

Towards  
**Gender  
Equality**  
in FDI

an  
initiative  
by



FDI Center

# Advancing Gender Equality in Investment Promotion

A Practical Guide for Investment Promotion Agencies

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(FDI Center)

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# 1. Foreword

Gender equality contributes to economic prosperity and growth. Numerous studies have demonstrated the links between greater participation of women in the economy and productivity, innovation, and other driver of economic success.

As key actors in economic development, investment promotion agencies (IPAs) around the world have recognized the significance of integrating gender equality into their activities. However, our discussions and survey of IPAs reveal several challenges that prevent IPAs from fully implementing gender equality measures.

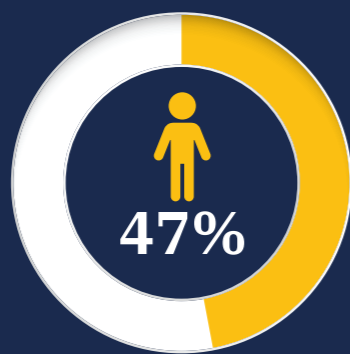
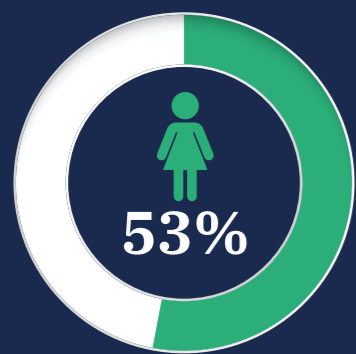
This report seeks to address these challenges by providing IPAs with practical recommendations for integrating gender equality across all IPA functions, from promoting the location and engaging with potential investors, through to providing aftercare support to existing investors and advocating for more investor-friendly policies.

The recommendations were selected from a broad base of IPA activities based on the combination of their potential impact and ease of implementation. Taken together, they represent a guide that IPAs can follow by selecting the recommendations that best suit their current situation and priorities, with the possibility to add further activities that build upon these efforts at a later stage.

FDI Center has been a champion of gender equality in the field of investment

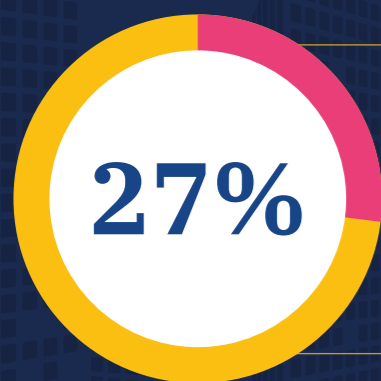
promotion, both through our Towards Gender Equality in FDI initiative and the pledge for the advancement of gender equality in IPAs and similar organizations that we launched together with the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP). We hope that the recommendations in this report, along with examples of IPAs that are successfully implementing gender equality measures, provide both practical guidance and inspiration for other IPAs around the world that wish to incorporate gender considerations into their activities.

## 2. Executive Summary



According to our survey responses, the average ratio split of **female** to **male** identifying employees in an **IPA** was **53F:47M**.

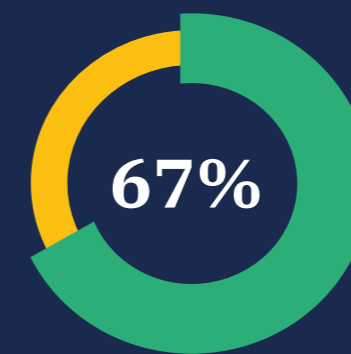
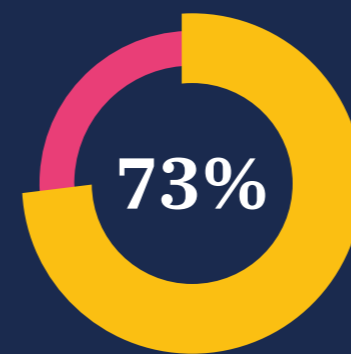
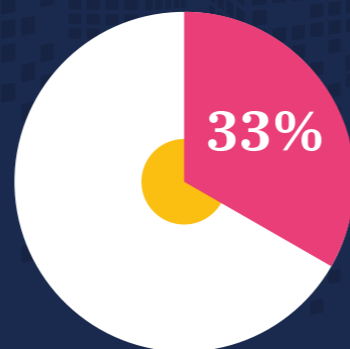
The highest **women** representation in an agency was **70%** and the highest **male** representation in an agency was **79%** of employees.



“Balancing gender initiatives with other organizational priorities” was the most common obstacle to agencies implementing **gender equality measures** (selected by **27%** of respondents).

When we asked respondents why their agency had not yet adopted **gender equality measures**, the most cited reason—selected by **33%** of respondents—was

“Challenges in identifying or implementing effective gender equality measures.”



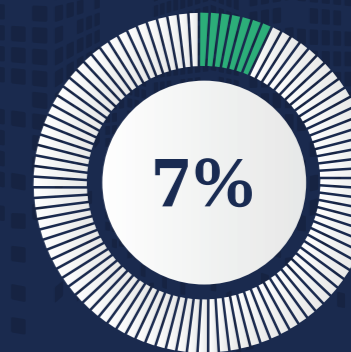
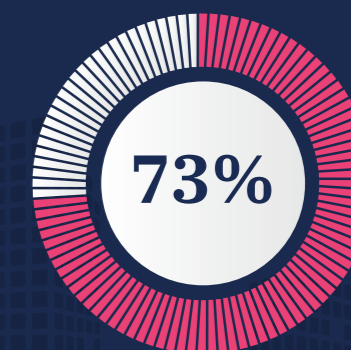
When asked about the most valuable support for implementing **gender equality measures**, **73%** of **IPAs** expressed a need for guidance on “**how and what measures to implement**” and **67%** selected “**access to best practices from other IPAs**.”

Survey findings indicate that **73%** of **IPAs** integrate **gender equality measures** within their internal organization—the most popular function for integration.

**Investment attraction** was the least common area where **IPAs** applied **gender equality measures**, with fewer than **7%** of survey respondents incorporating such actions.

**IDA Ireland, ApexBrasil, Invest Bhutan, AMDIE, Austrade, BOI Sri Lanka, Invest in Türkiye, Invest Chile** are examples of **IPAs** leading the way with their **best practice initiatives** to further **gender equality**.

This report contains **27 recommendations** across seven functions to guide **IPAs’** efforts in contributing towards **gender equality**.



## 3. Introduction

Achieving gender equality is a fundamental pillar of sustainable and inclusive development. The realization of Sustainable Development Goal 5: Gender Equality and Women’s Empowerment (SDG 5) would be a major catalyst for global GDP growth, driving productivity, innovation, and sustainable development. The evidence that gender equality, particularly in education and employment, contributes to economic growth is especially strong and consistent.<sup>1</sup> By closing the gaps between women and men in the workforce, global GDP could increase by 26%.<sup>2</sup> In the European Union, improving gender equality could lead to an increase in EU GDP per capita by 6.1 to 9.6% by 2050.<sup>3</sup> Eliminating legal barriers to women’s economic activity alone could increase annual global GDP by 8.3%.<sup>4</sup> In South Asia and Sub-Saharan Africa eliminating these barriers could increase per capita GDP by over 60%.<sup>5</sup>

- 1 Natali, L. and Kabeer, N. (2013) ‘Gender Equality and Economic Growth: Is there a Win-Win?’. IDS Working Papers. Issue 417. Available at: <https://doi.org/10.1111/j.2040-0209.2013.00417.x>
- 2 Council on Foreign Relations. Growing Economies Through Gender Parity. Available at: <https://www.cfr.org/womens-participation-in-global-economy/>
- 3 European Institute for Gender Equality. Economic Benefits of Gender Equality in the European Union. Available at: [https://eige.europa.eu/newsroom/economic-benefits-gender-equality?language\\_content\\_entity=en](https://eige.europa.eu/newsroom/economic-benefits-gender-equality?language_content_entity=en)
- 4 Executive Office of the President of the United States (2020). The W-GDP Index: Empowering Women’s Economic Activity through Addressing Legal Barriers. Available at: <https://trumpwhitehouse.archives.gov/wp-content/uploads/2020/02/The-W-GDP-Index-Empowering-Women%E2%80%99s-Economic-Activity-through-Addressing-Legal-Barriers.pdf>
- 5 See footnote 4.

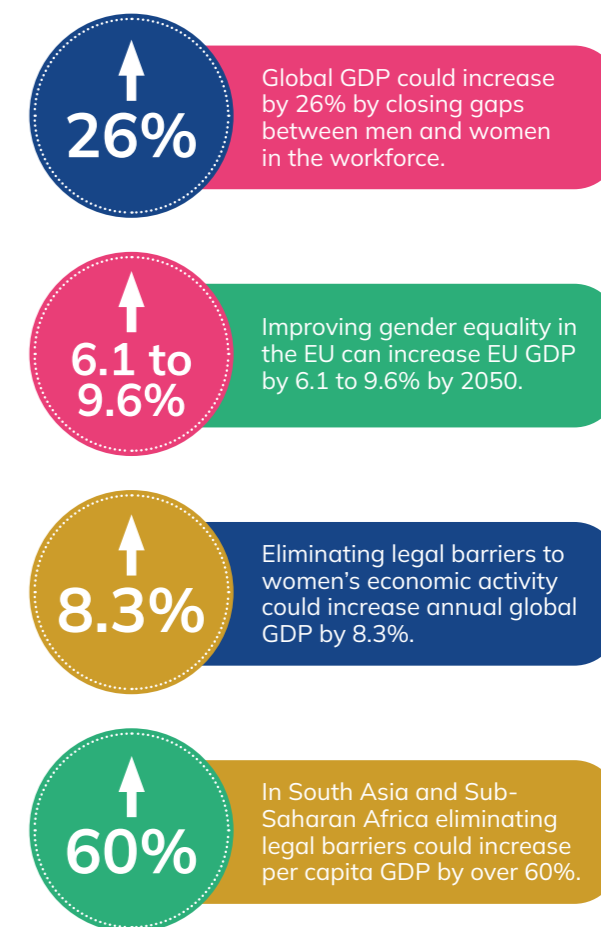
As the global push for gender considerations accelerates despite a backlash against diversity, equity and inclusion (DEI) in some countries and global economic uncertainty, both private and public sector organizations continue to recognize the economic and social value of gender diversity. Moreover, they acknowledge the financial, productivity and innovation losses at stake should they ignore the transformative potential of gender equality for sustainable development. Among these institutions, investment promotion agencies (IPAs) hold a uniquely influential position. Although some IPAs, ministries of investment, and economic development agencies (EDOs) with foreign direct investment (FDI) attraction responsibilities may have overlapping mandates, this report focuses on the role and functions of IPAs.

IPAs play a critical role in driving economic growth by attracting and facilitating investments into their regions. Their broad scope of influence extends from shaping national investment strategies and advocating for policies to forging connections with foreign and local investors. Many IPAs operate as integral parts of government structures or in close collaboration with ministries, giving them a direct link to decision-making processes that can shape the broader economic and policy landscape.

By incorporating gender considerations into their strategies and practices, IPAs can help to dismantle structural barriers, create inclusive economic opportunities, promote good business practice and foster equitable growth. Research has shown that gender-diverse workplaces and industries are more innovative, resilient, and profitable—benefits that resonate across all organizational contexts and sectors. In its 2019 “Women in Business and Management: The Business Case for Change,” report, the International Labour Organization (ILO) found that “73% of companies tracking gender diversity in management reported profit increases between 5% and 20%.<sup>6</sup>”

- 6 International Labour Organization (2019). Women in Business and Management: The Business Case for Change. Available at: <https://www.ilo.org/publications/women-business-and-management-business-case-change>

This report serves as a practical guide for IPAs to incorporate gender considerations into their work, in alignment with their unique priorities and operational realities. The report provides IPAs with 27 high-impact actions across seven functions that they can implement to further their contribution towards realizing gender equality, along with best practices, case studies and concrete steps to guide their implementation. These 27 actions enable agencies to select which measures can be realistically applied within their organizational, budgetary, and cultural constraints. By taking these steps, IPAs can enhance their contribution to their economies, societies, and the global realization of SDG 5, while setting a powerful example for other organizations in building a more equitable and prosperous global economy.



## 4. Methodology

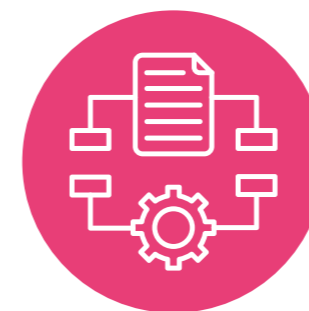
The methodology for this report combines a literature review, empirical research, and insights from FDI Center's global experience. These elements, in conjunction with a thorough analysis of IPA functions and an assessment of global gender practices, have contributed to actionable recommendations tailored to the specific roles and activities of IPAs.

Our approach is structured around the following components:



### 1. Literature Review

In addition to identifying gaps in research on gender equality activities within IPA operations, the literature review offers valuable insights into gender equality practices across various organizational contexts, including corporate, public sector, and non-governmental organizations. It examines successful strategies, frameworks, and initiatives that can guide approaches to integrating gender considerations in IPAs.



### 2. Framework Development

A critical component of the methodology is the development of a Gender Equality Framework tailored to the unique functions and operations of IPAs. This framework serves as the backbone of the report, providing a structured approach to identifying opportunities for integrating gender equality into IPA activities. This framework is built on an analysis of core IPA functions and is complemented by an assessment of high-impact activities based on defined criteria.



### 3. Empirical Research

The empirical research for this report comprises survey responses and interviews. The survey assessed gender equality integration in IPAs, gathering data on existing practices, challenges, successes, and resource needs. It also identified case studies from agencies with public commitments or active initiatives, targeting a small, focused sample of recognized leaders to ensure relevant findings. Responses were collected from 15 IPAs globally across various regions.

In addition to the survey, in-depth interviews were conducted with representatives from IPAs that have successfully implemented gender equality practices. The interviews aimed to validate and expand upon the proposed list of actions identified through the literature review and to provide real-world case studies of successful gender initiatives within IPAs.



## 4. FDI Center Experience

This report also draws on FDI Center's extensive experience working with IPAs worldwide. FDI Center has supported countries, regions, cities, special economic zones, and industrial parks in developing and implementing strategies to attract and retain investment. With deep expertise in IPA operations, these insights inform the report's methodology and provide practical guidance on integrating gender equality within IPAs.

FDI Center actively promotes gender equality in FDI through various initiatives and projects. Our "Towards Gender Equality in FDI" initiative has raised awareness of the topic through newsletters, webinars, and events. Additionally, FDI Center collaborates with the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP) on the "Pledge Amongst Investment Promotion Agencies, Economic Development Boards, and Ministries of Investment to Advance Gender Equity in Foreign Direct Investment". This pledge outlines nine non-exhaustive action areas to help organizations enhance FDI's impact on gender equality while also advancing gender equity within their own institutions.

## 5. Literature Review

Research and reports on gender mainstreaming have proliferated as the global significance of advancing gender equality has grown. In our review, we focus on literature that provides practical approaches and actions. Caywood & Darmstadt's comprehensive review of literature from 1995 to 2022 identified 528 articles on gender mainstreaming. They noted limited knowledge sharing between practitioners and academics as well as deficiency in monitoring and evaluation due to inadequate measurement practices. These issues have hindered the development of a robust evidence base for gender mainstreaming.<sup>7</sup>

Recent literature highlighting practical perspectives includes the European Institute for Gender Equality's strategy, which offers a practical guide for integrating gender perspectives into policy and programming cycles.<sup>8</sup> Also notable are UN Women's reports on achieving gender equality, and its handbook outlining key concepts and strategies for gender mainstreaming.<sup>9</sup> These resources provide detailed guidance on applying gender analyses and managing

equality outcomes, while also emphasizing the need for enhanced organizational and financial support for gender initiatives. Additionally, the Swedish Institute provides a guide with a checklist for assessing gender mainstreaming in organizational contexts.<sup>10</sup>

Organizational gender strategies are also valuable sources of literature, offering insights into actions implemented by global organizations. For example, the International Monetary Fund's (IMF) "Toward Mainstreaming Gender" outlines a roadmap and identifies risks and challenges associated with gender mainstreaming.<sup>11</sup> The European Bank for Reconstruction and Development's (EBRD) "Strategy for the Promotion of Gender Equality 2021-2025" focuses on enhancing processes, systems, and tools to scale up gender activities across the EBRD.<sup>12</sup> Similarly, the GIZ Gender Strategy details the implementation of gender equality objectives at both organizational and resource levels.<sup>13</sup>

Other tools used for gender equality and mainstreaming within organizations also serve as resources to identify current best

practices. One example is the Women's Empowerment Principles Gender Gap Analysis Tool (WEPs Tool), developed by the UN Global Compact, UN Women, the Multilateral Investment Fund of the Inter-American Development Bank (IDB), and IDB Invest, with support from the governments of Japan and Germany, and other entities.<sup>14</sup> While this tool primarily targets corporations, it can be adapted to identify areas where gender equality can be integrated into the operations of IPAs.

While these resources are adaptable to various organizational settings, literature on gender mainstreaming specifically within investment promotion remains limited. The most relevant publications are UNCTAD's 2020<sup>15</sup> and 2023<sup>16</sup> findings, which offer valuable insights into current findings. However, detailed guidance on implementation remains scarce, with most available resources serving more as informative reports than practical tools.

The resources outlined in this review collectively provide valuable frameworks for advancing gender equality. The review also makes clear that there remains a need for tailored tools and strategies to address the unique challenges faced by IPAs in contributing towards gender equality.

Research and reports on gender mainstreaming have proliferated as the global significance of advancing gender equality has grown.

However, detailed guidance on implementation remains scarce, with most available resources serving more as informative reports than practical tools.

7 Caywood, K. and Darmstadt, G.L. (2024). 'Gender mainstreaming at 25 years: Toward an inclusive, collaborative, and structured research agenda'. *Journal of Global Health*. Available at: <https://pmc.ncbi.nlm.nih.gov/articles/PMC10811564/pdf/jogh-14-04011.pdf>

8 European Institute for Gender Equality. 'What is gender mainstreaming?' [Webpage]. Available at: <https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming>

9 UN Women. (2020) 'Gender Mainstreaming: A Global Strategy for Achieving Gender Equality & The Empowerment of Women and Girls'. Available at: <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2020/Gender-mainstreaming-Strategy-for-achieving-gender-equality-and-empowerment-of-women-girls-en.pdf>

UN Women. (2022) 'Handbook on Gender Mainstreaming for Gender Equality Results'. Available at: <https://www.unwomen.org/sites/default/files/2022-02/Handbook-on-gender-mainstreaming-for-gender-equality-results-en.pdf>

10 The Swedish Institute. (2019) 'Guide to Gender Mainstreaming'. Available at: [https://si.se/app/uploads/2019/06/guide-to-gender-mainstreaming\\_digital\\_folder\\_eng.pdf](https://si.se/app/uploads/2019/06/guide-to-gender-mainstreaming_digital_folder_eng.pdf)

11 International Monetary Fund. (2022) 'IMF Strategy Toward Mainstreaming Gender'. Policy Papers. Available at: <https://www.imf.org/en/Publications/Policy-Papers/Issues/2022/07/28/IMF-Strategy-Toward-Mainstreaming-Gender-521344>

12 The European Bank for Reconstruction and Development. 'Strategy for the Promotion of Gender Equality 2021-2025'. EBRD Gender & Inclusion. Available at: <https://www.ebrd.com/promotion-of-gender-equality-strategy-2021-25.pdf>

13 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). (2019) 'Gender reloaded: Vision needs Attitude - Attitude meets Action'. GIZ Gender Strategy. Available at: <https://www.giz.de/en/downloads/giz-2019-en-gender-strategy.pdf>

14 Women's Empowerment Principles Gender Gap Analysis Tool. Available at: <https://weps-gapanalysis.org/>

15 UNCTAD. (2020) 'Mainstreaming Gender Equality in Investment Promotion'. *The IPA Observer*, Issue 10. Available at: [https://unctad.org/system/files/official-document/diaepcbinf2020d7\\_en.pdf](https://unctad.org/system/files/official-document/diaepcbinf2020d7_en.pdf)

16 UNCTAD (2023). Investment Promotion and its Impact on Gender Equality: Moving the needle on SDG 5. *The IPA Observer*. Available at: [https://unctad.org/system/files/official-document/diaepcbinf2023d6\\_en.pdf](https://unctad.org/system/files/official-document/diaepcbinf2023d6_en.pdf)



## 6. Framework

### 1. IPA Functions Analysis

IPAs perform diverse functions, and their mandate and activities vary across countries. However, studies and FDI Center's own experience indicate that IPA functions generally align with the investment lifecycle, which encompasses attraction, entry and establishment, retention and expansion, and linkages and spillovers.

Although research uses different terminologies and classifications to present IPA functions,

there is general consensus on the core activities they perform. These activities are typically categorized as promotion, attraction, facilitation, aftercare, and advocacy.

Drawing from its global experience, FDI Center identifies five main categories of IPA functions (Figure 1): promotion, attraction, facilitation, aftercare, and advocacy.

Figure 1 Key IPA Functions (FDI Center)



Below, we define these functions:

<b>Promotion</b>	Building awareness and recognition of a location as an attractive destination for investment.
<b>Attraction</b>	Establishing direct contact with potential investors to promote the location and identify companies with investment plans.
<b>Facilitation</b>	Providing support and services to potential investors both before and after they have decided to proceed with an investment.
<b>Aftercare</b>	Building strong relationships with and supporting existing investors to encourage reinvestment and expansion.
<b>Advocacy</b>	Promoting reforms and changes to improve the investment environment, enhance the attributes of the location, and create a more competitive climate for investors.

These key functions form a substantial part of the framework structure for this report. To complement them, we have incorporated two additional elements that are foundational to supporting and guiding these functions:

<b>Strategy</b>	Providing the IPA's overall goals and alignment with government policy, defining its key operational objectives, and outlining specific activities to achieve these goals and objectives.
<b>Organization</b>	Referring to the IPA's internal structure, governance, interface with other entities, and allocation of resources, including both personnel and financial resources.

Together, these elements create a comprehensive framework for analyzing gender equality integration within IPAs (Figure 2). The key activities within each element provide opportunities to embed **gender considerations**.

**Figure 2 Framework for Gender Equality Integration in IPAs**



## 2. Matrix Analysis of IPA Activities

To identify key opportunities for integrating gender equality in an IPA's operations, we mapped common IPA activities under each function and assessed their potential for advancing gender equality based on two criteria:

- **Stakeholder Engagement Intensity:** This criterion measures the level of direct interaction between the IPA and various stakeholders, including investors, local

businesses, and other entities. It evaluates how much the activity will engage or impact stakeholders. Activities with higher stakeholder engagement offer more opportunities to implement gender-inclusive practices. As promoting gender equality requires the collective efforts of the many and not the few, multiple stakeholders must be involved to generate outcomes.<sup>17</sup>

<sup>17</sup> OECD (2023). 'Joining Forces for Gender Equality'. Available at: [https://www.oecd.org/en/publications/2023/05/joining-forces-for-gender-equality\\_bb1768d0.html](https://www.oecd.org/en/publications/2023/05/joining-forces-for-gender-equality_bb1768d0.html)

- 1 (Low): The activity involves few stakeholders or has minimal engagement with key groups, resulting in fewer opportunities for gender-inclusive practices.
- 10 (High): The activity provides numerous opportunities to engage stakeholders and implement gender-inclusive practices.

■ **Strategic Influence Potential:** This criterion assesses the ability of an activity to shape long-term outcomes and policies, either by impacting the external investment ecosystem or by influencing internal institutional frameworks that govern investment promotion practices. Activities with greater strategic influence provide more significant opportunities to embed gender equality principles and ensure a long-term impact.

- 1 (Low): The activity has minimal impact on shaping long-term outcomes or policies. It lacks the potential to embed gender equality principles, with limited or no long-term influence.

- 10 (High): The activity has significant potential to influence long-term policies and outcomes. It offers ample opportunities to integrate gender equality principles into the investment promotion ecosystem, with a lasting and wide-reaching impact.

The scoring of IPA activities in this analysis is based on a thorough evaluation of each individual IPA activity, drawing on FDI Center’s experience and expertise in supporting and enhancing these activities with IPAs globally. It is important to note that perspectives on these scores may vary across IPAs depending on their specific mandates, operational contexts, and regional priorities. The assessment reflects our view and is intended to serve as a guiding tool rather than a definitive ranking. The activities identified reflect the most common activities of IPAs but are not intended to be exhaustive. We encourage organizations to consider their unique mandates and activities when identifying areas to implement gender equality measures. Table 1 displays the activities along with their corresponding scores based on the two criteria.

**Table 1 Scoring of IPA Activities**

Framework Core Activities	Activities	Stakeholder Engagement Intensity	Strategic Influence Potential
Strategy	Draft investment promotion strategies.	3	9
	Identify priority sectors for investment promotion.	4	9
	Set specific FDI targets by sector and market.	5	8
	Conduct research on global investment trends.	2	6
	Allocate budgets and resources across initiatives and organizational priorities.	8	9
	Develop an action plan outlining specific initiatives, objectives, and timelines to achieve goals.	8	9
	Define core organizational values that guide the agency’s mission, vision, and strategic objectives.	7	9
	Develop internal communication strategies to ensure alignment across departments.	3	4
	Design guidelines for external communication.	9	7
Organization	Set internal work policies and resources.	6	10
	Recruit, evaluate, and promote employees based on skillsets relevant to work functions and sectoral needs.	7	9
	Establish organizational performance objectives, define key indicators, and implement systems for regular progress monitoring and reporting.	5	5
	Determine and optimize the organizational structure, size, and staffing to ensure clear accountability and effective oversight for key initiatives.	7	9
	Organize and conduct staff trainings.	7	9
	Budget and deploy human and financial resources.	3	8

Framework Core Activities	Activities	Stakeholder Engagement Intensity	Strategic Influence Potential
Promotion	Establish mechanisms to work closely with stakeholders.	10	8
	Attend general roadshows, business forums, and fairs (abroad).	8	5
	Develop marketing campaigns and promotional materials.	8	9
	Build and develop media contacts.	3	3
	Develop target-group-specific promotional material.	8	8
	Showcase success stories with investors.	8	8
	Create and distribute press releases to global media outlets.	5	4
	Attraction	Design and implement investor outreach and targeting strategies to attract and engage potential investors in priority sectors and markets.	8
Assess and prioritize investment leads based on strategic criteria, such as economic impact, sector focus, and alignment with national development goals.		8	9
Collect and analyze investor-related data to support evidence-based decision-making and improve targeting strategies.		7	10
Develop and promote incentive schemes to attract and retain foreign investors.		6	10
Conduct in-depth sectoral studies to identify high-potential investment opportunities.		3	5
Create detailed profiles of target investors.		3	6
Develop value propositions for key sectors.		6	8

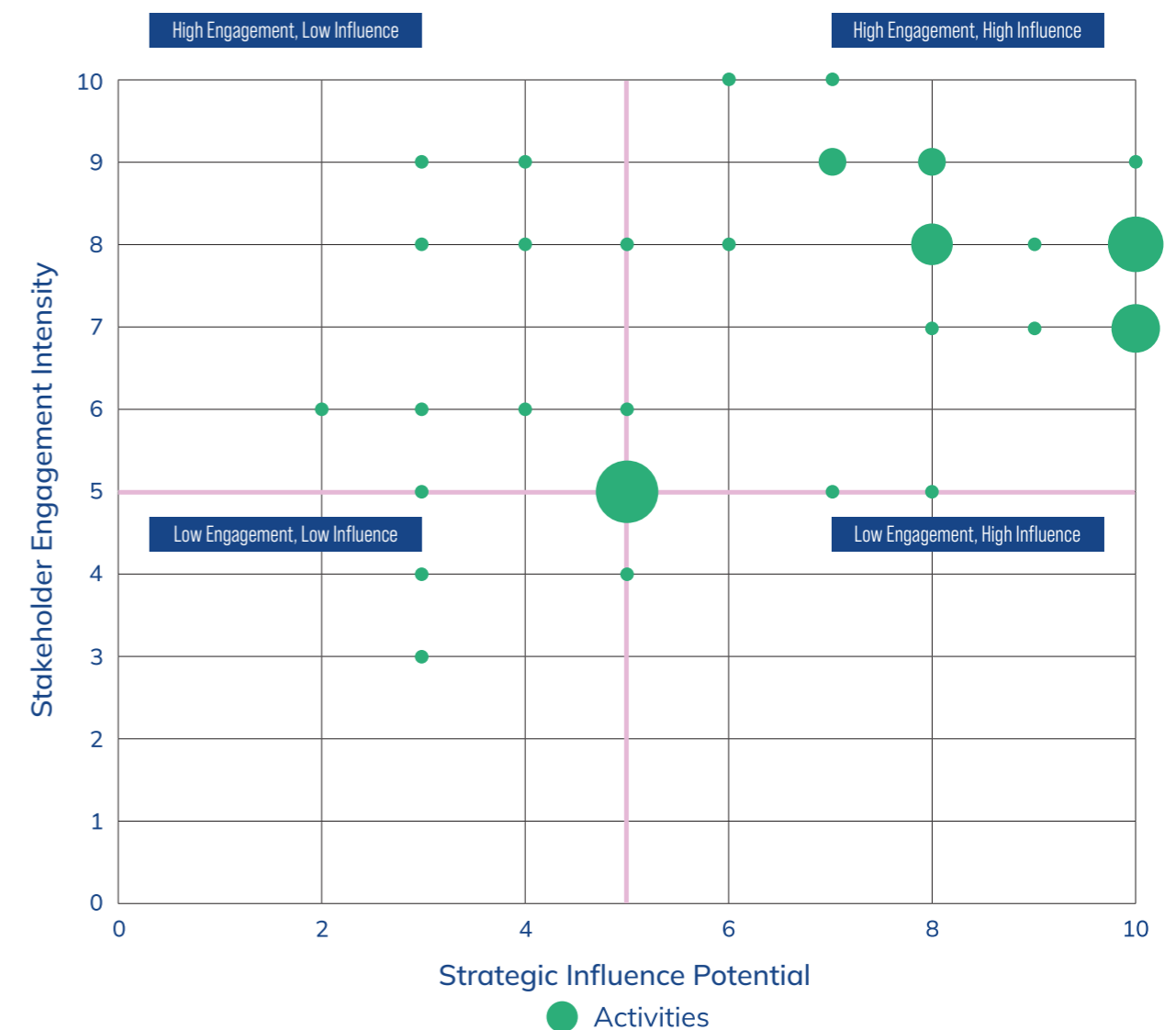
Framework Core Activities	Activities	Stakeholder Engagement Intensity	Strategic Influence Potential	
Facilitation	Attend and organize industry-specific trade fairs, forums, and networking events to engage with potential investors.	7	5	
	Support businesses through tailored entrepreneurship and investment programs.	10	8	
	Assist investors in navigating workforce recruitment and talent acquisition for their projects.	7	10	
	Share and demonstrate local capabilities, businesses, and skills in priority sectors.	10	7	
	Facilitate market linkages between local businesses and foreign investors.	10	7	
	Help facilitate joint ventures and partnerships between foreign investors and local companies.	5	5	
	Aftercare	Launch aftercare surveys to evaluate the impact of investments and identify areas for improvement in investor satisfaction and operations.	9	8
		Provide advisory services to foreign investors to help optimize their operations.	8	8
Connect foreign investors and local companies, facilitating the sharing and recognition of best practices in business operations, innovation, and corporate social responsibility.		10	9	
Facilitate re- and up-skilling training programs, supported by foreign investors, to enhance the local workforce's capacity.		8	8	
Support investors planning to expand their operations.		5	6	

Framework Core Activities	Activities	Stakeholder Engagement Intensity	Strategic Influence Potential
Advocacy	Conduct comprehensive reviews of existing policies, regulations, and procedures to identify barriers that affect investment.	4	8
	Contribute to International Investment Agreements (IIAs) by leveraging data, stakeholder engagement, and policy expertise.	7	9
	Compare domestic policies with international standards and best practices to highlight discrepancies and potential reforms.	4	6
	Advocate for the launch of new products and initiatives to support investors and improve the policy environment.	8	7
	Develop and maintain strong partnerships with key stakeholders within the private sector, as well as with relevant government agencies and organizations.	8	8

The results of the scoring are visualized in a matrix (Figure 3), which plots Stakeholder Engagement Intensity on the horizontal axis and Strategic Influence Potential on the vertical axis. This matrix allows for a clear and intuitive identification of high-impact activities. Those falling in the High Engagement–High Influence quadrant present the highest-value opportunities for integrating gender equality into IPA operations.

**Figure 3 IPA Activities Prioritization Matrix**

**Note:** Larger dots represent multiple activities that received the same scores.



Building on this analysis, we derive gender-specific recommendations by applying a gender lens to high-impact IPA activities. This entails a detailed analysis of the nature and scope of each high-impact activity to identify how gender equality principles could be applied. To ensure the recommendations are both practical and evidence-based, we leverage insights from the literature review that highlight proven gender equality practices across corporate, public, and non-governmental contexts. Additionally, we incorporate findings from the interviews and survey, which provide real-world case studies and examples of gender applications already being implemented by IPAs globally.

Through this process, we transform standard IPA activities into opportunities for advancing gender equality, ensuring that gender integration is not treated as a separate initiative but rather as an integral part of IPA operations.

Figure 4 Applying a Gender Lens to High-Impact IPA Activities

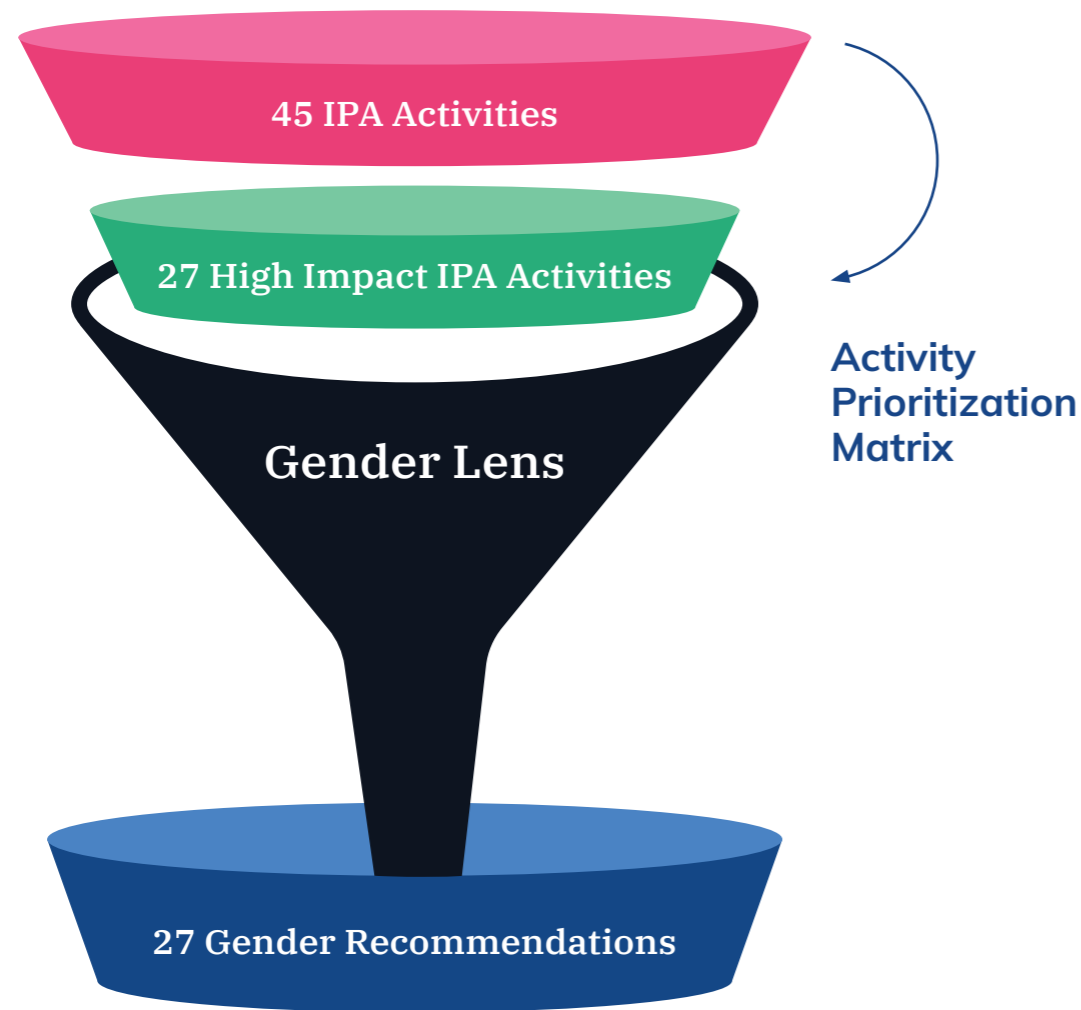


Table 2 displays the high-impact activities identified through the matrix analysis. We describe their significance, explain why they are classified as high impact, and present the gender recommendations generated through the process of applying a gender lens.

Table 2 Gender Equality Framework: High-Impact IPA Activities and Gender Recommendations

Framework Core Activities	Activities	Rationale for High Impact	Gender Recommendations
Strategy	Define core organizational values that guide the agency's mission, vision, and strategic objectives.	When gender considerations are integrated into the IPA's core organizational values, they become institutionalized within the IPA's operational framework, creating a long-term impact on the IPA's policies, activities, and decision-making.	1.1. State gender equality as a core organizational value (amongst others) that guides the agency's mission, vision, and strategic objectives.
	Allocate budgets and resources across initiatives and organizational priorities.	Budget allocation is a fundamental driver of organizational priorities, directly influencing which initiatives are developed, expanded, or deprioritized. Financial decisions dictate an organization's focus and determine the feasibility of its initiatives, effectively unlocking or constraining their implementation.	1.2. Implement a gender-sensitive budget to ensure resources are allocated to gender equality initiatives.
	Develop an action plan outlining specific initiatives, objectives, and timelines to achieve goals.	An action plan with clear initiatives, objectives, and timelines engages internal teams, other government agencies, and external partners and establishes accountability mechanisms to support its implementation.	1.3. Develop a comprehensive gender action plan outlining specific initiatives, objectives and timelines to achieve these goals.
	Design guidelines for external communication.	External communication is a key tool for IPAs to engage investors, stakeholders, and the public. Integrating gender considerations into communication can shape perceptions and ensure the entire agency utilizes inclusive language to appeal to a wide range of investors.	1.4. Design guidelines to ensure inclusive language in all communication.
Organization	Determine and optimize the organizational structure, size, and staffing to ensure clear accountability and effective oversight for key initiatives.	Internal work policies and resources can have a strong gender impact as they shape the IPA's organizational culture, decision-making processes, and workforce dynamics.	2.1. Designate a gender focal point within the organization to champion and oversee gender equality efforts.

Framework Core Activities	Activities	Rationale for High Impact	Gender Recommendations
Organization	Set internal work policies and resources.	This activity impacts the internal structure of the IPA by ensuring that hiring and promotion practices are based on merit while also fostering diversity. It also creates an opportunity to institutionalize gender-inclusive HR policies.	2.2. Set and review internal policies, workplace infrastructure, and resources to align with employee needs and create a women-friendly environment.
	Recruit, evaluate, and promote employees based on skillsets relevant to work functions and sectoral needs.	This activity also impacts the IPA's internal structure and reinforces workforce responsibilities by adding a layer of accountability and clearly defining roles, ensuring more effective oversight of key initiatives.	2.3. Evaluate and update recruitment and promotion practices to attract, employ, and promote more women and monitor women's participation across all levels.
	Organize and conduct staff trainings.	Trainings engage employees at all levels and provide opportunities to incorporate gender-sensitive approaches in daily operations.	2.4. Conduct regular staff training sessions promoting gender equality and women's empowerment.
Promotion	Showcase success stories to investors.	Showcasing success stories involves direct interaction with investors and engages a broader audience, including potential investors and other stakeholders.	3.1. Regularly showcase success stories with a gender lens, ensuring the organization's commitment to gender equality is included in its external communication strategy.
	Develop marketing campaigns and promotional materials.	Marketing efforts engage a broad range of stakeholders, including potential investors, industry partners, and local communities. By showcasing gender-inclusive investment opportunities, campaigns can shape long-term perceptions and attract investors committed to inclusive growth.	3.2. Incorporate gender equality into global location marketing campaigns, positioning gender equality as a value proposition.
	Develop target-group-specific promotional material.	This activity aligns with the previous one. Target-group-specific materials are generally most frequently shared by the IPA and play a crucial role in engaging specific target investors.	3.3. Integrate gender equality into investment promotion activities across all target sectors, ensuring promotional channels and materials are gender-inclusive.

Framework Core Activities	Activities	Rationale for High Impact	Gender Recommendations
Promotion	Organize or participate in events to strengthen awareness of the location.	Events—either external or organized by the IPA itself—are key platforms for IPAs to raise awareness about their location and attract investors.	3.4. Organize or participate in events with a gender equality focus.
Attraction	Design and implement investor outreach and targeting strategies to attract and engage potential investors in priority sectors and markets.	This activity requires a different approach to targeting, involving research and support for IPA staff engaged in this process. Embedding gender equality into targeting shapes long-term investment attraction efforts and fosters more diverse and inclusive investment practices.	4.1. Integrate gender equality into investor outreach and targeting activities.
	Assess and prioritize investment leads based on strategic criteria, such as economic impact, sectoral alignment, and alignment with national development goals.	This directly influences which investors and projects the IPA supports and attracts to the location. It can ultimately shape the local economy with input from stakeholders, including government agencies, investors, industry associations, and local businesses.	4.2. Apply gender analysis as one of the criteria for prioritizing investment leads, ensuring a balanced and inclusive approach.
	Collect and analyze investor-related data to support evidence-based decision-making and improve targeting strategies.	Data-driven insights can be leveraged by IPAs to inform evidence-based policies, sector prioritization, and incentive offerings that further gender equality.	4.3. Systematically collect gender-disaggregated data on existing and incoming investment into the location, integrating gender statistics into decision-making.
	Develop and promote incentive schemes to attract and retain foreign investors.	Incentives influence investment behavior and can be designed to encourage gender-responsive business practices. Developing and implementing these incentives requires collaboration and approval across multiple government entities. Additionally, investors are often willing to meet the required criteria to qualify for such benefits, making incentives a powerful tool for advancing gender-focused investment objectives.	4.4. Integrate gender equality criteria into incentive programs to attract foreign investors.

Framework Core Activities	Activities	Rationale for High Impact	Gender Recommendations
Facilitation	Support businesses through tailored entrepreneurship and investment programs.	These programs engage entrepreneurs and investors and represent an opportunity for long-term gender impact when focused on women-led businesses and women leaders. IPAs may need to collaborate with external providers to deliver this training support.	5.1. Actively support businesses owned or led by women through tailored entrepreneurship and funding programs.
	Assist investors in navigating workforce recruitment and talent acquisition for their projects.	This activity involves direct engagement with investors, allowing the IPA to provide strategic support in workforce planning and recruitment. It offers IPAs the chance to influence hiring decisions early in the investment process.	5.2. Facilitate local women's participation in the workforce of foreign investors.
	Share and demonstrate local capabilities, businesses, and skills in priority sectors.	These efforts are intended to demonstrate to potential investors the specific capabilities and suppliers they can access in the location.	5.3. Inform investors of women-led enterprises in priority sectors, demonstrating capabilities and diversity in the local supply chain.
	Facilitate market linkages between local businesses and foreign investors.	This activity requires the IPA to establish relationships with local businesses and actively engage with them to facilitate connections with investors, fostering long-term partnerships between both parties.	5.4. Facilitate market linkages between women-led local businesses and foreign investors.
Aftercare	Launch aftercare surveys to evaluate the impact of investments and identify areas for improvement in investor satisfaction and operations.	This activity allows the IPA to maintain strong investor relationships and closely monitor their activities. Insights from these surveys can be used to inform long-term improvements in decision-making within the IPA.	6.1. Integrate gender-related questions into aftercare surveys to assess the impact of investment on gender equality.
	Provide advisory services to foreign investors on optimizing their operation.	This activity offers a high opportunity for impact as investors who actively engage with IPAs on this initiative are more likely to implement gender-responsive recommendations. It demands specialized expertise and often external support to identify opportunities for advancing gender equality within investors' business models and operations across multiple sectors.	6.2. Offer advisory services to foreign investors on integrating gender equality into their operations.

Framework Core Activities	Activities	Rationale for High Impact	Gender Recommendations
Aftercare	Connect foreign investors and local companies, facilitating the sharing of best practices in business operations, innovation, and corporate social responsibility.	This activity requires close monitoring of investor activities to identify exemplary cases, as well as strong collaboration skills to create opportunities to share knowledge of these best practices.	6.3 Support and create opportunities to share and transfer knowledge on best practices in gender equality among foreign and domestic companies.
	Facilitate re- and up-skilling training programs, supported by foreign investors, to enhance the local workforce's capacity.	This activity necessitates ongoing collaboration and strong relationships with foreign investors to understand their workforce needs. It represents a significant opportunity for IPAs to align training activities with national economic priorities, bridge skills gaps, and ensure that women are equitably included in workforce development strategies.	6.4. Work with foreign investors to facilitate re- and up-skilling training programs for local women to enhance their skills.
Advocacy	Develop and maintain strong partnerships with key stakeholders within the private sector, as well as with relevant government agencies and organizations.	Building partnerships enhances collaboration between key actors in the investment ecosystem. This activity engages multiple stakeholders, including private sector leaders, government agencies, and industry organizations.	7.1. Facilitate multi-stakeholder networks to gather and exchange best practices for including gender equality considerations in investment policy development.
	Advocate for the launch of new products and initiatives to support investors and improve the policy environment.	This activity involves actively engaging with key decision-making stakeholders who influence the investment climate, such as government ministries, regulatory bodies, and sectoral agencies. This activity is critical as it enables the IPA to drive long-term, structural improvements that go beyond short-term facilitation.	7.2. Advocate for the development of new products and services to support the IPA's ability to further gender equality.



## Advancing Gender Equality in Investment Promotion

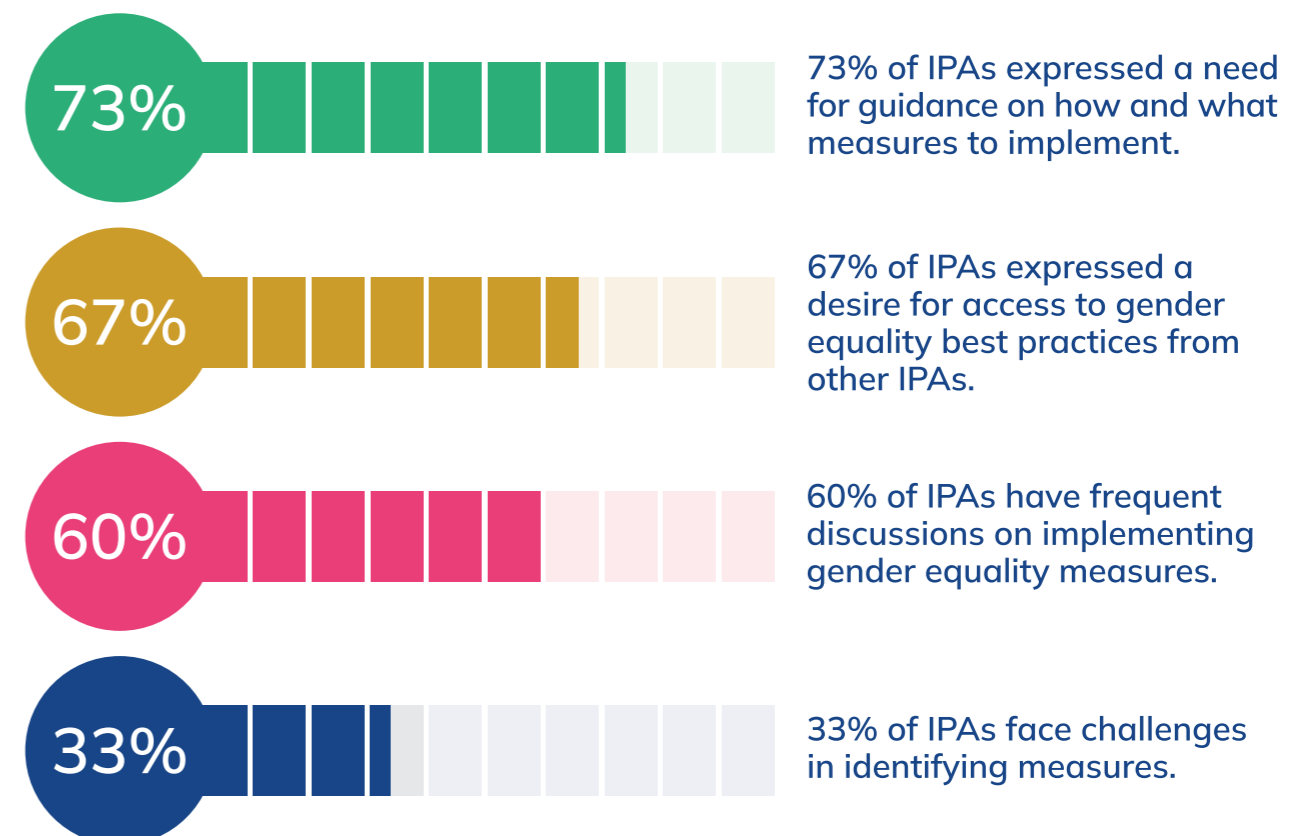
A Practical Guide for Investment Promotion Agencies

Framework Core Activities	Activities	Rationale for High Impact	Gender Recommendations
Advocacy	Contribute to international investment agreements (IIAs) by leveraging data, stakeholder engagement, and policy expertise.	This activity influences international investment frameworks. It engages multiple stakeholders, including government agencies, international organizations, investors, and industry representatives, to shape investment agreements. Integrating gender considerations into IIAs contributes to long-term structural changes in investment policies.	7.3. Advocate for the inclusion of provisions aimed at advancing gender equality and enhancing women's economic participation in international investment agreements (IIAs).

## 7. Overarching Survey Results

FDI Center’s survey of IPAs revealed strong engagement in internal discussions on implementing gender equality measures, with 60% of respondents indicating frequent discussions and 7% reporting that the topic is always addressed within their organizations. However, awareness of how to implement gender equality measures was notably lower, with only 40% expressing a strong understanding and 7% reporting a high level of expertise. When we asked respondents why their agency had not yet adopted gender equality measures, the most cited reason—selected by 33% of respondents—was challenges in identifying or implementing effective gender equality measures.

When asked about the most valuable support for implementing gender equality measures, 73% of IPAs expressed a need for guidance on “how and what measures to implement” and 67% selected “access to best practices from other IPAs.” Notably, these forms of support were prioritized over financial assistance, such as “access to grants or funding”, or a “dedicated internal budget”, highlighting a greater demand for strategic direction and knowledge-sharing over direct financial resources. Further survey findings are mentioned in the individual activities as part of the guide in the following section.



## 8. Gender Implementation Guide

Building on the Gender Equality Framework (Table 2), FDI Center has developed a comprehensive guide that provides actionable gender equality recommendations for IPAs. This guide outlines high-impact gender inclusion strategies tailored to each stage of the IPA lifecycle and is supported by real-world case studies from IPAs, ensuring it is grounded in real-world experiences and provides practical solutions.

### 1. Strategy

The inclusion of gender equality objectives in an IPA's strategy and operational mandates signals the intent to ensure economic development initiatives catalyze more equitable and sustainable outcomes. Aligning organizational strategy with gender equality has gained traction, with 47% of surveyed IPAs reporting the formal integration of gender-focused initiatives into the strategic frameworks of their organizations.

#### 1.1. State gender equality as a core organizational value (among others) that guides the agency's mission, vision, and strategic objectives.

Organizations often list core organizational values on their website to communicate the goals they align their organizations with. They may also benchmark themselves against these goals to measure the organization's success in achieving them. Common IPA organizational goals include promoting economic growth, delivering sustainable development, creating quality jobs, enabling technology transfer and innovation, and facilitating positive community impact. Listing gender equality as a core organizational goal ensures that it will be reflected in the activities of the IPA.

### Case study 1 ApexBrasil

#### Organization

ApexBrasil

#### Best practice

1.1. State gender equality as a core organizational value (among others) that guides the agency's mission, vision, and strategic objectives.

#### Description

In March 2023, the Brazilian IPA ApexBrasil launched a five-principle commitment to gender equity within its workforce, leadership, and in the global economic structure, encouraging the participation of more women in international business.

The agency committed to the following five principles:

1. Implement laws, regulations, policies, and good practices on gender equity in its management and the execution of its institutional mission.
2. Disseminate gender equality policies and practices with its work teams, customers, partners, and suppliers to achieve equal rights, treatment and opportunities, and eliminate all forms of discrimination and violence against women.
3. Promote better access to international business opportunities for women and help overcome technical and discriminatory obstacles through the Women and International Business project.
4. Cooperate with public and private institutions, both national and international, to improve the capacities and conditions of women, including workers, executives, businesswomen and entrepreneurs.
5. Communicate the implementation of these commitments on its website and reports.

#### 1.2. Implement a gender-sensitive budget to ensure resources are allocated to gender equality initiatives.

Gender budgeting is the process of allocating public resources in a way that ensures budget is distributed fairly across genders, promotes gender equality and ensures public funds are not perpetuating inequality. Applied in the context of an IPA, this means reviewing where budget is spent, who benefits from this spending, and identifying and rectifying areas of unfair distribution. For example, if

an IPA funds an entrepreneurship program, it can apply this approach by analyzing participant demographics and making adjustments to ensure a diverse range of participants.

#### 1.3. Develop a comprehensive gender action plan outlining specific initiatives, objectives, and timelines to achieve these goals.

A gender action plan outlines the specific initiatives that an IPA currently undertakes and plans to implement to contribute towards

gender equality. These initiatives may be inspired by the recommendations provided in this report and each recommendation can be broken down into multiple actions. In a best practice example, an action plan would be developed by a task force of employees brought together to work on advancing gender equality. An action plan should contain measurable objectives and clear responsibilities to help keep IPA leadership and the taskforce accountable.

**1.4. Design guidelines to ensure inclusive language in all communication.**

An organizational style guide is an internal document that guides employees in their communication style internally and externally. It outlines preferred terminology, avoids gendered or exclusionary language and integrates gender-neutral terms (such as “investors” instead of “businessmen”). Once guidelines are established, it is necessary to review all internal and external materials such as websites, reports, marketing materials and internal documents to identify areas for improvement and realign these materials with the style guide. IPAs may wish to use an external provider to review their materials or assign this task to their marketing department. In most cases, the style guide is part of a larger employee code of conduct manual.

**2. Organization**

The organizational function refers to implementing measures, such as inclusive workplace policies and targets, to promote gender equality internally within IPAs. This is often led by the human resources department, with management’s support. Survey findings indicate that 73% of IPAs integrate gender equality measures within the organizational function—the most popular function for integration. When asked what internal benefits the organization had experienced as a result of implementing gender measures, most respondents selected “more equal agency” (the most frequently

selected option), “improved internal culture and employee satisfaction” (second most selected) and “higher employee retention rates” (joint-fourth most selected).

**2.1. Designate a gender focal point within the organization to champion and oversee gender equality efforts.**

Gender focal points are individuals who have been designated within an organization to ensure the consideration of gender equality issues across operations, advise on areas of improvement, and monitor implementation and progress. While gender equality initiatives are a shared responsibility across the organization, appointing a dedicated gender focal point ensures accountability and measurable progress. To be effective, the gender focal point role should be integrated equitably into the individual’s workload rather than assigned as an additional duty alongside full-time responsibilities. This point is particularly important as responses gathered from our survey indicated that “balancing gender initiatives with other organizational priorities” was the most common obstacle to agencies implementing gender equality measures (selected by 27% of respondents). Ideally, the designated individual should have experience in implementing and evaluating equity measures. If not, appropriate training should be provided.

**2.2. Set and review internal policies, workplace infrastructure, and resources to align with employee needs and create a women-friendly environment.**

Internal policies, workplace infrastructure and resource distribution are often the responsibility of the human resources department of an IPA. Inclusive policies refer to equal pay, parental leave, flexible work arrangements, and anti-discrimination measures. Resources may include professional development opportunities tailored to the needs of all employees. Most agencies have some kind of internal policies. However, depending on the structure of

the organization, these may be determined directly by government and therefore be more difficult to influence. Inclusive workplace

policies will make the IPA more attractive to women and diverse talent, broadening the talent pool from which the IPA recruits.

**Case study 2 Austrade**

**Organization**

Australian Trade and Investment Commission (Austrade)

**Best practice**

2.2. Set and review internal policies, workplace infrastructure, and resources to align with employee needs and create a women-friendly environment.

**Description**

Through its 2019–2021 Diversity and Inclusion (D&I) strategy, Austrade set clear gender equality targets both internally and within its capacity-building initiatives aimed at stakeholders. This structured and data-driven approach has resulted in significant progress in fostering a more inclusive and diverse workplace. Over the course of three years, the representation of women in leadership positions increased from 42% to 49%, currently standing at 46%. By 2023, more than 90% of Austrade employees agreed that the agency had successfully created an inclusive work environment.

Austrade’s success in implementing its D&I strategy can be attributed to a range of targeted initiatives that have contributed to meaningful and measurable outcomes. One of the key programs launched was AustradeNEXT, a leadership development course designed to enhance skill-building opportunities for women within the organization. Additionally, Austrade established the Senior Executive Service (SES) Diversity Champions, a network of senior leaders dedicated to advancing diversity and inclusion within the agency. The organization also actively participated in D&I-focused activities and recruitment programs to ensure a more equitable hiring process. To track progress and continually refine its approach, Austrade conducts annual staff surveys, allowing the organization to gather valuable insights and make informed adjustments to its policies and initiatives.

Austrade is now expanding its D&I strategy with a broader and more intersectional focus. In partnership with an external service provider, the agency is working to refine workplace policies that will further attract and retain female employees. Additionally, there is a concerted effort to implement an intersectional hiring approach that ensures diversity across gender identities, as well as a commitment to reviewing recruitment and promotion processes to eliminate potential barriers. To ensure long-term impact and accountability, the organization is embedding D&I considerations into leadership discussions and branch meetings, making it a permanent agenda item in strategic decision-making.

**2.3. Evaluate and update recruitment and promotion practices to attract, employ, and promote more women and monitor women’s participation across all levels.**

Inclusive recruitment and promotion practices ensures that an IPA can identify and mitigate internal biases, so that that hiring and advancement decisions are solely merit-based. In practice, this action involves the adoption of gender-neutral job descriptions and diverse hiring panels to mitigate unconscious bias and attract a broader pool of candidates. IPAs can also set clear promotion criteria to establish transparent, merit-based promotion frameworks that provide equal opportunities for career progression, ensuring women are fairly represented in leadership and decision-making roles. IPAs that identify internal gender dynamics as a significant issue may want to work with an external HR provider to conduct an internal audit and identify where barriers lie.

**2.4. Conduct regular staff training sessions promoting gender equality and women’s empowerment.**

Gender equality-focused trainings establish the baseline standards for employee behavior and support efforts to create an inclusive workplace based on mutual respect, without bias and discrimination. Training formats differ according to needs and budget size and can range from internal digital training platforms for larger organizations to tailored workshops for smaller agencies. Trainings cultivate awareness among employees regarding the broader social and economic context in which they operate. This heightened awareness ensures that the agency’s activities and employees do not inadvertently reinforce existing inequalities.

**3. Promotion**

Integrating gender equality in investment promotion efforts entails embedding it into location marketing and image-building

activities, ensuring inclusive messaging and supporting the attraction of gender-conscious investments. According to survey data, integrating gender considerations into the investment promotion function was the third most common approach used by IPAs, with 40% of respondents indicating their agencies implement gender measures in this area.

**3.1. Regularly showcase success stories with a gender lens, ensuring the organization’s commitment to gender equality is demonstrated in the external communication strategy.**

An external communication strategy is a plan that defines how an entity will raise external awareness of relevant information. Including success stories with a gender lens—such as women leaders who have successfully expanded into the region or scaled their business domestically, or gender equality initiatives by companies—enables the agency to raise awareness of the benefits and impact of implementing gender equality measures. This may be through channels such as event participation, public and media relations, or through the IPA’s own channels such as its website and social media. FDI Center’s survey revealed that 33% of IPAs have received positive investor feedback on their gender equality efforts. This highlights a valuable opportunity for IPAs to strengthen their reputation and investor relations by proactively communicating their commitment to equity and inclusion. It also strengthens the business case for inclusivity that can inspire more companies to adopt gender-responsive business strategies.

**3.2. Incorporate gender equality into global location marketing campaigns, positioning gender equality as a value proposition.**

A value proposition details the unique selling points and advantages that the IPA’s location offers investors and is typically tailored to the industries they are trying to attract.

IPAs in regions with high rates of women employment and education can incorporate this data into their value propositions to attract socially responsible investors. As conscientious investors tend to maintain

environmental, social, and governance (ESG) commitments in the markets they expand into, highlighting a diverse workforce can support efforts to attract high-quality, impact-driven investors.

**Case study 3 Board of Investment Sri Lanka**

**Organization**

Board of Investment (BOI) Sri Lanka

**Best practice**

2.4. Conduct regular staff training sessions promoting gender equality and women's empowerment.

**Description**

BOI Sri Lanka conducts recurring welfare and gender equality workshops, counselling sessions and family planning for its employees within BOI export processing zones.

These workshops cover a wide array of topics including challenges faced by women in workplaces, gender-based discrimination, and violence and workplace harassment.

One example is a half day program on women’s empowerment in the Biyagama Export Processing Zone. BOI has also conducted programs on gender-based violence in the Koggala Export Processing Zone and the Seethawaka Export Processing Zone.

BOI Sri Lanka, in collaboration with The United Nations Population Fund (UNFPA), ILO, Better Work Sri Lanka and key corporates, is piloting a project to set up wellbeing centers at Katunayake EPZ to provide services targeting mental health, wellbeing, sexual and reproductive health and gender-based violence referrals. As a step towards establishing the centre, peer education programmes were conducted for the management representatives of companies and BOI officers by the UNFPA.

**3.3. Integrate gender equality into investment promotion activities across all target sectors, ensuring promotional channels and materials are gender-inclusive.**

Promotional channels refer to events, collaborations with associations and public and media relations, while promotional materials refer to brochures, flyers, websites, and other marketing collateral. To integrate this measure effectively, it may be necessary to consider the gender dynamics at play

in the target sectors IPAs are trying to attract investment in. If their target sectors are male dominated fields such as STEM, construction and manufacturing, IPAs should seek alternative outlets beyond the main channels to promote themselves, diversify and widen their reach to a range of groups. These alternative outlets may include organizations, associations, non-profits, event providers and publications that have a predominantly female or diverse audience.

## Case study 4 IDA Ireland

### Organization

IDA Ireland

### Best practice

3.3. Integrate gender equality into investment promotion activities across all target sectors, ensuring promotional channels and materials are gender-inclusive.

### Description

IDA Ireland sponsors and collaborates with I Wish, a volunteer-led initiative founded in Cork in 2015 that is dedicated to addressing the gender imbalance in STEM and inspiring girls to pursue careers in the field.

The two organizations collaborate to host events that showcase the opportunities and transformative potential of STEM fields, focusing on building pathways for young women to pursue technology-related careers. At these events IDA Ireland emphasizes the need for a diverse talent pool to strengthen Ireland's competitive edge in the STEM sector.

IDA Ireland's activities in this area strengthen the image and reputation of the agency as being conscious of inequalities within industry sectors and championing equitable action. This is important in enhancing the country's appeal to conscientious investors who want their investment to have a positive impact and value working with an IPA that can refer them to relevant partners to increase their impact even further.

IDA Ireland integrates numerous other gender-related initiatives to support image building and the internal organization of the agency. These include an annual Gender Pay Gap Report, development training that has diversity and inclusion embedded into it, and flexible workplace policies that support people of all backgrounds and situations to engage in their workforce.

### 3.4. Organize or participate in events with a gender equality focus.

This recommendation can be implemented in several ways, with various options across the levels of engagement. At the least demanding level, representatives of IPAs can participate in webinars, panel discussions or workshops with a gender equality focus hosted by external organizations. With a more modest investment of effort, IPAs can co-organize their own sessions with external partners or include gender equality as part of

the agenda of their own investment events. At the higher end of the effort spectrum, IPAs can organize their own standalone events on gender equality topics. Examples of the latter include ApexBrasil, and the UK Department for Business and Trade, which both organize separate events around women in venture capital where they connect local women-founded companies with global venture capital investors.

## 4. Attraction

IPAs can integrate gender equality into investment attraction using different approaches. They can prioritize ESG-conscious investors—those with strong operational practices supporting gender equality and a shared commitment to inclusive economic growth. IPAs can also focus on attracting companies whose products and services directly advance gender equality, such as the FemHealth sector, which enhances women's healthcare and well-being.

Despite its potential impact, investment attraction was the least common area where IPAs applied gender equality measures, with fewer than 7% of survey respondents incorporating such actions. This finding aligns with our work with IPAs, many of whom are driven by economic considerations and are not able to give preference to conscientious investors. Additionally, many IPAs reported constraints in influencing investor targeting, as target sectors are often predefined by national economic policies or government directives.

## Case study 5 Invest in Türkiye

### Organization

Invest in Türkiye

### Best practice

4.2. Apply gender analysis as one of the criteria for prioritizing investment leads, ensuring a balanced and inclusive approach.

### Description

As part of its Investor Management Model—a framework for monitoring and assessing FDI in Türkiye—Invest in Türkiye has integrated an SDG Scoring Mechanism that evaluates investments based on their alignment with the United Nations Sustainable Development Goals (SDGs).

Originally developed under Invest in Türkiye's 2021-2023 strategy and officially launched in 2022, this mechanism remains a key component of the 2024-2028 strategic framework. SDG compliance accounts for 20% of the overall evaluation within the Investor Management Model, alongside other elements such as investment size, direct contributions, potential contributions, and investor quality.

For SDG 5, investments are assessed based on specific parameters, including whether the investment will commit to increasing women's employment, and whether the company has a publicly stated commitment to gender equality.

The overall score awarded to an investment in the Investor Management Model scoring system determines the priority status awarded to the investment. Higher-scoring investments receive enhanced support and facilitation services from Invest in Türkiye to expedite the time to market for the investment.

#### 4.1. Integrate gender equality into investor outreach and targeting activities.

This action can be implemented via a two-pronged approach. First, it can be achieved by targeting investors with strong gender equality and ESG commitments within their organization and/or investment strategies. Second, it can involve considering the gender dynamics within the IPA's target sectors and targeting those with an equal representation of genders within the workforce. IPAs can also add inclusive and women-owned companies as one of their target groups, diversifying the IPA's portfolio of investors and allocating resources to the attraction of inclusive and sustainable investments.

#### 4.2. Apply gender analysis as one of the criteria for prioritizing investment leads, ensuring a balanced and inclusive approach.

When evaluating investment leads, IPAs can integrate gender considerations into their scoring mechanisms to evaluate an investment's ability to contribute towards gender equality in the host economy and award higher scores to those which do.

By integrating gender considerations into lead evaluation, IPAs can prioritize investments that provide a broader range of social and economic benefits.

#### 4.3. Systematically collect gender-disaggregated data on existing and incoming investment into the location, integrating gender statistics into decision-making.

Gender-disaggregated data refers to data collected and tabulated by gender, enabling the comparison of differences between women and men across various social and economic dimensions. IPAs can collect gender-disaggregated data across many of their activities, including the gender split of local employees hired by an investor across job category and seniority level. IPAs can also track job categories and seniority levels

participation by gender in their sponsored activities such as trainings or events. IPAs can leverage this data to inform evidence-based policies, sector prioritization, and incentive offerings that further gender equality. The data also serves to modernize reporting efforts and increase transparency in investment attraction activities. IPAs with existing data collection frameworks and those who already work with national statistical agencies, research institutions or other partners to collect data may find this action easier to implement.

#### 4.4. Integrate gender equality criteria into incentive programs to attract foreign investors.

Incentive programs are a common tool used to attract foreign investors to a location. A gender equality incentive program offers incentives or grants to foreign investors who commit to projects or practices that positively impact gender equality. Most incentive programs are based on the investor meeting a range of requirements, often related to the size of the investment (e.g. number of new jobs) and the activities to be conducted (e.g. R&D spending). IPAs can work together with the relevant government entities to integrate gender-related criteria into existing incentives programs, ensuring these reward specific gender-related outcomes.

## Case study 6 Ministry of Investment and AMDIE

### Organization

Ministry of Investment and AMDIE, the Moroccan investment and export development agency.

### Best practice

4.4. Integrate gender equality criteria into incentive programs to attract foreign investors.

### Description

Under the collaboration of the Ministry of Investment and AMDIE, the Moroccan investment and export development agency, the Kingdom of Morocco has introduced a framework law titled the Investment Charter<sup>17</sup>. In line with the Kingdom's new development model and ambitions, the Charter details nine objectives including the creation of stable jobs (objective 1) and achieving sustainable development (objective 7).

To support these objectives, the investment charter includes a gender ratio incentive for investment projects (among other criteria). It rewards investments that have a gender payroll ratio of at least 30%. As opposed to calculating the percentage of women the investment project employs, it calculates the ratio based on the percentage of total payroll women employees receive. If 30% of the total payroll goes to women employees, the investment is eligible for the incentive. The incentive award value is 3% of the total investment amount.

<sup>17</sup> Ministry of Investment Morocco. Investment Charter. Available at: [https://www.morocconow.com/wp-content/uploads/2023/07/Charte-ANG-06072023.pdf?utm\\_source=hs\\_email&utm\\_medium=email&\\_hsenc=p2ANqtz-95XxpphEhgtQ9og8xCUk9cw29Ujza2NPmHd0nmdPolMLvfpWvCCqQ3dnH-0J4cKsQIDXKy](https://www.morocconow.com/wp-content/uploads/2023/07/Charte-ANG-06072023.pdf?utm_source=hs_email&utm_medium=email&_hsenc=p2ANqtz-95XxpphEhgtQ9og8xCUk9cw29Ujza2NPmHd0nmdPolMLvfpWvCCqQ3dnH-0J4cKsQIDXKy)

## 5. Facilitation

The investment facilitation activities of IPAs can vary, with some agencies only facilitating foreign investment while others also provide support to domestic businesses. We have considered both mandates and developed facilitation recommendations that support both forms of investment. According to our survey, 26% of respondents revealed that they integrate gender measures into investment facilitation activities, making this the fourth most popular measure. From FDI Center's experience, initiatives within this function are becoming increasingly popular with IPAs around the world.

### 5.1. Actively support businesses owned or led by women through tailored entrepreneurship and funding programs.

Tailored entrepreneurship programs and funding are designed to assist women-owned or -led businesses in growing and scaling their companies. These programs are typically delivered in the form of training and provide targeted support in areas such as access to funding, business development, scaling, export-readiness, market expansion, quality standards, and financial management. These programs are typically provided to local micro, small, and medium-sized enterprises but can also be extended to include foreign women-led businesses.

IPAs can develop their own programs or collaborate with other organizations to deliver these programs. For example, ProComer collaborates with Brenau University and the Costa Rica Gender Parity Initiative to deliver their women entrepreneurship program, IMPULSA.

### 5.2. Facilitate local women's engagement in the workforce of foreign investors.

IPAs can encourage and support foreign investors to prioritize gender diversity in their recruitment and promotion processes across all levels of their operations. For example, IPAs can connect foreign investors to established networks that can provide access to sources of female talent, such as women's professional or sector associations, communities, or women leaders in key sectors. For example, an IPA could organize a networking event for foreign investors in the technology sector to meet with local women's technology or IT associations. The event could include discussions of available training programs and increasing the cooperation between businesses and the public sector in increasing female participation.

### 5.3. Inform investors of women-led enterprises in priority sectors, demonstrating capabilities and diversity in the local supply chain.

During their interactions with potential investors during investment missions, site visits and other meetings, IPAs can inform investors of women-led enterprises in priority sectors by highlighting their role in local supply chains and showcasing their capabilities. This enhances the visibility of women-led and women-owned businesses while demonstrating the diversity within the industry to investors before they have made an investment in the region.

IPAs can promote the enterprises using digital methods such as featuring the enterprises' products or services on online directories

of potential suppliers and developing case studies and videos of women-led and owned businesses to share online. They can also inform investors in person by inviting the local enterprises to the investment missions or other meetings. Sharing these resources during the facilitation phase, provides insights into potential partnerships and suppliers in the location, appealing to conscious investors as well as fostering greater awareness and opportunities for women-led enterprises.

### 5.4. Facilitate market linkages between local women-led businesses and foreign investors.

Facilitating market linkages involves making purposeful introductions between women-led businesses in local communities and foreign investors once the investment has been confirmed. These linkages can take various forms, such as integrating women-led businesses into the supply chains of foreign investors, encouraging investors to collaborate with women-led service providers, or partnering with women-led businesses on investment-ready projects and matching them with investors.

IPAs can also enable linkages by organizing events and matchmaking sessions that bring women-led businesses and foreign investors together. For example, an IPA could host a business forum where women entrepreneurs pitch their investment-ready projects to potential investors.

## Case study 7 Invest Bhutan

### Organization

Invest Bhutan

### Best practice

5.4. Facilitate market linkages between local women-led businesses and foreign investors.

### Description

In December 2024, Invest Bhutan, part of the Department of Industry, held an event in Paro to connect local women entrepreneurs with FDI hoteliers.

This event aimed to strengthen the market linkages between foreign hotel corporations and Bhutan's local economy, in order to facilitate the inclusion of women entrepreneurs in the hospitality value chain.

20 representatives from 13 different hotel chains participated in the event alongside 17 local women entrepreneurs showcasing products in the food, textiles, souvenir and toys, and hygiene industries.

As a result of the event, eight hotels out of the 13 that participated in the event started sourcing products from the women entrepreneurs that presented. Products that found a market in the hotels included soya, noodles, chocolate, essential oils, cold compressed oil, tofu, and detergents.

## 6. Aftercare

In the aftercare function, advancing gender equality entails maintaining engagement with investors post-establishment and identifying opportunities to enhance their contributions to gender-inclusive economic development. By fostering long-term collaboration, IPAs can encourage investors to adopt equitable practices, ensuring that their operations align with broader gender equality objectives within the host country. Findings from our survey revealed that the integration of gender equality measures into aftercare services remains relatively uncommon, with only 13% of respondents indicating that their agency incorporates such initiatives.

### 6.1. Integrate gender-related questions into aftercare surveys to assess the impact of investment on gender equality.

Many IPAs conduct annual surveys of existing investors to inform the IPA's aftercare and advocacy efforts. Designing and incorporating specific questions that assess the impact of FDI on gender equality into these surveys will generate gender-disaggregated data and insights into how investments affect men and women differently, particularly in areas such as employment, wages, leadership opportunities, and access to resources.

This data can inform and enhance other gender actions, including action 4.3 (Systematically



collect gender-disaggregated data on investment, mainstreaming gender statistics to inform decision-making), as it serves as a tool to gather evidence for gender-related recommendations or initiatives by the IPA. It will also support action 4.4 (Develop and promote a gender equality incentive scheme to attract foreign investors) by identifying gaps and opportunities to design targeted incentives that encourage potential investors to address these gaps. Additionally, the data will support policy advocacy efforts (section 7) by providing a factual basis to advocate for gender-responsive provisions in international investment agreements and to integrate gender considerations into investment policies.

**6.2. Offer advisory services to foreign investors on integrating gender equality into their operations.**

IPAs can provide support in the form of tools, guidance, and resources to help investors incorporate gender considerations into their business practices. The form of support will depend on the investor’s request or challenge and could include addressing issues such as unequal pay, non-inclusive workforce, internal gender discrimination, or non-diverse suppliers.

To implement this, IPAs could develop programs for existing investors, offering workshops, events, training sessions, or individual consultations on gender equality

**Case study 8 Invest Chile**

**Organization**

Invest Chile

**Best practice**

6.2. Offer advisory services to foreign investors on integrating gender equality into their operations.

**Description**

In 2022, Invest Chile launched the “Measure what matters” program as part of its aftercare services. The program is designed to help foreign companies measure their socio-environmental impact in Chile. It supports investors in evaluating their performance, identifying problems, and improving areas of business, such as environmental impact, governance, and business models as well as those that concern the community, clients and employees.

The program also includes the evaluation and implementation of gender equality policies. Invest Chile assists companies in creating gender-related targets and helps to identify indicators. Invest Chile also conducted a study analyzing gender policies in the foreign companies that Invest Chile had supported and found that among the 33 companies they had assisted in the first half of 2022, 52% had a policy in place to close gaps that affected female employees. The study also revealed that the sectors in which investors were most likely to have gender policies were global services and technology, mining, infrastructure and energy, demonstrating progress in traditionally male-dominated sectors.

topics relevant to their operations. They could also prepare gender toolkits or materials to be distributed to investors, providing practical guides on integrating gender practices into their operations. Additionally, IPAs could partner with relevant stakeholders, such as international organizations, NGOs, or government entities (e.g., ministry of women’s affairs), to deliver guidance to investors or organize initiatives focused on gender equality.

**6.3. Support and create opportunities to share and transfer knowledge on best practices in gender equality among foreign and domestic companies.**

One of the most significant benefits of FDI is the knowledge transfer of best practices by foreign investors to domestic companies and employees, and vice-versa. This can also include the transfer of best practices around integrating gender equality into business operations. As part of their global operations and commitment to sustainable development, many multi-national companies offer training programs on various business areas to their local partners and suppliers. IPAs can raise awareness of these initiatives and increase participation by utilizing the IPA’s own digital and in-person channels to promote these learning opportunities and facilitate introductions. IPAs can also create their own opportunities for knowledge transfer, by inviting investors or local entrepreneurs to train the other respective party, thereby encouraging others to adopt similar gender-equality furthering business policies and practices.

**6.4. Work with foreign investors to facilitate re- and up-skilling training programs for local women to enhance their skills.**

By leveraging their connections with investors, IPAs can gain critical insights into the skills required for a competitive workforce. These insights can be utilized to develop tailored training initiatives, including

programs specifically designed to enhance women’s skills and promote their economic participation.

IPAs should align these programs with national workforce development objectives and focus on target sectors where investors require skilled labor. By identifying the skills needed in these sectors, IPAs can contribute to preparing a workforce that meets investor demands while empowering women. IPAs can organize training initiatives in collaboration with local education institutes, universities, and government agencies, such as the national employment agency, targeting women students or unemployed women. Additionally, IPAs can work directly with investors already established in the country to provide access to programs tailored to the specific skills requirements of the investor.

**7. Advocacy**

IPAs are uniquely positioned as intermediaries between investors and governments, enabling them to advocate on behalf of investors for policies that facilitate investment. By engaging with investors to understand their goals for enhancing gender equality within the host economy, IPAs can collaborate with national governments to develop policies that support gender equality objectives. We acknowledge that many IPAs around the world have limited influence on government policies. Given the significant variation in activities across different agencies, we focused on identifying the three most common and strategically influential actions within this domain.

**7.1. Facilitate multi-stakeholder networks to gather and exchange best practices of including gender equality considerations in investment policy development.**

IPAs can leverage their extensive multi-stakeholder networks to gain access to

data and various perspectives to inform the development of gender-responsive investment policies. These networks are multifaceted and can encompass other government bodies (such as the ministry of women’s affairs), data and statistical organizations, local women-led industry groups, non-profits, civil society organizations and investors. These networks can also include international contacts such as other IPAs, academic institutions, and dedicated global investment actors, which will provide the IPA access to best practices on gender-responsive policy development.

These networks, discussions and ideas can enable IPAs to stay up to date with the evolving global standards in gender-equitable economic development and, in turn, support them in proposing new or revised investment policies.

**7.2. Advocate for the development of new products and services to support the IPA’s ability to further gender equality.**

Many IPAs may not have the power to independently establish the products or services mentioned in this guide—such as women entrepreneurship programs, supplier databases, women-focused events—without first advocating for them to senior management or the ministry. IPAs must often build a business case as to how a gender-focused expansion of the IPAs services, supported by agency funding, can maximise the positive impact of foreign investment on local gender equality. IPAs can utilize their previously mentioned stakeholder networks and work with likeminded government ministries to gather supporting evidence on the benefit of these programs as well as use best practice examples to inspire their proposed programs and initiatives. By building a case for these programs, advocating for them, and placing them as high priority, IPAs are more likely to receive support for these initiatives and ultimately enhance their agency’s impact on gender equality.

**7.3. Advocate for the inclusion of provisions aimed at advancing gender equality and enhancing women’s economic participation in IIAs.**

Although the integration of gender equality provisions in IIAs is still in its early stages, it is becoming more frequently seen in agreements. Provisions typically include a signalled commitment to gender equality by both parties in their investment and trade operations, including the prohibition of gender discrimination. The incorporation of gender equality provisions in IIAs sets a higher standard for the type of investment the regions want to attract. Their inclusion also contributes to the establishment of robust labor standards, ensuring equitable working conditions for women while also strengthening the overall investment climate, ultimately making the host country a more attractive and sustainable destination for foreign direct investment.

**Case study 9 Various**

**Organization**

Various governments and regional bodies around the globe.

**Best practice**

7.3. Advocate for the inclusion of provisions aimed at advancing gender equality and enhancing women’s economic participation in IIAs.

**Description**

Provisions addressing investment and gender are included in the EU-Angola Sustainable Investment Facilitation Agreement, the Chile-Canada Free Trade Agreement (CCFTA), and the EU-New Zealand Free Trade Agreement.

The CCFTA includes a dedicated chapter on trade and gender, with the objective to incorporate a gender perspective into economic and trade issues as well as provide a framework for cooperation activities related to gender and trade and establish a trade and gender committee.

The CCFTA includes gender-responsive elements throughout, such as a labour chapter with commitments to address gender-based discrimination; cross-border trade provisions prohibiting gender-based discrimination in licensing; investment-related proposals encouraging the nomination of women for senior management positions; and government procurement provisions considering opportunities for under-represented groups, including women.

The EU-New Zealand FTA also incorporates several provisions related to gender and investment and incorporates the EU’s New Approach to Trade and Sustainable Development, which includes a provision on gender equality and binding commitments to comply with international labour and environmental standards.

The EU-New Zealand FTA also establishes a framework for investment protection and promotion, including fair and non-discriminatory treatment for investors; protection against expropriation; and a dispute settlement mechanism.

IPAs can advocate for similar provisions to be included in future agreements between nations.

**Creating a gender road map for your IPA**

This guide offers a comprehensive framework for IPAs to integrate gender considerations into their operations across all functions. Given the diverse mandates, resources, and capacities of IPAs, not every recommended

action will be equally applicable to all agencies. Therefore, we advise agencies to begin by assessing their specific mandates and filtering the proposed actions accordingly.

To ensure a personalized and effective approach, IPAs should conduct an internal assessment, engaging employees, stakeholders, and investors to determine priority actions that align with their strategic objectives. Once priorities are established, we recommend selecting one new action per function for implementation, ensuring it is feasible within the agency's existing resources and budget. We recommend IPAs to focus on achievable, incremental progress rather than setting overly ambitious goals that may be difficult to execute effectively. IPAs may want to consider reviewing the Gender Pledge (Appendix 1) as a starting

point to integrating gender equality measures in their organization.

For agencies that have already integrated some of these action areas, we encourage them to expand upon their existing initiatives by implementing new recommendations and to communicate the results of their activities to inspire and guide other IPAs. By building on current efforts and adopting new strategies, IPAs can enhance their impact, strengthen their commitment to gender equality, and foster more inclusive and sustainable investment environments.

## 9. Conclusion

As intermediaries between governments, investors, and local communities, IPAs are uniquely positioned to drive change by integrating gender-sensitive practices into their core functions, including strategy, organization, image building, targeting, linkage promotion, aftercare, and policy advocacy.

Our research reveals that while many IPAs recognize the importance of gender equality, significant gaps persist in implementation, often due to lack of know-how, challenges in identifying or implementing effective measures, and competing organizational priorities. This report provides a clear pathway for overcoming these barriers, offering a multitude of actionable recommendations and case studies to guide IPAs in their efforts.

This guide serves as a call to action, urging IPAs to take measurable steps toward integrating gender considerations across their activities. Advancing gender equality in investment promotion is not simply about achieving parity—it is also about ensuring women's full inclusion in the economy, expanding opportunities, creating a stable economy, and unlocking the full potential of societies. Given their strategic role and direct influence over investment landscapes, IPAs have the power to set an example for other institutions and contribute to the realization of SDG 5.

## Appendix 1: Pledge Amongst IPAs, EDOs, and Ministries of Investment to Advance Gender Equity in FDI



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### Pledge Amongst Investment Promotion Agencies, Economic Development Boards, and Ministries of Investment to Advance Gender Equity in Foreign Direct Investment

#### The Pledge:

*Whereas*, the United Nations Sustainable Development Goal 5 aims to achieve gender equality and empower all women and girls by 2030;

*Acknowledging*, the slow progress towards SDG 5 and the need to leverage new and overlooked pathways, such as Foreign Direct Investment (FDI), to catalyze progress on gender equality and women economic empowerment targets;

*Recognizing*, the pivotal role that FDI can play in promoting gender equality by providing women with job opportunities, closing gender pay gaps, and transmitting gender best practices, among other things;

*Acknowledging*, the diverse mandates, levels of development, and national priorities that signatories operate within, which may result in varying capacities to commit to this pledge;

*Affirming*, the non-legally binding nature of this pledge, yet desiring to express our commitment to advance progress on SDG 5 and build upon our current capabilities to do so, as called upon by the United Nations Economic and Social Commission for Asia and the Pacific (herein after referred to as ESCAP) and the FDI Center;

On the basis of mutual trust and in the spirit of cooperation and advancing gender equality, we, the undersigned, hereby *endorse* the two overarching objectives of this pledge (as outlined in the annexure) and commit to incorporating gender equity measures into our investment promotion strategies and across our operations and services. We seek to foster a culture of inclusion, leadership, and empowerment for women, formalizing our ambition to deliberately work towards achieving gender equality.

Furthermore, we commit to considerably advance progress within each of our individual organizations on at least three actions listed under either or both of the objectives outlined in the annexure of the pledge during its validity.

We will select the most appropriate actions to implement based on the specific mandates, circumstances and priorities of our organization.

#### Benefits of Signing the Pledge:

- *Positive Impact on Women's Economic Empowerment*: The successful implementation of the pledge's principles will contribute to creating more inclusive and equitable investment environments, benefiting women's economic empowerment and advancement and ultimately stimulating overall economic development and growth in your country.
- *Demonstrate Commitment to Gender Equality*: By signing this pledge, your organization will publicly display its dedication to advancing gender equity, showcasing your organization as a leader in this critical area.
- *Access to Best Practices and Peer Learning*: Signatories will have the opportunity to share experiences, learn from each other, and implement best practices in promoting gender equality through investment promotion activities.



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- *Increased Visibility and Partnerships*: Your organization's commitment to this pledge will enhance its visibility and credibility, potentially leading to increased collaboration and partnership opportunities with like-minded organizations and investors.
- *Alignment with Global Priorities*: By signing this pledge, your organization will be aligning its efforts with the United Nations Sustainable Development Goal 5, demonstrating your commitment to the international community's shared agenda for gender equality.

#### Timeline of the Pledge

This Pledge shall become effective for each signatory on that date of signature from a representative with the delegated authority from their organization. The pledge in its current form will be valid for an initial 3 year period (May 2024-April 2027), after which it may be reviewed, revised and extended by signatories.

Termination of participation in the pledge should be sent in writing to ESCAP.

#### Signatures of endorsement

*Annexure 1: Objectives and Action Items of the Pledge Amongst Investment Promotion Agencies, Economic Development Boards, and Ministries of Investment to Advance Gender Equity<sup>1</sup>*

**Objective 1. Facilitate a greater positive impact of FDI on gender equality in host economies.**

Action 1 (A1). Target and prioritize investments that have a positive impact on women such as through the:

- Prioritization of investment leads with a positive impact on gender equality;
- Definition of gender-related criteria for the evaluation of investment projects such as: number and quality of jobs generated for women; opportunities for women through investor linkages; and investors' track record and commitment to gender equality;
- Setting of specific targets for number of investment projects linked to SDG 5; and,
- Provision of additional incentives to projects that have a positive impact on women.

Action 2 (A2) Promote gender inclusive linkages between MNEs and the local economy such as the:

- Facilitation of access to women-owned businesses in supplier development programs

Action 3 (A3) Reduce gender skills gaps in key sectors such as through the:

- Identification of partners such as educational institutions or training providers that can assist in developing programs to close gaps; and,
- Engagement with multipliers that have gender initiatives and programs in which investors can become involved.

Action 4 (A4) Strengthen women's entrepreneurship and business in the host economy such as through the:

- Organization of female-focused outbound and inbound investment missions with primarily female-owned or led companies; and,
- Organization women-in-business programs and events to support local businesswomen.

Action 5 (A5) Engage in gender-inclusive policy advocacy such as through the:

- Inclusion of gender disaggregated data in monitoring and evaluation mechanisms to feed into evidence-based policies to strengthen the investment climate;
- Recommendation of diversity and inclusion targets for foreign investors; and,
- Integration of gender-related questions into investor surveys and evaluations.

Action 6 (A6) Invest in data collection, tracking and monitoring of progress such as through the:

- Collection and analysis of gender disaggregated data of investment projects to assess their impact on gender equality; and,
- Inclusion of gender aspects in agency annual reports to evaluate progress and identify areas for improvement for the following year.

<sup>1</sup> Examples under each action item are non-exhaustive and may include more than listed in this annexure. Signatories of the pledge are requested to commit to progress on at least 3 action items, progress will be achieved through undertaking any of the examples (a minimum of 3 examples) listed under the action areas or other relevant action examples perhaps not listed but which do qualify as demonstration of progress on the action area. As the pledge is non-legally binding in nature, no penalties are associated with not fulfilling progress on 3 action areas.

**Objective 2. Promoting gender equality internally within institutions that work on investment promotion.**

Action 7 (A7): Identify and eliminate gender discriminatory practices within your organization such as through the:

- Conducting of an audit into the diversity and inclusion of the institution, including employee surveys;
- Identification and removal of any bias in hiring and promotion processes by implementing blind hiring practices;
- Identification and elimination of barriers to women's full participation in the workplace; and,
- Provision of gender sensitivity training to all employees and leadership.

Action 8 (A8): Set targets and quotas for equal representation of genders across all seniority levels such as through the:

- Measurement and reporting of progress in an annual report; and,
- Active identification and elimination of barriers to progress through consultations with employees.

Action 9 (A9): Establish and maintain a female-friendly workplace such as through the:

- Introduction of female-friendly workplace policies and benefits such as flexible working hours and location and paid maternity leave.



