

# THE STARTUP DIVAS

ERA OF WOMEN ENTREPRENEURS



**“Success is often achieved by those who don't know that failure is inevitable.” ~ Coco Chanel**

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# Men VS Women

## Where men win:

### ■Not Being Taken Seriously

Within the business world, women's opinions and advice are not always viewed as "expert" compared to a man's opinion. And when a female starts a business, sometimes family, friends, and others in the business community can view it as a hobby or a side project to family duties, rather than a bona fide business. Seeking out extra support can help to help overcome this bias, but women need to realize that this is a true gender bias obstacle.

### ■Letting Fear Stand in the Way

In general, women can be less prone to taking risks and can let their own fears (such as the fear of failure, fear of success, fear of being on their own etc.) stand in the way of "going for it" and pursuing the path of entrepreneurship. Confidence is a great way to combat these fears and the best way to feel confident in what you are doing is to make sure that you are as prepared as possible before you start your business endeavor. Also, believe in what you bring to the table and value your time, efforts and capabilities.

### ■Wanting to Please Everyone

Females are often taught to "be nice" and "people pleasers", which can lead to seeking the approval of others. Subsequently, women can have a harder time saying "No", which

can lead to under-charging for their products/services or being too giving of their time and help in general. This typically comes at the expense of their own needs, business or otherwise.

### ■Wearing Too Many Hats

In their personal lives, women have a tendency to try to be everything to everyone and wear so many different hats that juggling everything becomes

accomplishments honestly and with pride is a necessity for a successful business owner or entrepreneur. Sometimes, women feel uncomfortable talking about their achievements and may feel like they are bragging or being too boastful. But your achievements and accomplishments are some of the biggest selling points your business has, so don't be afraid to



very difficult. So, when women add "entrepreneur" and "business owner" into the mix, this tendency is further magnified. Women can feel like they have to "do it for themselves" or are the best person for every job and have a tougher time delegating responsibilities to others. This causes more time to be spent working in their business, rather than on their business. This is a major hurdle to overcome in order to have a successful business.

### ■Not Being Able to "Toot Your Own Horn"

Being able to speak about your

put them out there!

## Where Women win:

### ■Stronger Focus on Values

It's not that men don't put values in the front lines of their company, but most women entrepreneurs make it the number one priority over everything else. According to Margaret Heffernan, who recently wrote *How She Does It: How Women Entrepreneurs Are Changing the Rules of Business*, women think about what their

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business will stand for before they start planning anything else.

## ■Will Ask for Help

Many men (not all) have difficulty asking for help when it comes to something like their very own business. Pride can sometimes get in the way. But most women don't have a problem admitting that they're not

easily be replaced with new and better functioning ones. Many male entrepreneurs may overlook the fact that the "parts" are going bad because the machine as a whole is not in great condition. Some may take the position that a new employee here or there will help to make the business function better, rather than examining the

work environment.

## ■Strength of the Business

Women entrepreneurs tend to focus on building a business so strong that it could function completely and successfully without them. Men build strong businesses, but often want to make sure they are always part of the central element that keeps things going. According to Heffernan, women entrepreneurs are more like the "conductor of the symphony – the person who doesn't make the noise, but pulls it all together."

\*These are generalizations and obviously do not reflect all women and men.

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sure how to accomplish a certain task or what needs to be done next in the building-a-business game. This can sometimes provide an advantage in a well-spring of knowledge from sources that help ground their business more quickly.

## ■Focused on the Working Environment

According to Heffernan, male entrepreneurs see their businesses as a machine, while female entrepreneurs see it as a living organism. I can see where she's coming from. Men may be more likely to take the position that "bad parts" (employees) can

whole business under a microscope to see if there may be underlying problems.

Women entrepreneurs tend to be on the other end of the spectrum with the perspective that, if the environment their employees are in isn't working, then the entire "ecosystem" of the business, if you will, could collapse. Basically, women entrepreneurs focus more on making sure the work environment is comfortable to obtain the best performance from their employees, rather than expecting the best from their employees despite the



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# Nav Roop Of The Bhartiya Naari:

Women entrepreneurship in smaller towns of india

**E**ntrepreneurship in India, especially for women has always been the road less travelled. And if it is a small city, then such an idea is next to impossible. Surprisingly, a study conducted by Women's Web such roads are finally finding their worth travellers. Metropolitan cities are usually conducted favourable as capital is easier to raise, support networks exist and women are more likely to have worked in large organizations that help them acquire the skills and contacts needed to start-up. Nevertheless, women from smaller towns like Aurangabad, Mangalore, Jaipur and Allahabad are finding ways to find their true calling and take the entrepreneurial plunge. Here are the stories of three such women who have beaten all odds and are an inspiration to the aspiring youth of the country.

## **1. Turning Obstacle Into Opportunity : Aditi Someshwar**

An engineering graduate who initially worked in Pune and Mumbai, Aditi had to move to Aurangabad when she got married. The question that confronted her was: "How do you keep up your career when you are not in a big city?" Like all modern day Indian women, post a maternity break of three years, she felt the urge to start working again and began teaching at a government college. It wasn't long though before the dreamer in her aspired for more. This led to the setting up of Wiztel, a training firm in 2008. Effective networking helped her to sign up as a franchisee with Vedang Radio Technology Limited. She now trains and places engineers in this company. Naturally, her company met with a lot of wariness, but today, Aditi feels that setting up such a business in a small town has worked well for her. Her venture was self-funded and her driving force was the desire to stay in a line she enjoyed while being able to manage the home front. Her

business is expanding rapidly and she is now looking at tapping into the local industry in Aurangabad for projects.

Her advice to future women entrepreneurs: "Follow your instincts. If you have an instinct, believe in it. Any idea is a good idea if you believe in it".

## **2. The Pink City's Elephant Poop Paper**

Adding another dimension to the well-known 'pagalpanti' streak of entrepreneurs, Mahima Mehra, a Jaipur born entrepreneur, specializes in making elephant poop paper! Her brand, "Haathi Chaap", is part of Papeterie, an organic packaging concern that she started several years ago.

She was constantly on the lookout for new kinds of fibre for the handmade paper she makes. While on a visit to Jaipur's Amber Fort, she and her colleague, Vijendra Shekhawat realized that the mounds of elephant dung around them were full of fibre and would "probably make excellent raw material for handmade paper".

It took them about two years and several experiments before they could even produce a sheet of paper from the dung. Getting the business off ground in Jaipur was a challenging task. The process involved manual cleaning of the dung and people were obviously hesitant to perform such an activity. Mahima had to spend some time and effort convincing the team to work with this dung, but eventually overcame this hurdle. The products with their cute brand name and tagline 'made from the finest dung available in India' were first exported only to Germany and the U.K. but are now sold in India too.

Her biggest challenge was the fact that she was a woman entering the male dominated world of manufacturing. As she was working in small villages, people would not even meet her eyes – for no other reason than that she was a woman. A psychology graduate, Mahima admits that she has no experience in this field but has always been interested in recycling and reusing products, even as a child. Her six member team does not have a designer with an impressive bio data. She feels that you do not need any credentials to become an entrepreneur. Her advice to future women entrepreneurs: "Follow your instincts. If you have an instinct, believe in it. Any idea is a good idea if you believe in it".

### 3. Serial small town entrepreneur

Purnima Lamech is a classic case of a serial entrepreneur. In her home town of Allahabad, she has started not one but three businesses! She is the founder of "Aiyana", one of Allahabad's

**“Follow your instincts. If you have an instinct, believe in it. Any idea is a good idea if you believe in it”**

earliest boutiques, started at a time when such a concept was never heard off as it was far easier for people to go to their usual "darzi". The middle class found her expensive and were wary of giving orders. Mastering the art of strong negotiation and providing an invaluable customer experience,

she could demonstrate the superiority of her designs and the fact that they could get all their work (stitching, embroidery etc.) done under one roof, she won them around.

Unfortunately, due to family problems, she had to sell this boutique. Not amongst those who give up she bounced back, this time with a mineral water plant, again a first for this small town. History repeating itself, she faced resistance as people were not used to the concept of 'buying water'. Once she explained how this water was safer and purer than the other drinking water available, they saw the sense in buying it from her. Soon, she secured a contract to supply mineral water for the railways, for Western Uttar Pradesh. She then started Allahabad's first call centre – with only eight people. Later, she also tied up with a company in Delhi for call centre training. Her students soon found jobs in Delhi, Mumbai, Pune and other cities.

Even a feat of this level did not satiate the fire in her belly. Her latest enterprise is distributing pumps to various parts of Uttar Pradesh and Madhya Pradesh.

Her advice to women entrepreneurs: "Enjoy what you do and you would do your best"



# Women Can't Have It All,

says Pepsi Chief Indra Nooyi



(Photo by Matthew Staver/Bloomberg)

**I**n a frank interview to David Bradley, Indra Nooyi, has acknowledged that it is difficult to maintain a work-life balance. This unusually sincere discussion had gone viral recently.

"I don't think women can have it all. I just don't think so. We pretend we have it all. We pretend we can have it all," 58-year-old Ms Nooyi told the owner of the Atlantic Media Company, at the Aspen Ideas Festival in Colorado this week. One of the few women who broke the domination of men and inspired many other women to take up the mantle, this public admission of guilt comes as a shocker to all. She goes on:

And every day you have to make a decision about whether you are going to be a wife or a mother; in fact, many times during the day you have to make those decisions. And you have to co-opt a lot of people to help you. We co-opted our families to help us. We plan our lives meticulously so we can be decent parents. But if you ask our daughters, I'm not sure they will say that I've been a good mom. I'm not sure. And I try all kinds of coping mechanisms.

She gave an account of how she went on guilt trips for not being able to attend several activities at her daughters' school because of busy schedule. She had to usually skip a Wednesday morning class coffee with other mothers at her daughter's Catholic school.

She added, "My daughter would come home and she would list off all the mothers that were there and say, "You were not there, mom." The first few times, I would die with guilt. But I developed coping mechanisms. I called the school and I said, "Give me a list of mothers that are not there." So when she came home in the evening she said, "You were not there, you were not there." And I said, "Ah ha, Mrs. Redd wasn't there, Mrs. So-and-so wasn't there. So I'm not the only bad mother." Ms Nooyi is the fifth CEO in PepsiCo's 44-year history. She recounted the day 14 years ago when she was told that she would be made president of PepsiCo and be named to the board of directors. She said she was "overwhelmed" but her mother's reaction was, "let the news wait. Can you go out and get some milk." Ms Nooyi recalled her mother telling her, "let me explain something to you. You might be president of PepsiCo. You might be on the board of directors. But when you enter this house, you're the wife, you're the daughter, you're the daughter-in-law, you are the mother. You're all of that. Nobody else can take that place. So leave that damned crown in the garage. And don't bring it into the house."

"You know I've never seen that crown," the corporate honcho said. It did sound like an honest and refreshing perspective on work-life balance. At some point people have to make hard choices, you either work or you have a better life. She made the choice and built in a coping mechanism with her family that worked for her. This whole scenario might seem true purely from an Indian perspective, but it is the universal truth if viewed from a closely knit and cohesive family. The expectation from a woman has always been very harsh and unbelievable. Nature is simple, beautiful and unbiased. You are part of nature and you have done best for all. And that is why one cannot contemplate about what role one has to play in life as long as we believe that we cannot be superhuman and have it all. This truth revelation from the admirable women would surely make thousands of working men to respect working class women for the sacrifice they do for their family and greater good. Salute to all the Working Class women and especially Working Mothers!! Never ever give up on your dreams. Because at the end of the day the burden of the regrets is enormous.

# SMALL BUSINESS: LESSONS OF THE RECESSION

## NFIB-Chase-CWBR Survey

### Lessons Learned

The National Federation of Independent Business (NFIB), Chase and the Center for Women's Business Research (CWBR) look at challenges women owned businesses (WOBs) faced during the recession and how they have adapted their business practices.



#### SOCIAL MEDIA MEANS BUSINESS

#### WOBs using social media:

Before Recession:

**4%**



After Recession:

**50%**



Of those surveyed, **56%** said social media is "very important" or "important" to their business.



#### HIRING AGAIN



Reduced their payrolls:

**36%**



Reduced the number of hours worked by employees:

**40%**

#### During recession

#### After lowest point of recession



Increase in headcount:

**45%**



Decrease in headcount:

**9%**

#### FOCUSED ON BUSINESS

**41%** of women business owners claim to be putting in even more hours today than they did during their worst quarter of Recession.

#### COMMUNITY INVOLVEMENT

**39%** of women-owned businesses increased their involvement during the recession in civic, social or school activities to increase exposure for their business while creating value for their community.

[WWW.NFIB.COM/WOBSTUDY](http://WWW.NFIB.COM/WOBSTUDY)

**NFIB**  
The Voice of Small Business

**CHASE**



Center for  
Women's Business Research

# WHY THE WORLD NEEDS WOMEN ENTREPRENEURS

**W**omen's empowerment will be front and centre in 2014 as more companies, communities and countries invest in women's entrepreneurship. Increasingly, they recognize what organizations from the World Bank to Coca-Cola already know that women are crucial to economic growth around the world.

Based on our experiences, women entrepreneurs see the world through a different lens and, in turn, do things differently (to my three brothers and three sons: not better, just differently). This is reflected in the kinds of businesses we start, whether it's Coco Chanel, who learned the trade of a seamstress as a child, Estée Lauder, who turned a passion for skincare and make-up into a beauty empire, or Oprah Winfrey, whose media business focuses on helping women to reach their potential.

According to the Global Entrepreneurship Monitor, there are 126m women operating new businesses and another 98m at the helm of established ones. Yet we face a huge equality gap. In only seven countries—Panama, Thailand, Ghana, Ecuador, Nigeria, Mexico and Uganda—do women take part in business at rates equal to men's; in some countries, like Pakistan, they barely take part at all. Even when women are active business owners, they do not reach their potential: women own almost three in ten American firms, yet employ only 6% of the country's workforce and account for barely 4% of business revenues. I launched our company in 2004. I had a concept and, with the help of a small team, began developing it out of my apartment. As our company

has grown, I've learned about the obstacles that women in business face, from balancing work and family (my greatest challenge) to securing financing. These are among the reasons why in 2009 we created the Tory Burch Foundation (TBF) to support the economic empowerment of women entrepreneurs. Drawing on our experiences as well as on conversations with businesswomen from Manhattan to Marrakesh, I see three priorities.

In only seven countries do women take part in business at rates equal to men. First, access to capital - When it comes to finance, women face particular hurdles, from a lack of collateral to discriminatory regulations and ingrained gender bias. Small loans can make a big difference. Microfinance providers such as Women's World Banking, Grameen and Accion are addressing the need. But financial institutions must do a better job of banking on women's potential by thinking creatively and forging partnerships, like Coca-Cola's \$100m initiative with the International Finance Corporation, to give more women a shot at the resources that can enable them to start up or scale up. Second, nascent businesses need support to flourish. I have always believed in the value of mentors and, to this day, turn to trusted advisers from many different industries for insight. Most women don't have that support, which helps explain why around the world they see fewer opportunities for entrepreneurship than men.

A growing number of groups like Vital Voices Global Partnership, with support from organizations such as America's State Department and Bank of America, are building networks for women in the Middle East, Africa, Latin America and the Caribbean. As

we have seen at our TBF mentoring events, there is a tremendous need for these connections. Our entrepreneurs often develop networks with women they meet at our events. Whether you own a restaurant or design clothing, you face some of the same challenges and can learn from each other.

Third, women need entrepreneurial education. Winning business concepts are just as likely to be conceived at the kitchen table as in the garage or at business school, but research shows women doubt their capabilities and fear failure more than men. Training can equip women with the confidence to see bold ideas through. Goldman Sachs's 10,000 Women programme, for example, provides underserved women with business and management education. Eight out of ten of the programme's graduates have boosted revenues; nine out of ten have paid it forward by mentoring other women. Not a passing fashion

Narrowing the gender gap in employment will increase global income per person by as much as 20% by 2030. But the benefits go beyond the bottom line. Women business leaders inspire other women to pursue their dreams. They may also find it easier to balance work and family outside the traditional corporate world. In emerging markets, women reinvest 90% of their earnings in their families and communities—which means that investing in women is an investment in our collective future.

The world needs women entrepreneurs, and women entrepreneurs need all of us. It is time to provide the support and tools to ensure that, in 2014 and beyond, women-led businesses flourish.

# WOMEN ENTREPRENEURS IN INDIA

**W**omen are generally perceived as home makers with little to do with economy or commerce. But this picture is changing. In Modern India, more and more women are taking up entrepreneurial activity especially in medium and small scale enterprises.

Even as women are receiving education, they face the prospect of unemployment. In this background, self-employment is regarded as a cure to generate income. The Planning commission as well as the Indian government recognizes the need for women to be part of the mainstream of economic development. Women entrepreneurship is seen as an effective strategy to solve the problems of rural and urban poverty.

Traditionally, women in India have been generally found in low productive sectors such as agriculture and household activities. Human Development Report 2004 ranks India 103 in Gender related Development Index (GDI). As per 2001 census; women constitute nearly half of India's population. Out of this total, 72% were engaged in agriculture, 21.7% in other non agricultural pursuits with only 6.3% in household industries.

Women entrepreneurs in India are handicapped in the matter of organizing and running businesses on account of their generally low levels of skills and for want of support system. The transition from homemaker to sophisticated business woman is not that easy.

But the trend is changing. Women across India are showing an interest to be economically independent. Women are coming forth to the business arena with ideas to start small and medium enterprises. They are willing to be inspired by role models- the experience of other women in the business arena. The role of women entrepreneurs is especially relevant in the situation of large scale unemployment that the country faces. The modern large scale industry cannot absorb much of labour as it is capital intensive. The

## Women across India are showing an interest to be economically independent enterprises.

small scale industry plays an important role absorbing around 80% of the employment.

The myth that women cannot engage in productive employment needs to be dispelled. They can be encouraged to set up small and medium scale industries on their own initiative. Entrepreneurship development for women is an important factor in economic development of India.

Rural women can be encouraged to start cottage industries. Rural based micro enterprises have been encouraged by the government by various schemes-such as Integrated Rural Development Program (IRDP), Training of Rural Youth for Self Employment (TRYSEM), and Development of Women and Children in Rural Areas (DWCRA). The aim is to remove poverty through entrepreneurial programs. An ILO report on women entrepreneurship identifies the following problems faced by women entrepreneurs:-

**Lack of family support-** Sometimes the family may make the women feel guilty of neglecting household duties in her pursuit of business obligations. Cultural traditions may hold back a woman from venturing into her own business.

**Lack of capital-traditional sources of finance** like banks are reluctant to lend to women entrepreneurs especially if they do not have any male or family backing. This is especially true of lower income females. Women do not have adequate finance or legal knowledge to start an enterprise.

**Lack of confidence and faith-lack of role models** undermines the self-confidence of women entrepreneurs. The activity of selling is considered abhorrent to the female gender.

**Lack of right public/ private institutions:** Most public and private incentives are misused and do not reach the woman unless she is backed by a man. Also many trade associations like ministries, chambers of commerce do not cater to women expecting women's organizations to do the necessary thing.

The government must evolve appropriate policies to help women entrepreneurs. Networking facilities must be provided as well as adequate entrepreneurship awareness training should be provided using the help of local NGOs. Credit facilities must be made available and marketing help must be provided. All these will help foster a culture of entrepreneurship among women in India.

# Federation of Indian Women Entrepreneurs

**F**ederation of Indian Women Entrepreneurs (FIWE), which is a National-level organization, founded in 1993, is today, one of India's Premier Institution for Women thoroughly devoted towards Entrepreneurship Development, having a large membership base of 15,000 individual members /professionals and more than 28 Member Associations spread throughout the country. The objective of the organization is to foster the Economic Empowerment of Women, particularly the SME segment, by helping them to become successful entrepreneurs and become a part of the mainstream industry. FIWE endeavors to provide: Networking platform for women, Technical know-how, Industry research & expertise, Skill development & training and brings the businesswomen on a Common Forum; and ensures that their opinions, ideas and visions are collectively and effectively taken up with policy makers and various other agencies respectively for the development of Enterprise in Women.

## Mission

To promote Entrepreneurship among Women and thereby empower them to join the economic mainstream.

To enhance the Status of Women in

the society, by creating a culture of Entrepreneurship amongst women, both in Rural and Urban areas.

To develop successful models of Entrepreneurship for emulation world-wide.

## Objectives

The key objectives of the Federation of Indian Women Entrepreneurs (FIWE) are as follows:

To provide training facilities in Export Marketing and Management, Domestic Marketing, Quality Control and Standardization, Management of Enterprise Laws, Regulations, Procedures and Systems for running Small & Medium sized enterprises and sustaining their growth.

To facilitate Enterprise to Enterprise Cooperation within the country and with SME and Women Entrepreneur counterparts in 96 countries of the world as on 30th June, 1994, having Members and Associates of World Association of small and Medium Enterprises (WASME), with which FIWE is affiliated..

To provide greater access to latest technologies, know-how, related equipments and services for modernization and expansion of existing small & medium sized enterprises run by Women Entrepreneurs.

To facilitate participation in International and Regional exhibitions, buyers-sellers meet, trade fairs, seminars and symposia, to help women entrepreneurs to get greater exposure to Regional and Global business environment and opportunities.

To effectively articulate the problems and constraints faced by women entrepreneurs to get greater exposure to regional and global business environment and opportunities.

To strengthen affiliated Associations of Women Entrepreneurs by providing them package of services including information, contracts, training facilities and other related supporting measures.

To bring out a quarterly newsletter to educate and inform women entrepreneurs on business opportunities, management and exchange of experience and expertise.

To enhance access to term loan working capital.

Assisting in the identification of investment opportunities.

## Methodology

Nonprofits often are told to maximize their organizational capacity as a way to improve their performance. Knowing what capacity actually means and how

to identify areas of need, however, can be confusing. Tools that define and assess organizational capacity can help organizations identify their unique capacity building needs and guide the development of plans to address them.

**Federation of Indian Women Entrepreneurs** —Women entrepreneurs in India represent dynamic group of women who have broken the beaten track and are exploring new vistas of economic participation's of clients, demands at home and other family oppositions leading to lack of support. A great many of them have chosen the entrepreneurs world because of a compelling urge to do something positive. They are the pace setters for women in their quest for economic independence. FIWE is a national Organization which brings the businesswomen on a common platform and ensures that their opinions, ideas and visions are collectively and effectively taken up with policy makers and various other agencies respectively for the development of Enterprise in Women.

## Micro Credit Program

**MICRO CREDIT PROGRAM-** With a vision that Women should be given equal opportunities, rights and economic freedom, FIWE initiated **MICRO CREDIT PROGRAM** where we are providing wide range of financial services such as small loans, saving account etc. to those women who lack collateral, in order to expand their business or start a new one. They are also provided with assistance on financial products and services. Thus, Micro credit program not only helps them to improve their living and economic condition but also provide them a solution for those moneylenders who charge high interest rate. In this way they can stand on their own feet and grow economically.

## Entrepreneurship Awareness Programs

**Entrepreneurship Awareness Program(EAP):** Is a program where FIWE informs its clientele of what services it offers and

entrepreneur's, entrepreneurship.

- Discussion on business ideas, schemes and incentives offered by different agencies.
- Conducted often in interior rural areas to reach out to larger number of women.

### Start-UP:

1. Entrepreneurship Development Program (EDP): FIWE conducts general entrepreneurship Development programs normally after awareness programs or at periodic intervals FIWE

**Micro credit program not only helps them to improve their living and economic condition but also provide them a solution for those moneylenders who charge high interest rate.**

has trained thousands of women covering various states of India.

Unique training module development and practiced by FIWE.

Capacity building and preparation of client for business development.

- Includes sessions on empowerment, business, exposure visits, and interaction with successful entrepreneurs, Government Officials and support agencies.

Provides networking with support agencies and provision of escort services to the clients.

Follow-up programs for EDP participants.

2. Skill Development Program (SDP): We also conduct Skill Development program in specific sectors like, leather craft, woodwork, matting and basket weaving, grass mat, pottery, packaging, handicrafts, photo framing, Bar coding, Hand Made Paper and Eco-Friendly products etc. fir EDP beneficiaries and other counsels. Sustenance:-

1. Support in Marketing and Networking:

Periodical exhibitions, Seminars, Conference and workshop at a subsidized cost for its members organized at strategic locations.

Facilitates joint participation in important national and international trade fairs, products courts, buyer-seller meets and create linkages with prospective buyers.

3. Management Development Program (MDP): is an integral part of FIWE's activities. The objective of MDP is to enhance entrepreneurs skills and technology up gradation in order to support growth of their business enterprise.

4. Member Service Program (MSP): FIWE has 12000 individual members and 22 state Associates membership base who are practicing entrepreneurs. The membership committee supports the needs of these member

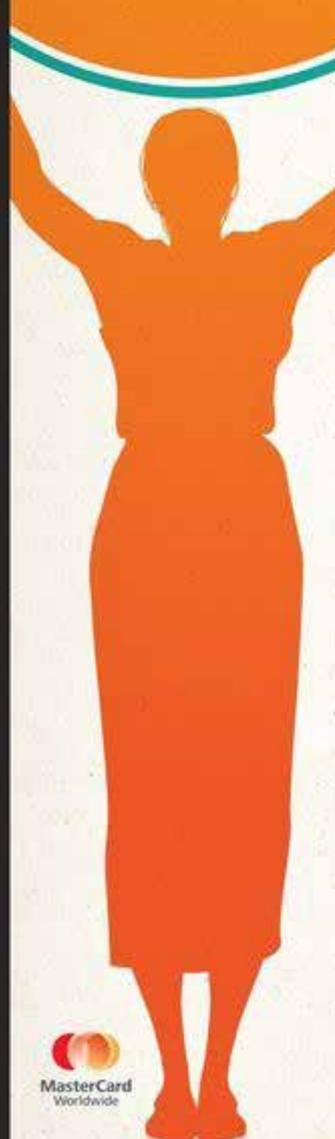
**MASTERCARD  
WORLDWIDE  
Index of Women's  
Advancement 2012**



# HOLDING UP HALF THE SKY

The MasterCard Worldwide Index of Women's Advancement measures the socio-economic standing of women across Asia/Pacific. The index is comprised of 5 indicators: Tertiary Education, Workforce Participation, Business Ownership, Business & Government Leadership, and Regular Employment Opportunities.

Each indicator measures the ratio of women to every 100 men\* in each of the 14 Asia/Pacific markets covered by the research.



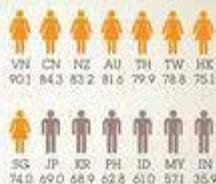
## TERTIARY EDUCATION



IN 11 MARKETS, WOMEN ARE ON PAR OR BETTER REPRESENTED IN TERTIARY INSTITUTIONS THAN THEIR MALE COUNTERPARTS



## WORKFORCE PARTICIPATION



HEALTHY WORKFORCE PARTICIPATION ACROSS MOST MARKETS, WITH 8 MARKETS AVERAGING OVER 70 WOMEN FOR EVERY 100 MEN IN THE WORKFORCE



## BUSINESS & GOVERNMENT LEADERS



ONLY 6 MARKETS HAVE AT LEAST 50 WOMEN BUSINESS/GOVERNMENT LEADERS FOR EVERY 100 MALE BUSINESS/GOVERNMENT LEADERS



## BUSINESS OWNERS



13 OF 14 MARKETS HAD FEWER THAN 50 WOMEN BUSINESS OWNERS FOR EVERY 100 MALE BUSINESS OWNERS



## REGULAR EMPLOYMENT OPPORTUNITIES



11 OF 14 MARKETS OFFERED EQUAL OPPORTUNITIES FOR BOTH MEN AND WOMEN



\*Score <100 = gender inequality in favor of males. | Score >100 = gender inequality in favor of females  
Score = 100 = gender equality.