



# Gender Equality in Mozambique's Private Sector

A GenderScope of 35 companies

November 2021



# Survey context and objectives



- WIN conducted a survey to understand the extent to which companies in Mozambique incorporate a gendered approach to their business.
- This report gives us an idea about gender inclusion in Mozambican business, and some recommendations for what companies can do to improve their score.
- 35 businesses operating in Mozambique responded to the survey, and included small, medium and large companies from a variety of sectors, including financial services, agriculture, consumer goods and others. The respondents also included a mix of those that have been supported by WIN gender programs and those that had not.
- The survey questions were split into three categories – Company Overview, Internal Practices and Policies and customer research and targeting – and were developed so that the results would give a comprehensive idea of the extent to which gender issues and awareness permeate a business.



# Key findings

- For the vast majority (80%) of companies surveyed, gender inclusion is a very important part of their company's mission.
- Despite this, 57% have a workforce comprised of more men than women, and only 28% have filled their management roles with more than 50% women.
- The majority of respondents reported that their company does not have a clear gender policy. However, more than a third of the companies reported employing gender or sexual harassment training, and almost half of respondents believe their company has gender-inclusive recruitment strategies.
- A large majority (91%) of respondents reported that their company offers some sort of competitive benefits, and overwhelmingly identified policies geared towards improved work-life balance. The most common benefits in the interviewed companies are flexible working hours, parental leave and telecommuting.
- The survey results show a potential mis-match between business goals and their gender-related practices. While most companies said they had not conducted research (or didn't know) to understand the women's segment as a target group, and do not disaggregate their data by gender, half of the respondents reported that the company they work for has product or service specifically targeted towards women customers different from men.

# What do companies gain by being gender inclusive?

- Companies with diverse workforces are: **22% more productive**, achieve **27% higher profitability** and **39% higher customer satisfaction<sup>1</sup>** (Cumulative Gallup Workplace Studies)
- Every dollar spent on meaningful reproductive, maternal, newborn and child health interventions leads to an **estimated \$20 in benefits through reduced absenteeism<sup>1</sup>** (Partnership for Maternal, Newborn and Child Health)
- **Productivity per worker could increase by up to 40%<sup>1</sup>** if all forms of discrimination against women employees and managers were eliminated (World Bank)
- However, companies are far from reaching gender balance globally: women only **represent 24% of senior management, 17% of executives, 25% of the boards and 37% of the workforce<sup>2</sup>** (Equileap Gender Equality Global Report and Ranking)

[1. Case for Gender Equality](#)

[2. Equileap Gender Equality Global Report and Ranking](#)

# Companies that participated in the survey



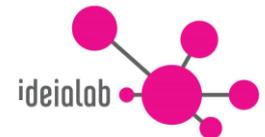
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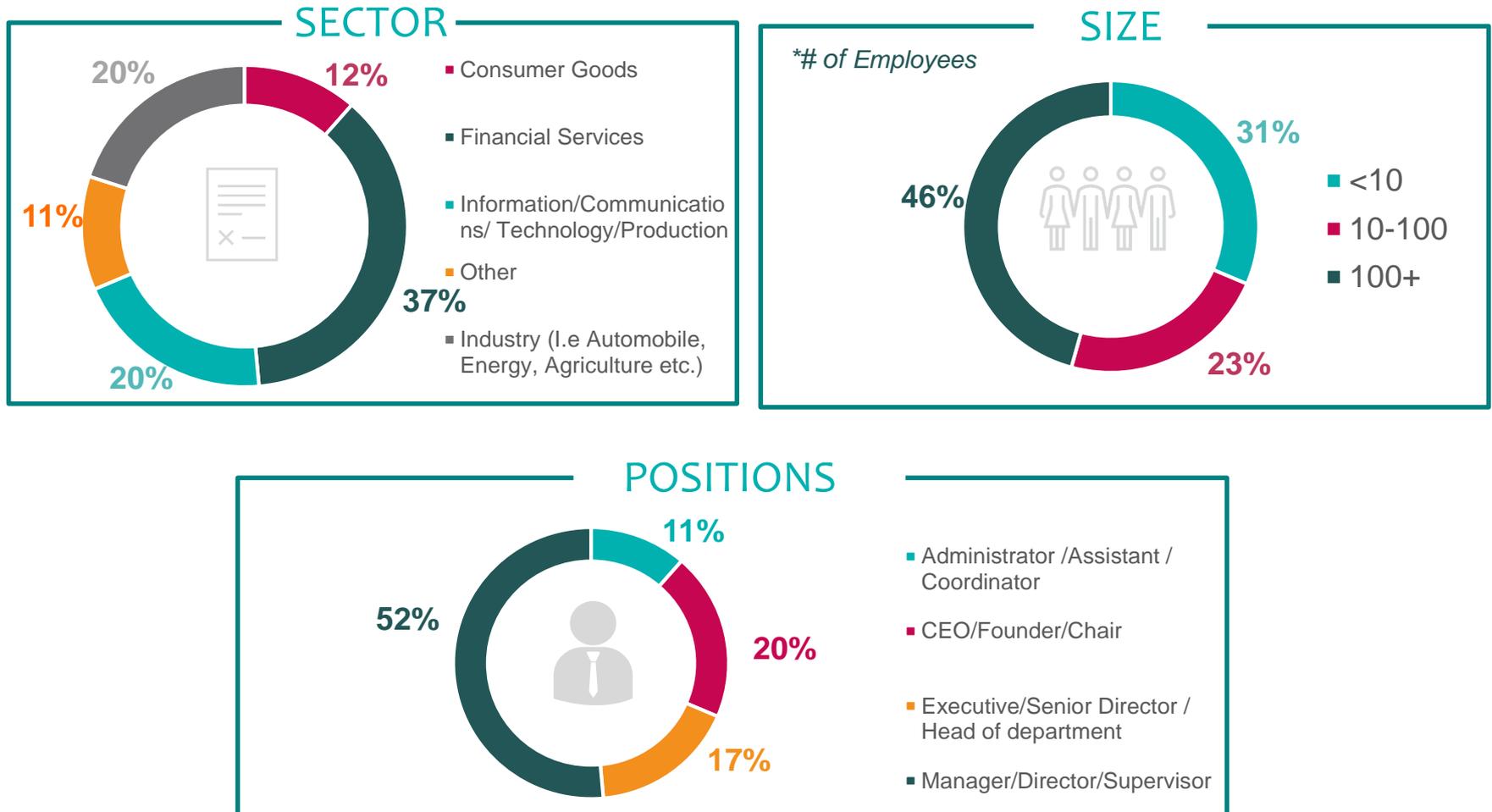


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# Study methodology and sample

The survey was conducted among 35 companies between July 27 and August 9th 2021. The sample had the following characteristics:



# Survey questions



## Company overview and Gender Balance

- 1 Has your company received any gender-related support or guidance from WIN?
- 2 How important is gender inclusion to the mission of your company?
- 3 What proportion are women among managerial positions?
- 4 What proportion are women of the company's total workforce?

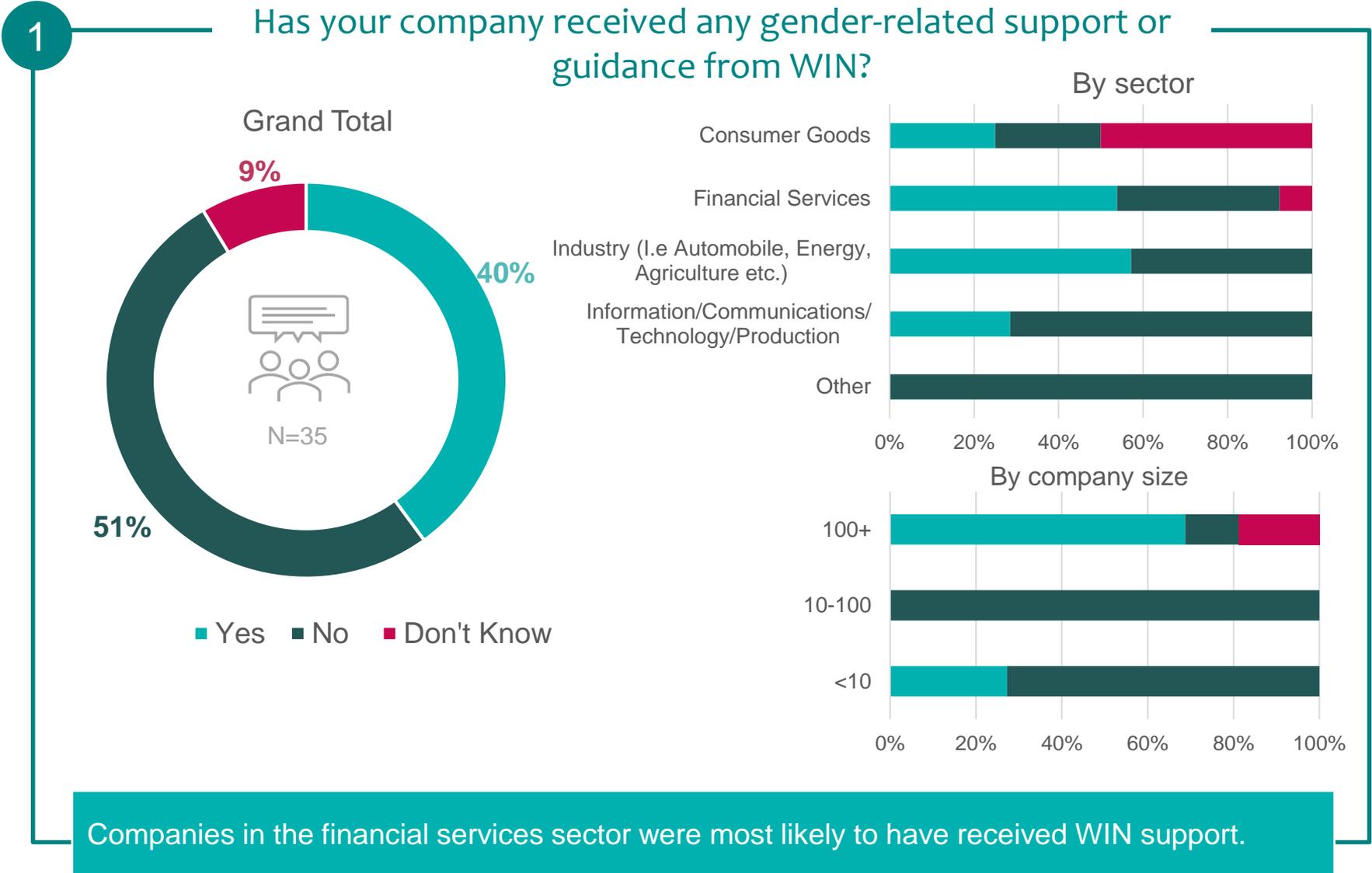
## Internal Practices & Policies

- 5 Does the company have a policy or specific policy clause that outlines its commitment to gender inclusion through its operations?
- 6 Does the company have gender-inclusive recruitment strategies?
- 7 Does the company offer competitive benefits for employees?
- 8 Does the company routinely deliver any gender and/or sexual harassment trainings to its staff?

## Customer Research & Targeting

- 9 How important are women as a market for the company?
- 10 Does the company currently have any product or service specifically targeted towards women customers?
- 11 In the past 12 months, has the company conducted any research to better understand women as a target group?
- 12 Has the company allocated specific resources for both retaining and increasing the percentage of women clients in any of its business practices?
- 13 Does the company disaggregate its KPIs (Key Performance Indicators) by gender?

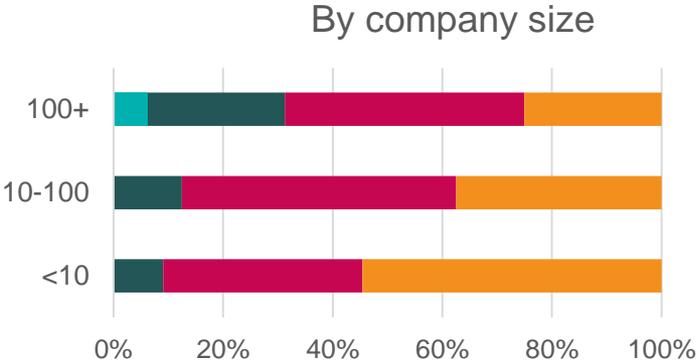
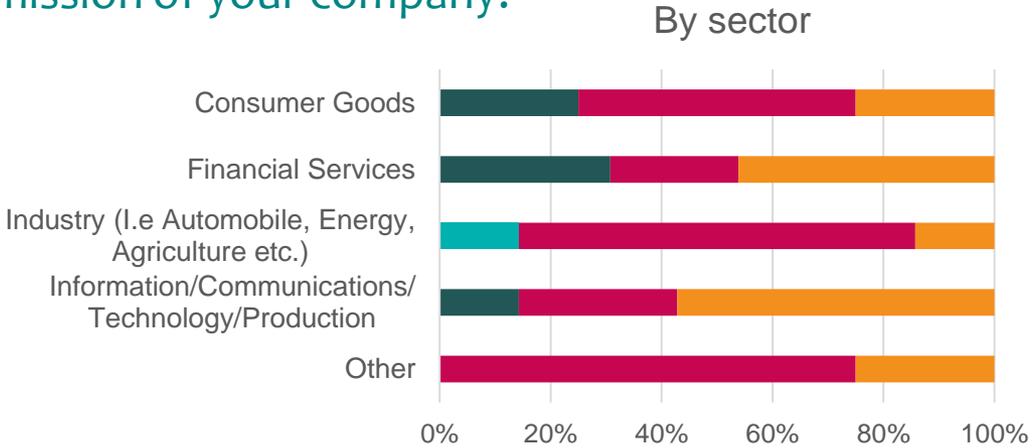
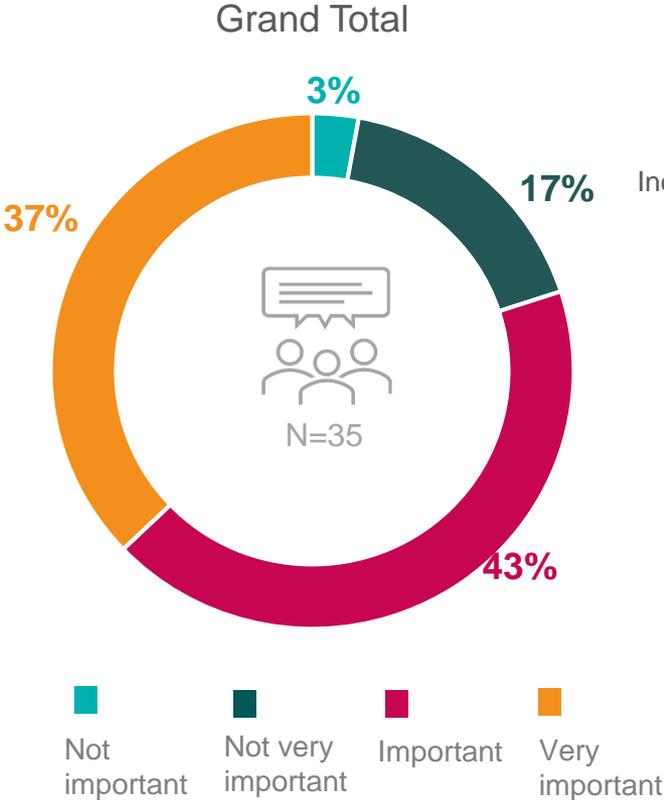
# Survey respondents included a mix of those that have been supported by WIN and those that have not



# For the vast majority (80%) of companies surveyed, gender inclusion is a very important part of their company's mission

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## How important is gender inclusion to the mission of your company?

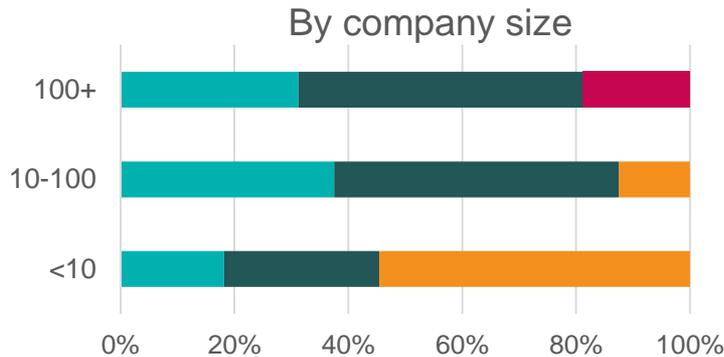
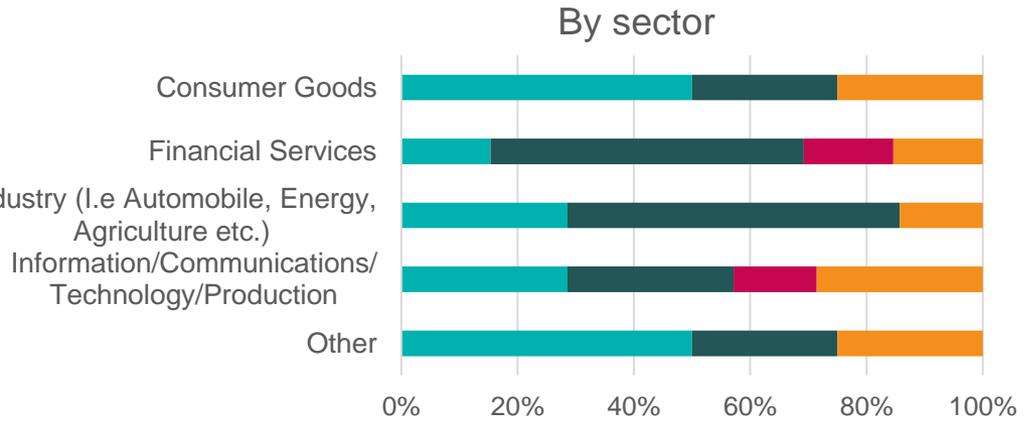
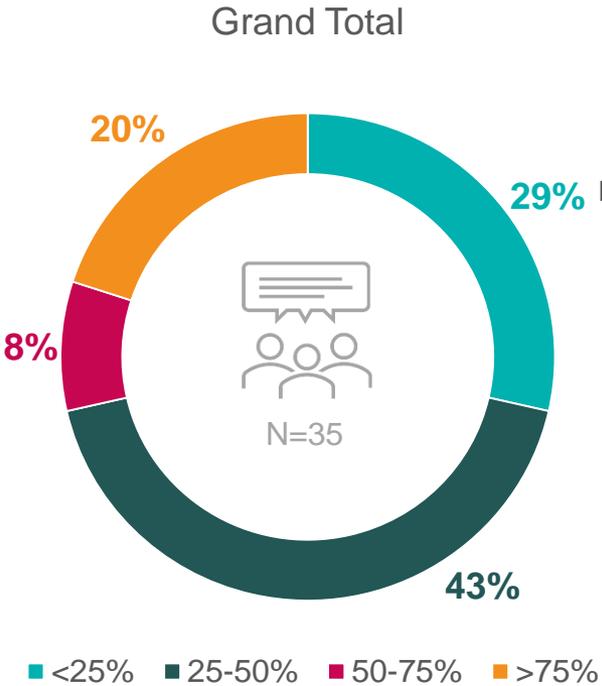


Smaller companies are proportionally more likely to place a higher value on gender inclusion as part of their company's mission.

# Most (72%) of respondents reported that women make up less than half of all management positions.

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## What proportion are women among managerial positions?



Respondents in the Information/Communications/Technology sector appear to be the most inclusive of women in management positions.

## How does Mozambique compare against global benchmarks of women as managers?

### Information/ Communications/ Technology

In our study, respondents in the Information/Communications/Technology sector appear to be the most inclusive of women in management positions. Interestingly, at global level, this sector has the lowest average representation (20%). Women only make up 24% of senior management positions across all sectors.

### Financial Services

Approximately 30% of management positions in the financial sector are held by women in Mozambique. This is similar to the global average of 28% of women in senior management. Similar to WIN's study, the Financial Services sector is the most represented sector in the top 100 companies reported on in the Equileap report.

### Utilities

The Utilities sector (water, electricity, gas) ranks highest globally, with an average of 38% women management participation. However, the utilities sector was not represented in WIN's study.

### Global

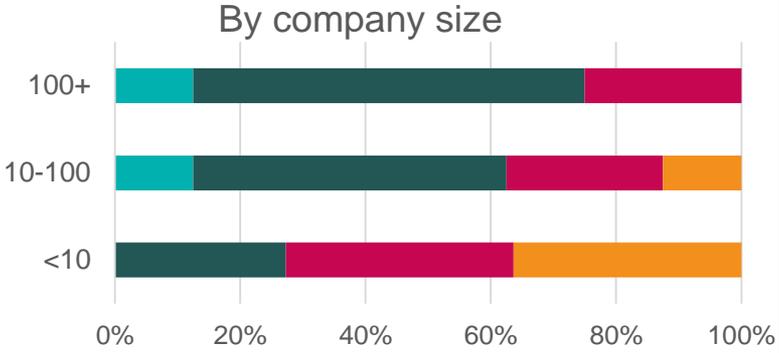
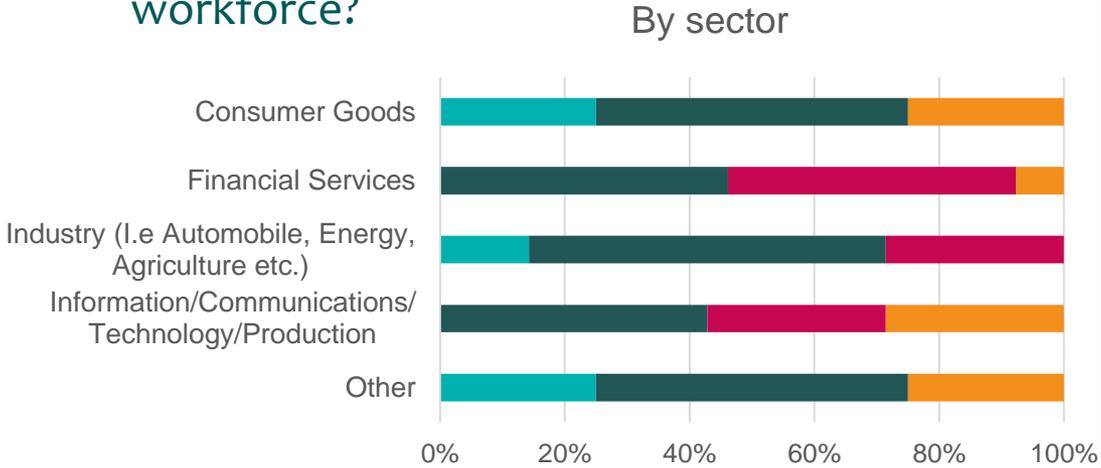
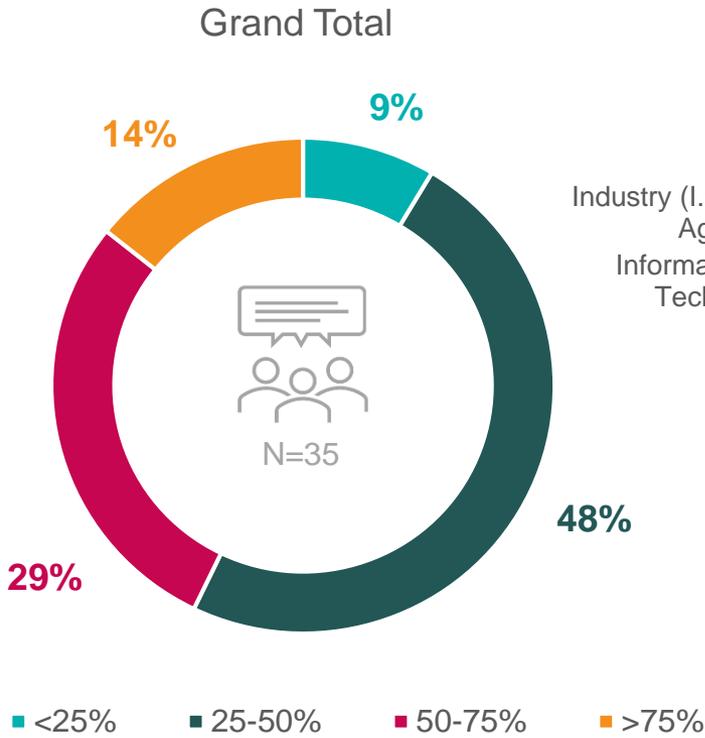
Only 15% of companies have gender balanced boards and 7% have gender balanced executive teams. This is lower than the sample of the study with 28% having minimum 50% women participation in management.

The global averages used in this report are taken from Equileap's 2021 global dataset, which consists of over 3,700 public companies from 23 developed markets.

# 57% of respondents reported that women make up less than half of the total workforce

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## What proportion are women of the company's total workforce?



58% of respondents in the Information/Communications/Technology/Production and 55% in the Financial Services sectors reported higher proportions of women in their workforce (above 50%), while Industry and Consumer Goods reported the least. Global data shows that men comprise 63% of the workforce overall (Equileap)

## Quotes from interviews with participating companies



*“In our policy:*

- Each community credit group has to have more women than men*
- In agriculture we always try to find a relevant number of women to support”*



*“Every year we recruit interns for various areas according to the courses or qualifications they have, for this year we only recruited women.”*

tangerine

*“The sales team works in the informal markets and the workload is high, but still there are more women, and it has performed well. ”*

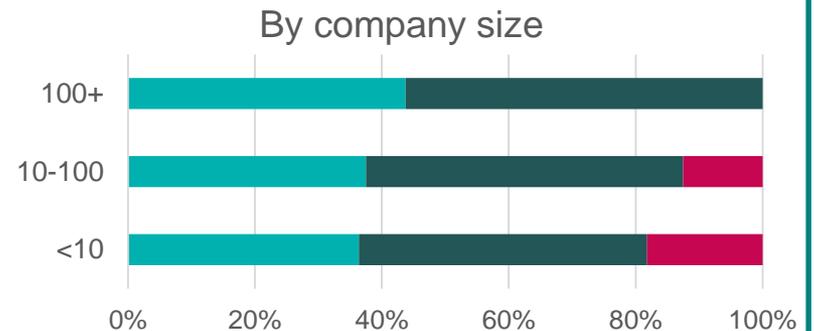
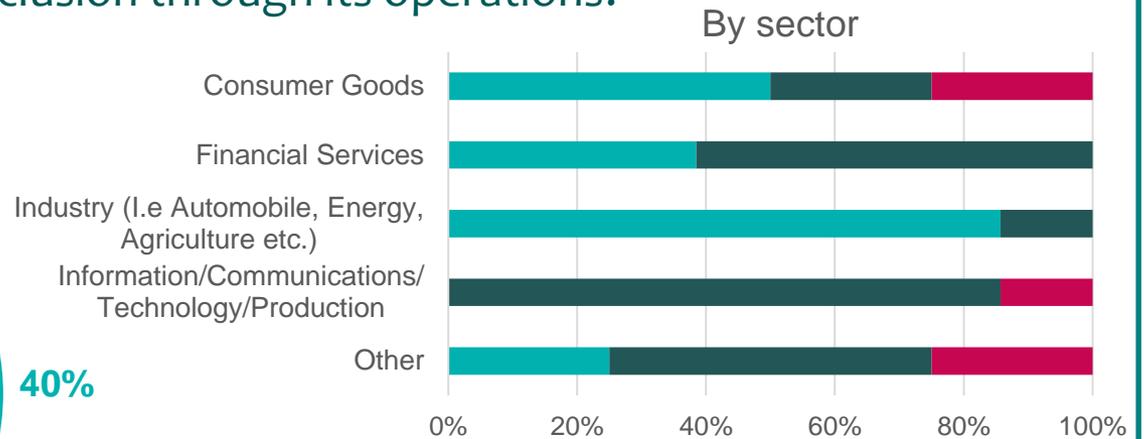
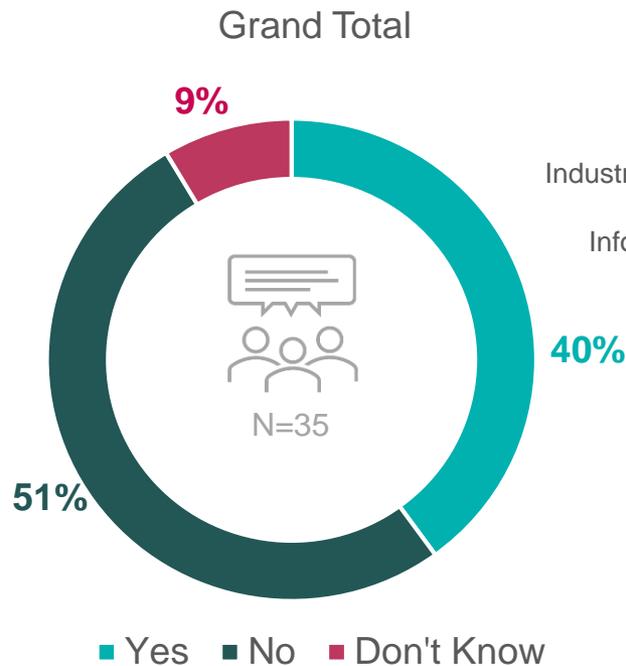


*“The company has regressed in terms of sales volume because of Covid-19. When Covid-19 slows down, we intend to have women in the near future in operational and management areas.”*

# The majority of respondents reported that their company does not have a clear gender policy

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Does the company have a policy or specific policy clause that outlines its commitment to gender inclusion through its operations?

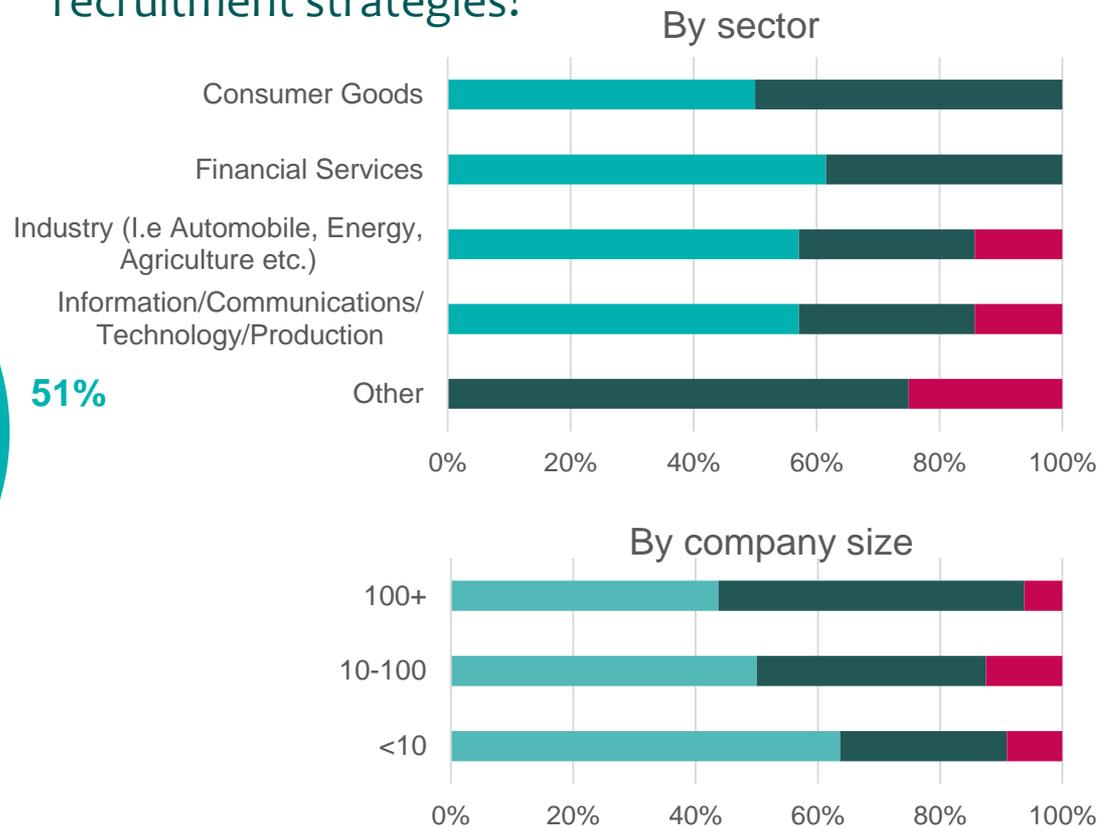
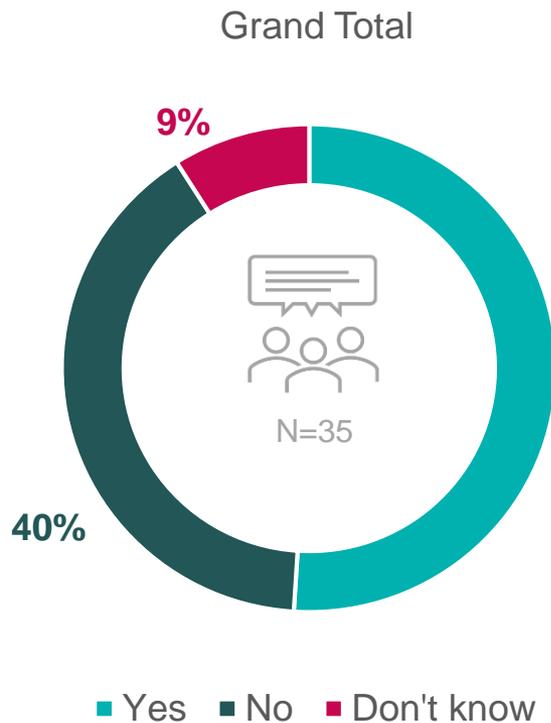


Those in the Industry sector (I.e automobile, energy, agriculture etc.) were more likely to report that their company had a gender policy.

# Half of the respondents believe that the company they work for has gender-inclusive recruitment strategies

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Does the company have gender-inclusive recruitment strategies?

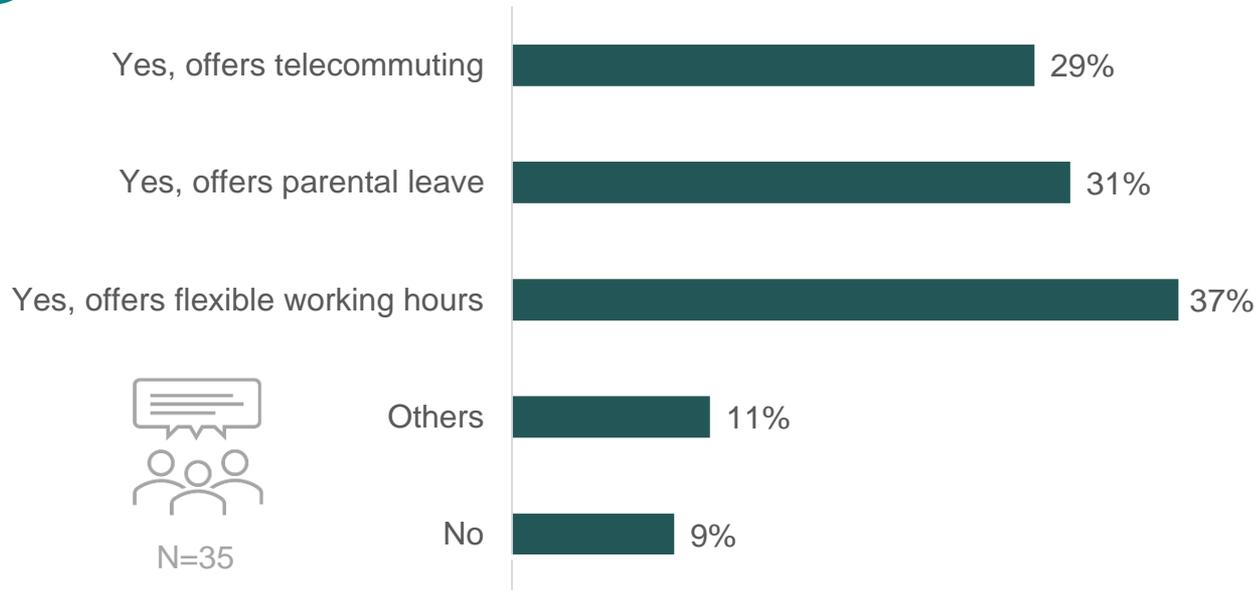


Gender-inclusive recruitment strategies are used by companies that seek to ensure openness for men and women to apply equally and succeed in filling a position based on competencies and not on gender.

## The most common benefits in the interviewed companies are flexible working hours and parental leave



### 7 Does the company offer competitive benefits for employees?



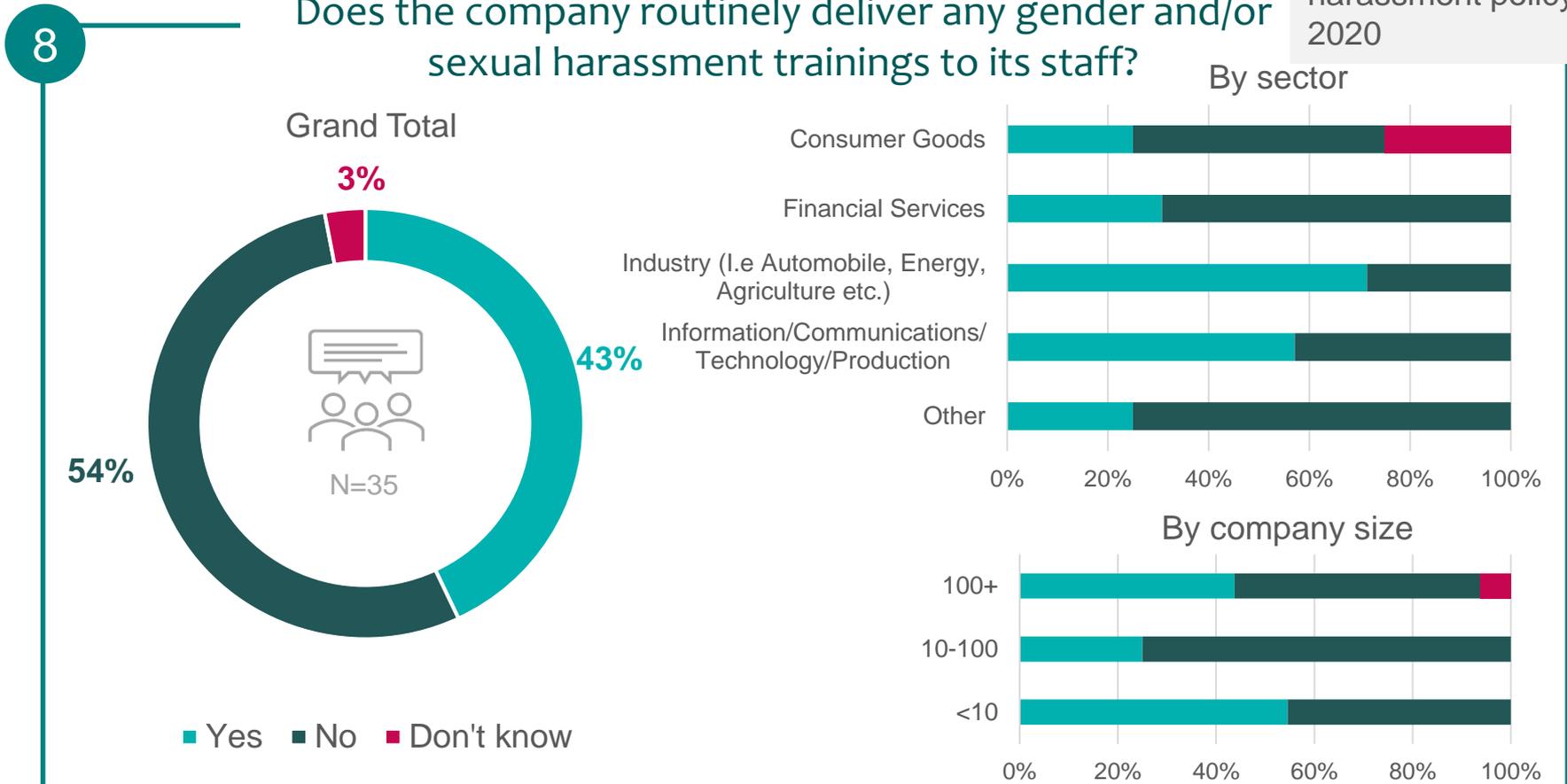
**Note:** multiple answers were accepted

Globally, 38% of companies publish a flexible work policy in terms of hours, and 24% publish a policy on flexible work locations. Only 19% publish a policy covering both. Companies in the financial sector have the most flexible work arrangements (Equileap)

91% of respondents reported that their company offers at least some sort of competitive benefits, and overwhelmingly identified policies geared towards improved work-life balance. This is particularly important as companies tend to see parental leave as a burden for employing women, rather than an opportunity to gain competitive advantage to attract and retain female talent. Research shows that family-friendly workplace policies increase business performance. (Equileap)

# More than a third of the companies employ gender or sexual harassment training

Globally, half of all companies and 60% of financial companies did not publish an anti-sexual harassment policy in 2020



Gender training helps employees to understand and reduce possible gender biases in their personal and professional lives. Sexual harassment training helps employees understand what constitutes sexual harassment, and what to do in situations when it occurs. The high rate of companies employing gender or sexual harassment training merits further understanding of the types of trainings given.

## Quotes from interviews with participating companies



*“From recruitment to day to day, we have seen that women make a little more effort, and so we try to encourage that the teams have more women. This ends up being an advantage for the company and for the women who are able to help their families.”*



*“In our recruitment and selection strategy we have as a gender policy the empowerment of women inside and outside the entity, that is, when a man leaves the company we try to replace him by a woman whenever possible .”*

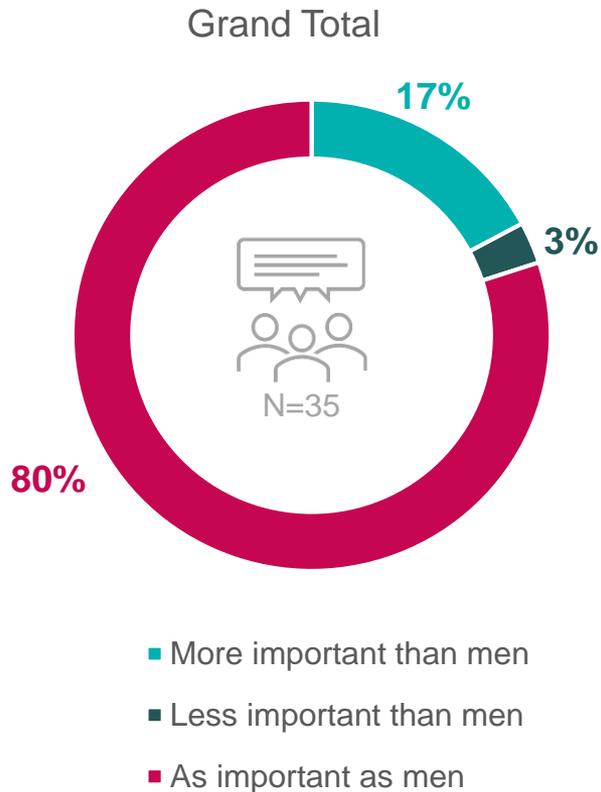


*“As a start-up, we don’t have a lot of structured employee policies in general, but there are company-wide norms that employees adhere to and that includes gender topics.*

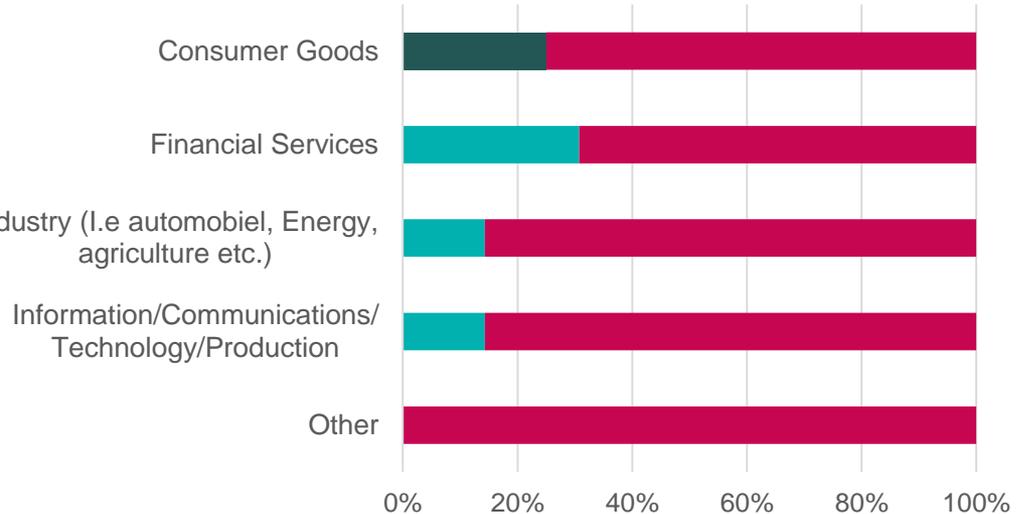
# Most of the respondents reported that women are an important market for their company

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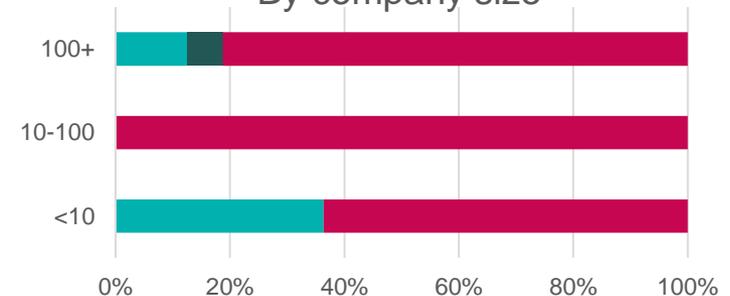
How important are women as a market for the company?



By sector



By company size

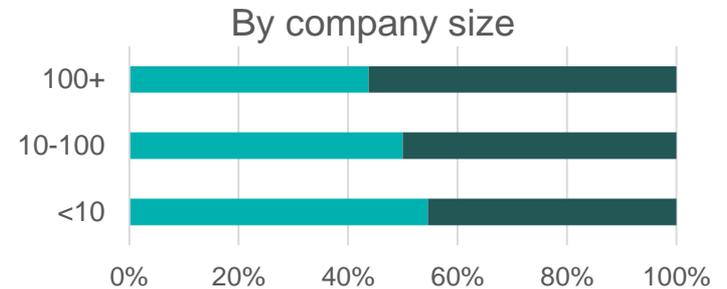
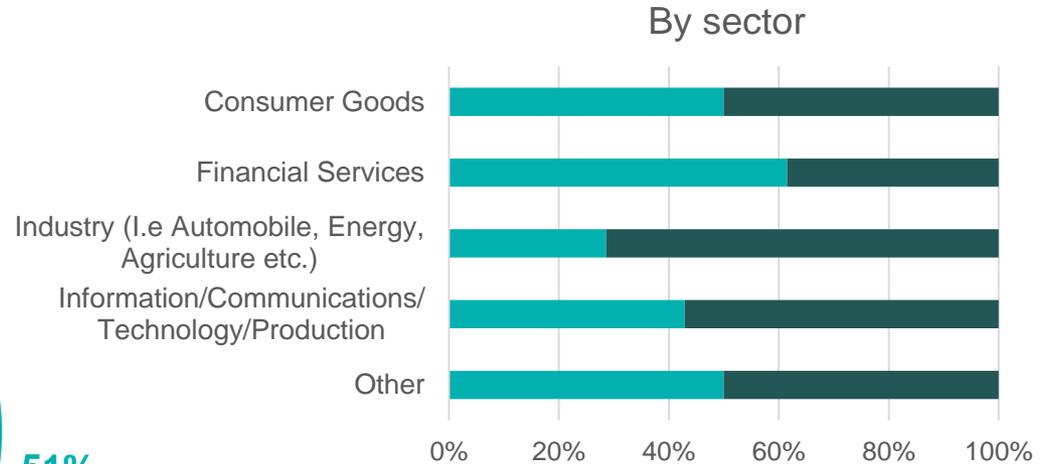
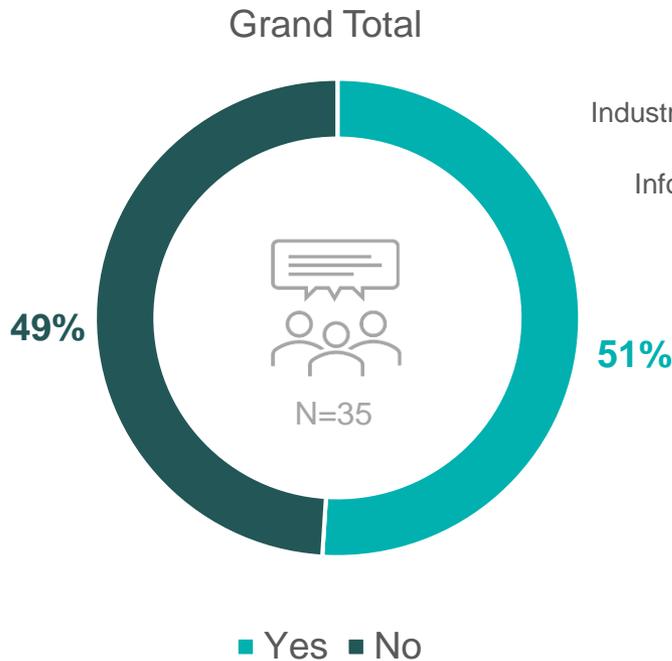


Of the 6 companies that said “more important than men”, the majority (5) are partners of WIN and the majority (4) are in the Financial Services sector.

# About half of the respondents reported that their company has a product or service specifically targeted towards women

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Does the company currently have any product or service specifically targeted towards women customers?

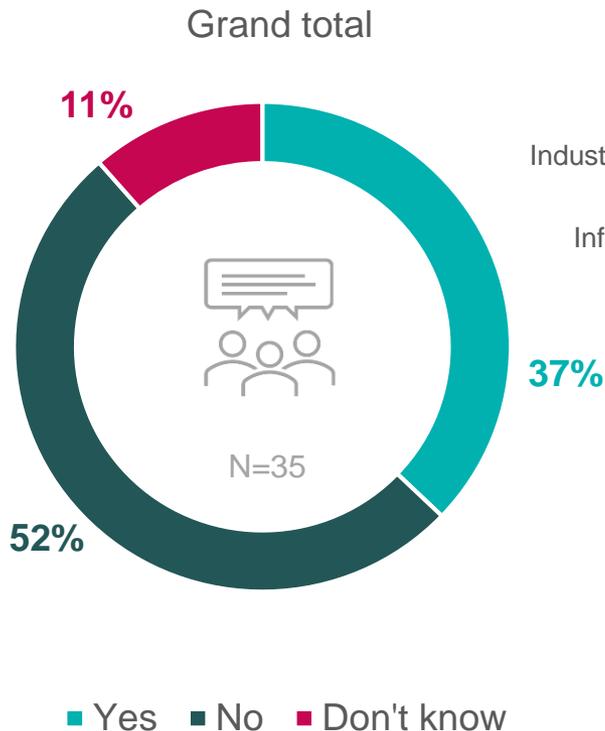


Of the 17 companies that said yes, 8 belong to the Financial Services sector and 4 are WIN program partners. Women represent a huge potential as customers as they have an important say in decision-making around products and services they need. Targeting women in an informed way makes complete business sense\*.

# Most companies surveyed have not conducted, or do not know about conducting research on women as a target group

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In the past 12 months, has the company conducted any research to better understand women as a target group?



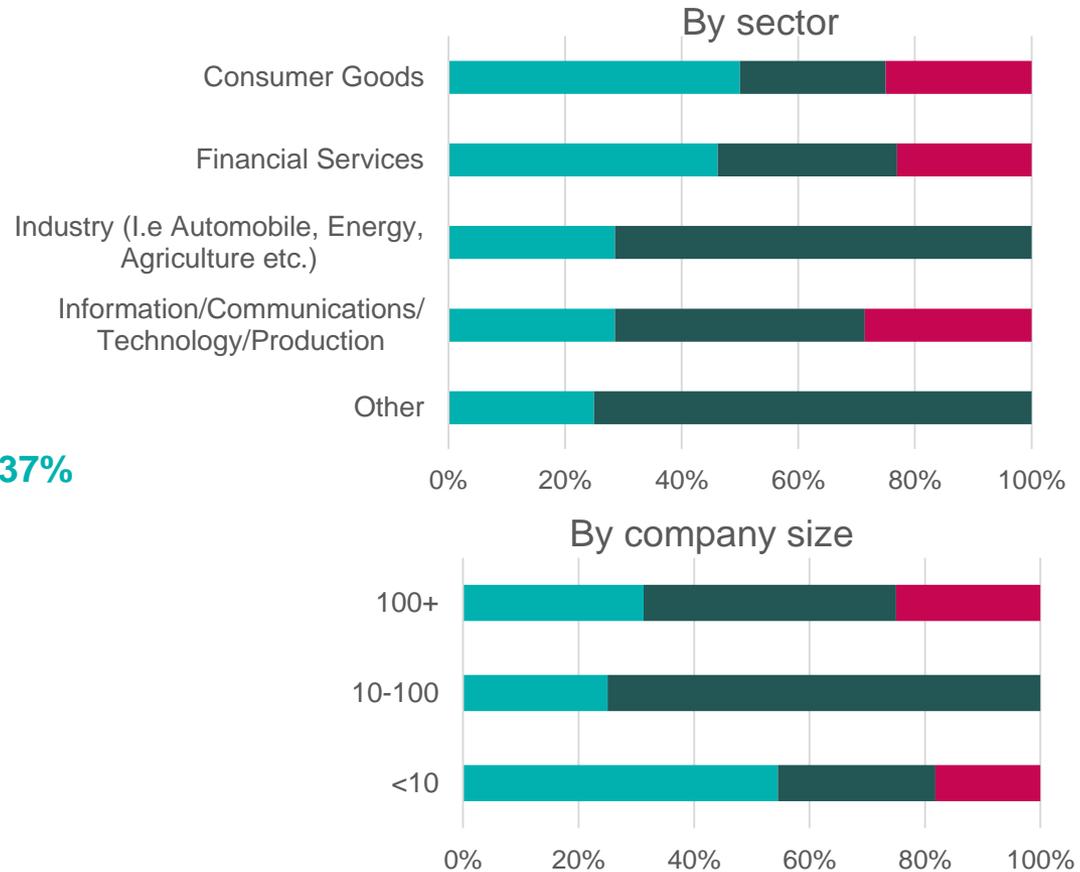
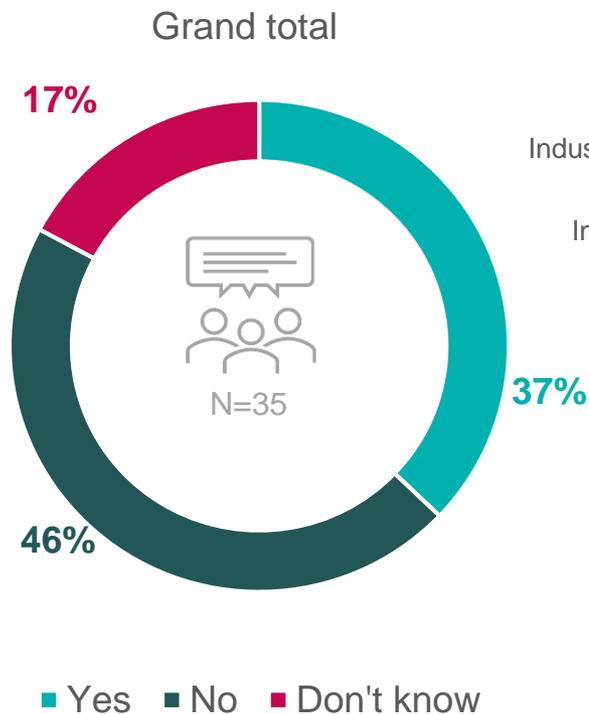
Of the 13 companies that said yes, 7 are WIN program partners. Conducting gender-focused market research is essential in understanding the needs of women, which represent a huge and growing customer base. Knowing whom to target and understanding profiles of women can present a competitive advantage\*.

\*The Female Economy, Harvard Business Review

# A small majority of the respondents reported that they had allocated resources to retain or increase women customers

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Has the company allocated specific resources for both retaining and increasing the percentage of women clients in any of its business practices?

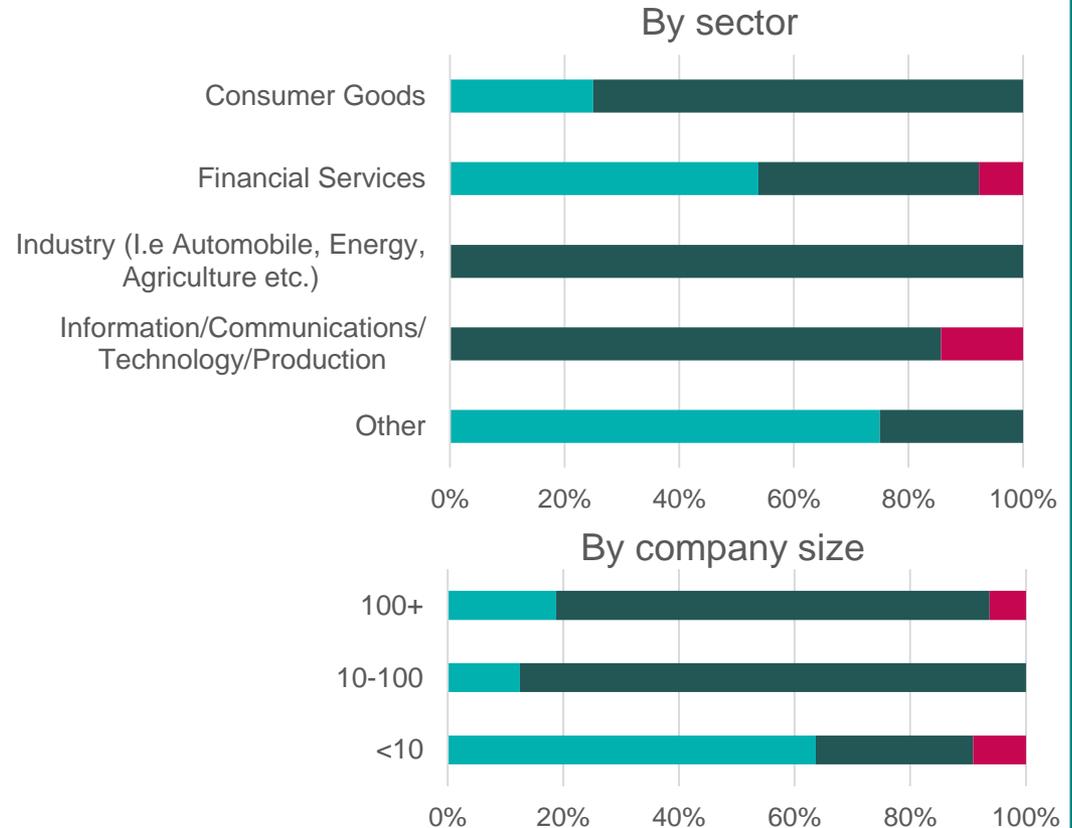
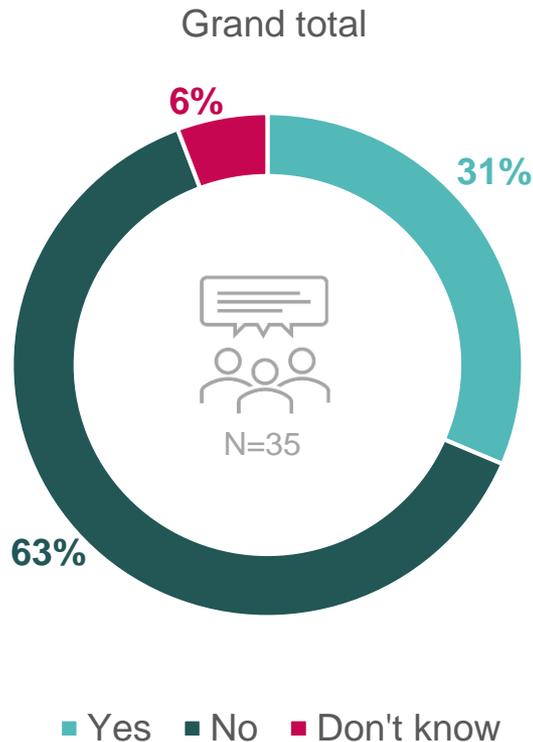


Of the 13 companies that said yes, 7 are WIN program partners.

# Most of the companies interviewed do not disaggregate their data by gender

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Does the company disaggregate its KPIs (Key Performance Indicators) by gender?



Disaggregation of data by gender has been one of the main challenges that WIN has identified in the Mozambican market. This provides a lost opportunity as sex-disaggregation is crucial in understanding the profile of women and men customers to better cater to their needs and grow their customer base.

## Quotes from interviews with participating companies

The logo for Tangerine, featuring the word "tangerine" in a lowercase, sans-serif font. The letter "i" is white and has a small orange dot above it, while the rest of the text is white. The logo is set against a solid orange square background.

tangerine

*“In the promotions area there are mostly women, because the customers ask for it and they think that the female promoters are more influential and can convince the customers to buy and take inventory.”*



*“In our Biscate platform's rating of hiring for informal services, we have women being the most hired.”*

What can companies do to become more gender inclusive?

Tools and follow-up actions

# WIN has 3 tools to support the private sector and development community

## Gender Training Tool

A gender awareness training provides a space for staff to explore key gender concepts, discover their unconscious biases and learn about the importance of sex-disaggregated data. It also presents the business case for a company to become more gender inclusive

## Gender Equality Policy Tool

A gender equality policy is a simple document that lays out a company's commitment to managing its operations in a gender sensitive and inclusive way

## Gender Analysis Tool

Gender Analysis is a practice that involves collecting and analyzing sex-disaggregated data, and identifying the underlying root cause of the relations that shape actions towards gender equality.

# Follow-up actions

Improvement Opportunity	Actions to Take
Low number of women as workforce and in management positions	Design a gender policy with clear targets for workforce participation and strategies to increase gender inclusion. See the WIN guide for the creation of a gender policy ( <a href="http://www.win-moz.org">www.win-moz.org</a> )
Lack of gender policy	
Lack of recruitment strategies	
Few sessions of gender and/or sexual harassment trainings	Conduct annual training of staff. See WIN guide on gender training soon to be published ( <a href="http://www.win-moz.org">www.win-moz.org</a> )
Little research to better understand women as a target group	Collect and disaggregate company data by sex. Use this data to design specific solutions to meet the needs of both sexes. WIN enters into partnership with companies to design new innovative models based on company data. WIN's guide to conducting your own company gender analysis will be released soon ( <a href="http://www.win-moz.org">www.win-moz.org</a> )
Half of the companies said they have specific products/services for women, however most do not have sex-disaggregated data	



The Women IN Business (WIN) program, implemented by TechnoServe and financed by the Embassy of Sweden, is a five-year program that focuses on the empowerment of women in Mozambique as a driver of inclusive economic development. WIN is working with partners to facilitate the creation of conditions for economic empowerment of women entrepreneurs, by removing or reducing barriers that they face.

