurs practice pitching their business to different stakeholders. Consider inviting a negotiation coach to this session.</p>	<p>MindTools (2020) Essential negotiation skills.</p> <p>MindTools (2020) Crafting an elevator pitch.</p>	<p>ANGIN Indonesia ANGIN is organizing pitch training sessions.</p> 
Assertiveness in dealing with gender bias	<p>Organize an Assertiveness training using the UN Women Assertiveness training tool.</p>	<p>WeEmpowerAsia Assertiveness tool</p>	<p>Yayasan Pulih Indonesia This NGO focuses on Psychosocial Support in violent events, conflicts, natural disasters, and other traumatizing events.</p> 
Personal environment			
Household dynamics	<p>Organize a family day to involve the family of the entrepreneurs in your program to increase their support.</p> <p>Organize a HeForShe event together with the entrepreneurs in your programme which creates a platform for discussion about gender equality related issues.</p>	<p>HeForShe (2020) The Barbershop Toolbox</p>	<p>Aliansi Laki-Laki Baru (New Men's Alliance) in Indonesia is a network of male gender champions.</p> 
Dealing with gender bias	<p>Organize an Assertiveness training using the UN Women Assertiveness training tool.</p>	<p>WeEmpowerAsia Assertiveness tool</p>	<p>Kalyanamitra A women NGO specialized in gender training (e.g. gender based violence, supply and demand, forms of Violence, encouraging reporting violence, assertiveness and responsiveness)</p> 

Step 3

Review list of interventions

Sub-topic	What accelerators can do	Resources	Organisations that could help
Personal environment			
Self-defense	<p>Invite a local school to provide self-defence classes to your entrepreneurs.</p> <p>Share online resources of self-defense tips and tricks.</p>	<p>Digitaldefynd 5 best self-defence classes and courses</p>	<p>Hollaback Indonesia Specialized in prevention of sexual harassment and violence</p> 
Practical considerations	<p>Adjust your meeting times and locations to aid entrepreneurs in your programme feeling safe and able to travel and attend.</p> <p>Make sure there is a babysitter who can watch the younger children of your entrepreneurs while organizing sessions.</p>		<p>CoWomen Germany Provide co-working spaces in Berlin and also provide childcare.</p> 

Step 4

Create an action plan

Fill in the action plan

Now create an action plan to implement the interventions you chose and to reach out to the organisations and people you would like support from. Fill in the action plan with your next concrete steps both short-term (next few months) and long-term (next few years).

What? E.g. Create a peer network	How? E.g. Organize an online lunch session where women can share their experiences.	With who/what? E.g. Women entrepreneurs in the cohort.	When? E.g. On a monthly basis.

What could get in the way

Think through what would get in the way of you implementing the actions you wrote down?
How will you address that?

What could get in the way?

--

How to address that?

--

Tools & Worksheets

Resources

Tool 1: Gender-smart representation

Beyond the Powergirl (2016) **E-book: Towards a world with a better balance between female and male values.**

Beyond the Powergirl (2020) **Test to discover the way you express your feminine identity.**

Foundr (2020) **The ultimate guide to creating the perfect founding team.**

Frontier Incubators. (2020) **Gender Lens Incubation and Acceleration Toolkit: Team Recruitment.**

Gender Lens Incubation and Acceleration Toolkit (2020) **Team Recruitment Tool.**

Hewlett, S., Marshall, M., and Sherbin, L. (2013) **How women drive innovation and growth, Harvard Business Review.**

ILO. (2008) **Gender-neutral job evaluation for equal pay: a step-by-step guide.**

ILO. (2014) **Maternity and paternity at work - Law and practice across the world.**

ILO. (2015) **Briefing Note Pay Equity - A key driver of gender equality.**

ILO. (2019a) **Guide to developing balanced working time arrangements.**

ILO. (2019b) **Sexual harassment in the world of work.**

ILO. (2019c) **Sample Sexual Harassment Policy.**

ILO. (2019d) **Workplace solutions for childcare.**

Kauffman Fellows Research Center (2019) **Gender diverse founding teams have greater success in fundraising and innovation.**

Lean In (2020) **Gender bias card program.**

Lean In (2021) **50 ways to fight bias.**

Lehman Brothers Center for Women in Business. (2008) **Innovative potential: Men and women in teams.**

McKinsey & Company (2015) **Delivering Through Diversity**

Tools & Worksheets

Resources

McKinsey & Company Report. (2020) [Diversity Wins: How inclusion matters.](#)

Noland, M., and Moran, T. (2016) [Study: Firms with more women in the C-suite are more profitable, Harvard Business Review.](#)

Our Watch. (2019) [Staff survey.](#)

PEW Research Center. (2018) [Women in Majority-Male Workplaces Report Higher Rates of Gender Discrimination.](#)

UN Women (2017) [Enhance your reputation among your internal and external stakeholders.](#)

UN Women & ILO. (2019) [HANDBOOK: Addressing violence and harassment against women in the world of work.](#)

Women's Empowerment Principles (2020) [Join the community.](#)

Worstell, T. (2016) [Business gender diversity solved: more women means more profit, Forbes.](#)

UNICEF & UN Women (2020) [Promoting Positive Gender Roles in Marketing and Advertising.](#)

Tool 2: Gender-smart outreach

Forbes (2016) [Here's How Startup Accelerators Can Attract More Women.](#)

Harvard Business Review (2014) [Why Women Don't Apply for Jobs Unless They're 100% Qualified.](#)

Harvard Business Review (2018) [The Different Words We Use to Describe Male and Female Leaders.](#)

World Bank Group (2014) [Supporting Growth-Oriented Women Entrepreneurs: A Review of the Evidence and Key Challenges.](#)

Tools & Worksheets

Resources

Tool 3: Building a gender-smart network

ANDE Issue brief. (2019). [Gender Equality in the SGB Sector.](#)

Betterteam. (2020). [Code of Ethics and Professional Conduct](#)

BPlans. (2020). [How to find a business partner.](#)

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