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Conference report

**Women-led businesses: building a strong and sustainable economy**

Wednesday 29 – Friday 31 October 2014 | WP1362

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## Conference report

# Women-led businesses: building a strong and sustainable economy

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In partnership with UK Trade and Investment (UKTI) and Accenture, this dialogue investigated opportunities and constraints faced by women-led businesses (WLBs) in the UK and elsewhere, identifying collaborative pathways and innovative strategies to push the agenda. Bringing together representatives from large corporations, government, and entrepreneurs, most female, we heard perspectives from Australia, Botswana, Hungary, India, Italy, Iraq, Malaysia, Morocco, Serbia, South Africa, Sri Lanka, Turkey and the United Kingdom.

The need to promote women-led business is clear from both a fairness and economic perspective, allowing women's talent to drive alongside men's talent. This meeting sought to unpack the impact of perceptions, culture and societal drivers, as well as structural barriers which hinder women's empowerment and corporate growth, producing recommendations for steps forward.

Micro and macro perspectives were both considered, laying out the challenges faced by women at different stages of life, in different arenas and country contexts. Individual women having the confidence, skills, awareness and tools to seize available opportunities are critical alongside the bigger picture of government, private sector and civil society stakeholders having an inclusive vision and common language to facilitate the entrance of women into work, growing their businesses and grasping opportunities alongside men. This requires efforts at multiple levels in order to bring positive change to education, perceptions, policy framework, legal system and the behaviours of both buyers and suppliers in the supply chain.

### Key outcomes and findings

- Recommendations focused on how to create unrestrictive pathways for women in business, particularly in the context of small and medium-sized enterprises (SMEs<sup>1</sup>) in supply chains. This included how to change perceptions, build the evidence base around women in business, improve access to finance and market

<sup>1</sup> \* SMEs are defined in EU law as follows:

Company category	Employees	Turnover	or	Balance sheet total
Medium-sized	< 250	≤ € 50 m		≤ € 43 m
Small	< 50	≤ € 10 m		≤ € 10 m
Micro	< 10	≤ € 2 m		≤ € 2 m

information. It also highlighted success stories and shortfalls of government regulation and legislation – as well as supplier inclusion and diversity programmes in large corporations and local and national governments.

- Understanding the narrative of a woman's journey through the education, employment and enterprise pipeline is critical to identify barriers and opportunities. Entering the subsequent supply chain pipeline, women require support and development, with both government and private sector instrumental in driving progress.
- It was recognised that though different contexts and countries face specific barriers, many challenges are common across the global, gender, minorities and business arenas. Whilst framing this discussion within the gender bracket brings women together in a mutually-supportive space, the label defines the conversation in a particular way, which may both limit and support the audience producing recommendations relevant to SMEs in general.
- Increasing their visibility, making use of technology and networking are considered to be crucial areas for WLBs to engage with.
- To effectively assess the situation and shortfall in WLBs participating in national and international supply chains, a larger evidence base is required in order for governments to better understand why certain sectors struggle to expand to an international level and what tailored government support is required. More specifically, data around the barriers faced by women initiating start-ups, gaining access to finance and establishing business relationships is in short supply.
- Education and tackling cultural perceptions of gender are also necessary to empower both men and women. Conversations on inclusivity should begin at home to break down gender stereotypes present from an early age and empower the younger generation in an inclusive way. These efforts should extend into schools and the workplace in the form of mentorship and training.

#### For policymakers

- Responsibility of policymakers to set up mechanisms to promote women in business, legislate against prejudice and facilitate import and export, fostering a collaborative approach between government and private sector to support the procurement pipeline and engage with SMEs. With companies such as Walmart generating revenues comparable to the gross domestic product (GDP) of Norway, governments need to engage the private sector in a joined up approach, building networks, sharing risk and defining value appropriately.
- To create an enabling environment for start-up companies, the UK in particular could take a lead by removing penalties for failure and creating a culture of 'try again', whilst guarding against the risk of phoenix companies.

#### For public sector procurement

- Decisions to award contracts or to enter and continue supply partnerships could take more closely into account prospective large service providers' commitment and track records in integrating more SME's (including WLBs) into their supply chains by:
  - allocating a higher weighting to this in the evaluation of supplier proposals
- encouraging adherence to best practices and standards
- requiring reporting of progress in integrating more SMEs into supply chains
- agreeing how to fairly share risks and costs relating to engaging more SMEs

#### For the private sector

- Collaborating with other corporations to spread the costs and effort of driving transformation towards a marketplace more inclusive of WLBs and SMEs
- Generating the will within corporations to create a supportive internal infrastructure

- that pushes for inclusion and diversity at all levels of the organisation. To include:
- Incorporating an inclusive human resources (HR) strategy
  - Support for women's caring responsibilities
  - Flexible working hours and working from home where possible
  - Recognition of rights for maternity provision and equal pay
  - Encouragement of men to support equality
  - Gathering and communicating information and metrics to evidence progress and achievements (via advocacy, reports, social media, etc.)
  - Promoting the business case of integrating more WLBs/SMEs into the supply chain

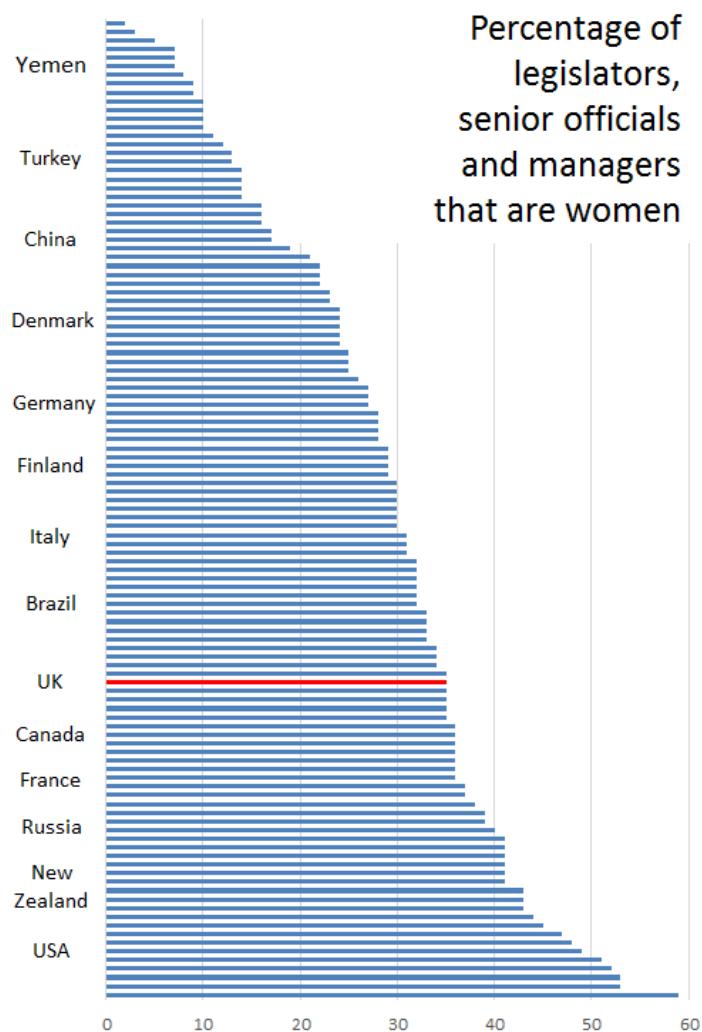
These measures need to be integrated into a company's long term plan in order to move the institutional make up away from a hierarchical framework towards a business that empowers workers and ensures the meaningful contribution of women once at the table.

For women-led businesses

- Demonstrating and communicating the business case around value generated by WLBs in supply chains; encouraging more women to enter markets and succeed.
- Building partnerships and creating empowering communities is critical: drive awareness and knowledge sharing of success stories through online networks and be proactive in networking to build the presence of WLBs and grasp opportunities.

## The context

1. It makes economic sense to draw women into the economy and to build a diverse workforce relevant to a diverse market place. However, great imbalance exists on a global scale<sup>2</sup>:



Data drawn from Global Gender Gap report 2014, World Economic Forum<sup>3</sup>

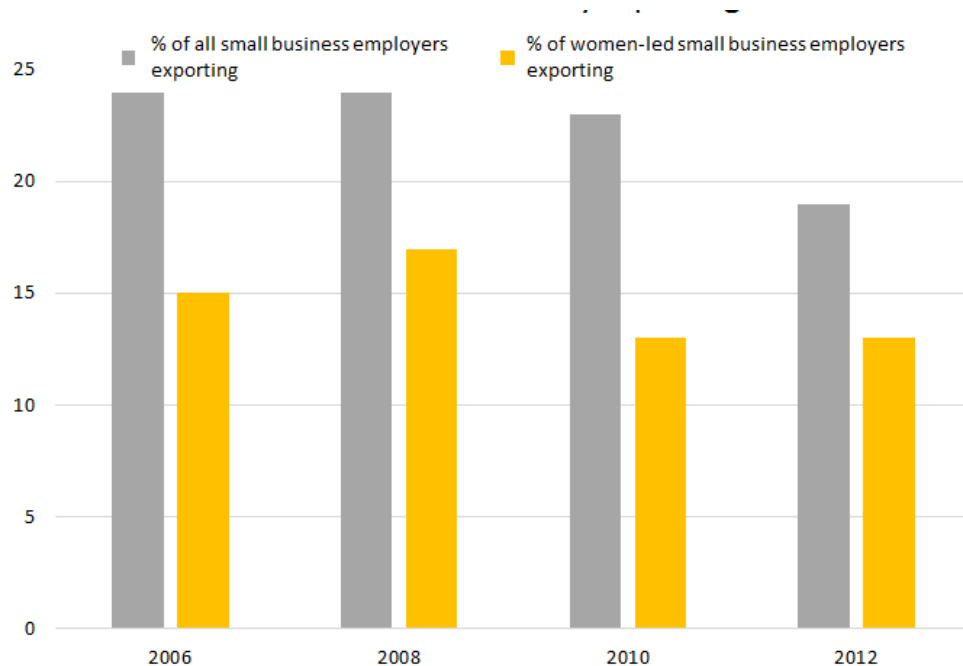
2. Perceptions of women vary according to context, though negative lenses project an image of women limiting themselves in the workplace due to lack of confidence and emotional temperament, or neglecting their home life. This contrasts with female role models able to balance work and home life. We need to move beyond stereotypes and expectations to encourage inclusiveness and diversity in ways of working and corporate behaviour, careful not to push to another extreme of affirmative action or quotas.
3. Societal and cultural dynamics vary by country context and demographic as do the challenges faced by WLBs.

Developed country context: The UK

4. The UK Small Business Survey (2012)<sup>4</sup> reveals that just 13% of WLBs are exporting compared with the 19% national average. If women-led SMEs increased their exports to the average level across SMEs, the UK could gain up to 10,000 more exporters.

<sup>2</sup> Globally women earn less than 1% of the money spent on suppliers by governments and large corporations.

<sup>3</sup> Global Gender Gap report 2014 available here: <http://reports.weforum.org/global-gender-gap-report-2014/wp-content/blogs.dir/60/mp/files/pages/files/gggr-2014-table-3.pdf>



*Data drawn from datasets of BIS Small Business Survey 2006, 2008, 2010 and 2012*

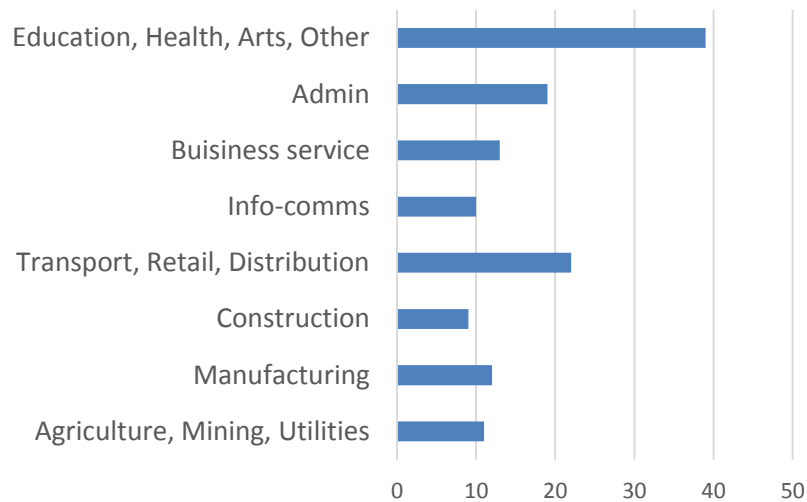
UKTI is working to support SMEs in order to help them succeed internationally. This includes trade shows, the provision of market know-how, tailoring content and delivery of information to women who may face cultural barriers and relate more to female role models.

5. The UK has fallen behind the United States (US) in the number of WLBs. Whilst 58% of small businesses in the UK are male-led, just 19% are women-led (with 23% equal male-female lead)<sup>5</sup>. The US boasts large corporations with a global footprint taking steps to bring contracts to WLBs on a mutually beneficial basis.
6. Certain business sectors, such as construction and information services, are heavily dominated by men-led businesses. This indicates a need to break down gender stereotypes and equip individuals with skills that permit them to excel according to their ability and interests.

<sup>4</sup> BIS Small Business Survey 2012: BMG Research report available here: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/193555/bis-13-p74-small-business-survey-2012-sme-employers.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/193555/bis-13-p74-small-business-survey-2012-sme-employers.pdf)

<sup>5</sup> BIS Small Business Survey 2012





*Data drawn from BIS Small Business Survey, 2012*

- The coalition government abolished regional development agencies, erasing a vital network of contacts and shared knowledge, however Local Enterprise Partnerships have seen some success and the Growth Accelerator offers coaching, workshops and match funding to businesses with fewer than 250 employees and a turnover of less than £40m.

Developing country context: Botswana

- A country highly dependent on mineral wealth and diamond production, much economic activity in Botswana takes place through the small business sector. Across many African countries, the following challenges are faced: limited access to credit, lack of collateral security, absence of business registration (and consequent absence of evidence to show any gender bias), cumbersome business regulation and women's inability to register land in their own name. A key characteristic of developing countries is the dominance of the informal economy, statistics for which are scarce and problematic to capture. In Botswana, women comprise 67% of the informal economy, mainly in the form of micro and small businesses. Here, there are many WLBs though they face challenges in their ability to expand.

## Examining the key issues

Challenges and opportunities

- There are a variety of considerations affecting women's ability to access opportunities as entrepreneurs and suppliers. These include:
- WLBs struggle to break into new markets as large corporations may have low tolerance of risk, and contracts between supplier and buyer may extend over several years on the basis of a trusted relationship or reputation. There is a global tendency to trade with those who are already known and/or similar to oneself, which is problematic in building new relationships with buyers and selling products into new markets. SMEs also struggle from lack of visibility, the absence of personal contacts which require time to build, and lack of awareness of requirements of new markets. They may also be faced with expectations around corruption and bribery.
- The gender discussion is often framed in the language of disadvantage and negativity, which is unhelpful in inspiring progress and drawing on women's passion and innovation. Furthermore, this alienates men from the conversation, whilst it should be a societal, economic and rights-based issue.
- Psychological, capacity and perceptual presumptions are seen to perpetuate the structural challenges faced by women. These can lie in women's own perceptions and lack of confidence, which may affect risk-taking, or the person's ability to network and

bid, as well as perceptions by others that women are soft (or conversely too pushy), emotional and a risky investment from the perspective of deeply rooted male 'norms' and viewpoints, The identities of businesswomen and mothers are often contrasted.

13. Younger generations have less tolerance for harassment in the workplace and see fewer boundaries. However social media hosts an abundance of gendered images, which contributes to engrained gender stereotypes. Such perceptions are embedded early.
14. The proportion of women not working in relation to men in the UK indicates a cultural or social barrier. Such norms vary according to religious and community context, as Moroccan women tend to display a naturally entrepreneurial nature, for instance.
15. The purpose and outcomes desired by women need to be better understood: Do women want scalability and exporting from their businesses? Some women seek work that will fit comfortably with a structured home life, in which case risk of success impacting family dynamics becomes a threat. Financial stability also impacts motivation. These choices must be understood. Options must be available to women so that they make decisions conscious of the implications.
16. Harassment and lack of support for women in the corporate environment continues and raised awareness is needed around the forms it can take as well as its impact.
17. WLBs struggle to break into new markets as large corporations are risk averse and contracts between supplier and buyer often extend over several years on the basis of a trusted relationship. There is a global tendency to trade with those similar to oneself, which is problematic in building fresh relationships with buyers and marketing products for new markets. SMEs struggle from lack of visibility, the absence of personal contacts which require time to build and ignorance to the requirements of new markets. They may also be faced with instances of corruption and bribery.
18. Challenges of scale: Contracts offered by large corporations tend to be regional or global whilst WLBs tend to be SMEs or micro businesses, rendering them unable to bid for many large regional or global contracts.
19. Finance schemes are not all fit for purpose for SMEs, and WLBs face specific obstacles to securing asset based lending because women in general own very few of the world's assets.
20. Insufficient support is available for SMEs. Whilst support is available for start-ups and more advanced corporations, SMEs which have conquered the initial hurdle would greatly benefit from training on the marketing, legal and financial fronts. This universal, non-gender-specific gap needs to be addressed.

#### Knowledge, awareness and networking

21. Lack of data is a key obstacle to setting baselines and getting a clear indication of where gender bias lies. Integrity, frequency, effective analysis and use of algorithms, ability to share and how widely are all challenges to be addressed. A strong evidence base would include data drawn from diverse sources in order to provide an accurate story to inform policy decisions. The informal nature of much business in developing and emerging economies here presents an obstacle.
22. Whilst successful business models and corporate social responsibility (CSR) initiatives are in abundance, significant work is required to bring these stories together, gathering and sharing data and shedding light on how to measure success – featuring examples of what is working well in this respect already.
23. The power of networking platforms and collective voices was strongly acknowledged, however many women feel isolated and are not integrated into relevant networks and campaigns. Joining networks can lead to access to extended networks.
24. Personal contacts can be more useful than reputation as a supplier, though training and empowerment is required to make this a priority for women and enable strategic



networking. Many businesswomen do not know how to effectively market themselves, despite the global nature of business today with the internet and social media. Learning how to network as a woman in business is essential: How to address in a coherent fashion?

25. Mentoring frameworks are in short supply and depend on a multitude of factors including finance, time available, finding the right mentor-mentee match and willingness to share experiences and lessons learned. Yet mentoring programmes are seen as some of the most powerful means to giving women (and men) the skills, connections, ideas and confidence to grow their businesses and further their achievements. By making mentoring and learning experiences increasingly available by online and virtual means, more women (and men) can develop their capacity more quickly – at affordable costs in view of the scale of audience accessible via the internet.

## Success stories

The importance of sharing success stories and business models to bring tangible results and encourage others to move past the fear of starting a business was highlighted throughout the discussion.

26. Accenture is one of the multinational corporations taking supplier inclusion seriously. The company operates programmes to integrate more SMEs and/or more diverse suppliers in over 20 countries around the world, aiming to implement an inclusive supply chain on a global scale.

The programme is driven by five factors, including:

- Membership of international organisations and many country-level supplier inclusion membership organisations
- Internal networks including passionate champions (both men and women), who voluntarily step forward to increase the number of country representatives for supplier inclusion and women's economic empowerment across the world – plus alliances with stakeholder groups across the organisation
- Emphasis on development and capacity building of SMEs and diverse suppliers, to help their corporate readiness and strength of networks
- Communication of success stories to inspire wider engagement
- Governance, including working with government and fellow corporations to ensure that programmes to integrate SMEs and diverse suppliers stay aligned to clients' requirements

27. WEConnect International offers a global network to support women in value chains and provides information for corporations seeking to do more business with WLBs.

28. Australia's Male Champions of Change Initiative, launched in 2010, saw 22 Australian CEOs commit to bringing diversity to the workplace. Australia and New Zealand Banking Group (ANZ) is one such company, with some 50,000 employees, that in 2011 set the following strategic priorities:

- Step up as inspiring leader, driving awareness in the corporate sphere and disrupt the status quo
- Create a vibrant workforce, ensuring that line managers are accountable and ensuring gender balance at multiple levels, including for suppliers
- Build well-rounded leaders by dismantling barriers to careers

Measured progress:

- The number of women in management has increased by 5% (from 39.7%)
- 50:50 representation on all graduate and talent leadership development

programmes

- Senior management carry out monthly analysis to monitor gender pay and other inequalities
- Jobs are held during maternity leave to support mothers
- Jobs are held for individuals on ANZ's talent radar who are taking a career break

Prioritisation of a gender balanced workplace has triggered improvement in the following areas:

- Organisational, finance and market performance
- Risk management and corporate governance
- CSR and culture
- Leadership, team performance and motivation
- Better utilisation of human assets

#### Recommendations for positive action

Key recommendations for promoting women's economic advancement and integrating WLBs in global supply chains include:

29. It is vital to include men in the conversation. Male Champions of Change in Australia is a useful example where men are put at the forefront of the drive for gender equality. Use of gender-inclusive language and provision of further platforms for men would trigger greater male support.
30. Disseminating the correct narrative around women's roles.
31. The younger generation offers huge promise in bringing change and low tolerance to sexual discrimination, however, efforts to invest in their future must be taken. Great Men Value Women, a project from the gender equality charity the GREAT Initiative, demonstrates the ability to bring positive change on a small scale. Holding workshops in schools, particularly targeting boys, who too are subject to stereotypes, they look to challenge assumptions and expectations. For this to be scaled up, it was suggested that gender should be integrated into Ofsted inspections in the UK.
32. Pursue better data collection from diverse sources such as government, corporations, university research and women's groups. Local entrepreneurship partnerships can be used to monitor what support is being offered.
33. Governments should create an enabling environment through concrete support for women business owners. To do this they should work closely with the private sector in order to raise awareness across government, such as:
  - Adoption and endorsement of a government-initiated procurement charter or best practice codes or standards
  - Recognition of the importance of business growth hubs in supporting enterprise
  - Increased visibility of the issue. Elizabeth Broderick, Sex Discrimination Commissioner in Australia, has stimulated discussion and keeps gender issues on the table. Governments could appoint an advisor specialising in women-led business
  - Take SMEs led by women as well as men on trade missions
34. Government should provide a flexible website, tailored to support and connect WLBs, In the UK, UKTI could work with the Government Equalities Office (GEO) to fine-tune the GREAT business website, improving the layout, text and imbedding information that is useful to women entrepreneurs throughout.
35. There was general agreement that quotas can have a positive impact in ensuring

inclusion in the short to medium term, until the 30% threshold of female representation on boards, for instance, is reached. Quotas can act as an important means of recognising the discussion, keeping it on the radar and focusing minds and behaviour via a target and requirement to report progress in achievement.

36. However, quotas do not address the root cause of historically embedded attitudes and societal norms. Furthermore, whilst quotas may be effective in the boardroom and parliament, they can be complex to invoke in certain other environments. Quotas should always be applied as part of a blended approach.
37. Cases demonstrate that context must always be taken into account. Listed companies in Malaysia must have a 30% equity ownership by Malays, which is considered an inefficient requirement that cuts down the diversity of skills and outlook in the workforce.
38. While some participants reported that South Africa has seen quotas have destructive impact given the entrenched political and emotional context of the country's history, others reported that quotas have led to corporations taking inclusion of women-owned and other under-represented businesses in supply chains more seriously
39. In India quotas have been very helpful in supporting girls and disabled individuals.
40. Likewise in the US, the government requirement that corporate contractors formally report on the degree of integration of women-owned and minority-owned businesses in corporate supply chains - together with targets for setting aside spend channelled via these under-represented businesses – has transformed the marketplace by catalysing the rise of advanced ecosystems which help women-owned and minority-owned businesses to access corporate and government contracts and grow into large corporations in their own right.
41. As well as government setting the tone, enlightened leadership from senior management is vital when seeking to ensure equal opportunities and the creation of long term corporate strategies which strike a balance between profit-seeking and corporate responsibility. Furthermore, strong leadership and influence groups can create a supportive environment in which women's contributions are recognised, rewarded and further developed. Corporations must strive to be no-tolerance zones for harassment, sexual or otherwise, of any other form of disadvantage for women or men.
42. It was felt that the following would be positive steps for corporates:
  - Publicly confirm commitment and measurable actions underway to strengthen supply chains and organisational governance to each be progressively more representative of a global society and marketplace - which recognises that women are 50% of the population, 50% of the talent - as well as representing an increasing proportion of global corporate and consumer spending power
  - Be publicly accountable for making measurable progress to partners, suppliers and clients via submitting CSR reports to the United Nations (UN) Global Compact Office and/or on the corporation's public website
  - Access support through collaboration with other corporations towards a more inclusive supply chain, via joining corporate membership organisations to support supply chain inclusivity
  - Support and sign up to appropriate marketplace best practice standards
  - Introduce gender neutral parental leave
  - The UK Voluntary Code of Conduct (development led by the Royal Bank of Scotland) gives a view of what a supplier inclusion programme could look like. Suggestion that this should be signed formally in future
  - Corporate leaders in CSR and diversity should promote themselves as brand and thought leaders

43. Empowerment requires education: Creating educational relevance and access to quality mentoring for women wishing to start their own businesses is crucial. Though tricky to implement and manage effectively, mentorship schemes in the workplace were recognised as extremely positive initiatives - especially with an inspiring role model to share their vision and teach leadership. Mentoring for women entrepreneurs is most effective when it offers insight on networks, financial know-how, and support around marketing and legal obligations - particularly when the WLB is a start-up.

Suggestions included:

- Establish a clear framework for everyone engaged in mentoring to follow, including a process for agreeing expectations and outcomes of mentorship, and for measuring and communicating results.
- Promote the business case for mentorship, including how a win-win relationship can be created between mentor and mentee and provide examples of measurable outcomes resulting from such relationships
- Introduce training and certification for mentors
- Prospect of 'industrialised mentoring', producing online resources of mentoring material to create scale and ensure quality. This could extend the benefits of mentoring to a wider international constituency and offer open access recorded sessions
- Women in Rural Enterprise (WIRE) have a scheme called 'just ahead of me', which is an interesting example where mentorship is offered by people just ahead thus building a non-patronising support network.
- The mentor-mentee match can be male/female or female/female as long as the mentor is the right person to grow and challenge an individual: The Cherie Blair Foundation utilises an algorithm for finding an appropriate match
- Potential financial sources could include crowdfunding and sponsorship

44. Apparent difference between genders need not be negative: the perceived wisdom that men are risk takers and women risk averse is not necessarily a bad thing, as a balance of attitudes on corporate boards is wholly beneficial. Still, stereotypical notions of character traits that a female leader or any leader would embody need to be set aside.

45. Social media is a key tool that could be used to spread news of available contracts, as well as enabling women to expand their professional networks.

Recommendations for WLBs:

46. Make a business case. It is critical to demonstrate value brought by WLBs to their clients and customers, both in terms of winning contract awards and to help raise the profile of WLBs as a bankable and distinctive mega-sector of SMEs in general. . Business cases could, for example, take the form of credentials, demonstrating how WLBs are being instrumental in overcoming challenges and embracing opportunities to generate value within private sector and public sector operations. Such crucial value proposition material should be communicated within private and public sector organisations and externally in the public domain whenever possible.

47. Increase visibility of WLBs in the supply chain, especially to procurement professionals and small-scale buyers, with diversity champions in multinational corporations (MNCs) and in public sector bodies. This includes engaging in relevant dialogues, events and networks.

48. The meeting particularly recognised the power of multiple voices in lobbying and putting pressure on MNCs and governments to measurably drive more inclusive procurement processes, and to make the kinds of policies and offer the types of support needed to achieve a more inclusive and sustainable marketplace. For instance, KAGIDER (Women Entrepreneurs Association of Turkey) visits 8 to 10 cities every year

to address women - lobbying countrywide and demonstrating the value of public attention and business attention on engaging more women entrepreneurs in the economy. The UK's GREAT and Exporting is GREAT marketing campaigns took a case study-led approach, showcasing successful business stories.

49. Ability to access finance is critical: Working with an advisor and presenting a proposal making a business case reduces uncertainty around an investment. Money is an enabler and to ensure stability, entrepreneurial businesses should ensure that they have at least 3 months' expenses in the bank at all times. Stable finances support the growth of the company and protect from business failure and reduction of market choice, which can also reduce corruption
50. Seek out knowledge and support. This could include:
  - Investigating innovative financial mechanisms such as export-working capital schemes, angel investors, bods support schemes, peer-to-peer or crowd-funding
  - Seeking advice from the UN Global Compact Office
51. Entrance into international trade is a process that can be replicated in many markets with minor adjustments. Professionalism in service, packaging, presentation and merchandising goods are critical when exporting to other countries. Cultural sensitivity is absolutely vital and, in the case of UK businesses, UKTI is respected as a first port of call to support entrance into new markets.
52. Given the limitations of scale, WLBs must have the courage to turn down contracts where the risks for them are too high.

Potential areas for research:

53. Measuring the payback and growth rates of WLBs which have benefited from financial support, training, development and mentoring interventions – to evidence how such interventions catalyse bankable value and are therefore worthy of scaled-up investment.
54. Investigating the linkages between empowering women as entrepreneurs and resultant impact on the communities around them (for example links with reduction in rates of poverty, unemployment, crime, illness and environmental degradation).
55. Map the experience of a girl growing up, building a narrative to identify points of influence in her education, employment and enterprise.

## Conclusion

There was broad consensus on many of the themes raised at the meeting, notably:

- Despite the progress of the past 20 years for women, we are still at the early stages of the journey towards equality – change may still be slow and made in small increments
- The value of the mentoring relationship to both mentor and mentee – most participants felt there was scope for them to extend those relationships to share experience, provide support and build networks – between one another as well as more widely
- The need for better collection and understanding of data around women-led businesses in all countries, in all sectors and of all sizes will be instrumental in giving policymakers and businesses the information needed to interpret and address real challenges
- The need for greater leadership from government in terms of policymaking and legislation that remove both direct and indirect gender inequalities
- The need for leadership from multinational corporations in addressing gaps in their own corporate policies and approaches, and the willingness to foster change within

organisations, from the top down

- There is a need to separate the universal challenges of growing an SME from the specific challenges for women at the helm of an SME – so much is good business practice: perseverance, networking, developing financial acumen, contracting, understanding the market and taking a long term view
- The voice of men and their role in driving change for women in business is absolutely critical to real and lasting progress being made: we need to become more creative when considering how to engage more men and boys, and in recognising those who are actively contributing to the solution
- Participants felt encouraged and motivated by the meeting and wanted to pass on knowledge and policy recommendations within their organisations and countries

**Katie Webb and Kathryn Hingston**

Wilton Park | December 2014

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