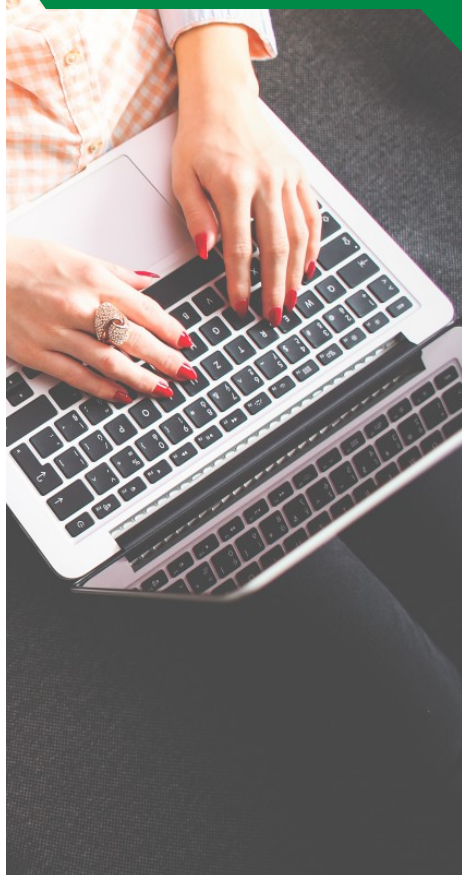




April 2016



The Future of Women

Hot Topic #1

Women represent just under half of the global population and are the fastest growing group of consumers worldwide, yet analyses of their role in society are often one-dimensional and linear. Women act as catalysts for fundamental changes, which are shaping not just their own world, but everybody's world. It is important to understand women both because they are potential new sources of growth, and because the changes in how women think and act have repercussions for their wider society and, by implication, for popular and consumer culture.

Acknowledging that women effect change (as well as being affected by change) does not mean that women are always in a position to make pro-active, empowered decisions about their own circumstances.

There are four key dimensions in which women's changing circumstances, attitudes, and behaviours are effecting change. While exploring these dimensions, is it important to remember that

the freedoms of women will be different both within and between markets.

Factors shaping women's social and economic context

A key tension often overlooked in discussions of women is the disparity between the rate at which women make progress in terms of their economic contribution to society and the rate of change in terms of the social and cultural prominence they are permitted. While greater economic participation is positively correlated with social change, changes in women's economic role often outpace changes in their social freedoms.

\$12tn

could be added to
global GDP by 2025
by advancing women's equality

McKinsey Global Institute, 2015



Healthcare

Over the last 50 years, developments in, and access to, reproductive and contraceptive technologies (to varying degrees across the globe) have led women to embrace a greater sense of bodily autonomy.

Global focus has shifted back onto women's health, highlighting and acknowledging women's physiological needs as well as sexual and reproductive rights.

Latest figures from the UN show that more women than ever now use contraceptives – in 2015, 64% of all married or in-union women of reproductive age worldwide were using some form of contraception. While the figure is currently lower for the least developed countries (40%), between 2015 and 2030 contraceptive use is projected to grow particularly in regions where less than half of the married or in-union women of reproductive age currently use contraception.

While contraception remains a controversial topic in many markets and seen as a threat to religious freedom, there have been developments in attitudes toward use of birth control methods. Pope Francis, in light of the growing Zika epidemic, has indicated that contraception used for “avoiding pregnancy is not an absolute evil” and, in some circumstances, may be “the lesser evil”.

Choice is further increasing with IVF becoming commonplace in many markets. According to the International Committee for Monitoring Assisted Reproductive Technology there have been over 5 million live IVF births, with more than 1/3 born over the past 9 years.

64%

of married or co-habiting women are using contraception, globally

UNESCO

This increasing power to plan for families and control reproduction is empowering more women with more choice than ever before,

allowing them to exercise control over their lives.

Education

There have been significant improvements in access to education on a global scale. Over the past three decades the ratio of girls to boys enrolled in school has risen at all education levels.

These levels have, however, plateaued. Latest figures indicate that the global number of out-of-school children rose by 2.4 million over 3 years, reaching over 59 million. Of this figure, 30 million were children living in Sub-Saharan Africa and 10 million in South and West Asia.

Gender parity in education has also faltered. Latest UIS figures show that among primary-aged children 1/10 girls and 1/12 boys were out of school. Sub-Saharan Africa is also the region with the largest gender disparity in education, where girls account for 55% of all out-of-school children.

Taking the contributions from Sub-Saharan Africa, West Asia, and South Asia into account, there have been steady increases in the proportion of children in education. This in turn contributes to

increased workplace participation, continuing to prove women’s potential as economic producers.

Balance of commercial and political power

Greater capacity to bring about change can also be seen as a direct result of a shift in the balance of commercial and political power, as more educated and able women embrace active roles in politics and business across the globe. Indeed, according to the World Economic Forum Global Gender Gap Report 2015, the biggest progress toward closing the gender gap has been in the political world.

23.5%

of FTSE 100 board members in 2015 were women, up from 12.5% in 2011

The magnitude of progress varies in different markets but the sentiment is reflected globally. In Iran, a country known for its hard line moral law, women are increasingly taking back autonomy and authority. Women –



traditionally restricted to being faithful daughters, wives, and mothers – are slowly pushing back and moving into positions reserved for men. There are 14 women in the current Parliament – up from 9 held before the previous vote – and a further 7 are due to run for seats in April.

In 2015...

50%
of countries had a
female head of state

World Economic Forum,
The Global Gender Gap Report 2015

Women's and girl's rights continue to remain at the forefront of global development, with gender equality and the empowerment of women and girls a stand-alone goal on the UN 2030 Agenda for Sustainable Development. Despite progress in social rights continuing to lag behind economic engagement and contribution, advances continue to solidify and extend the power of women on a global scale.



Country Spotlight: How is the role of women changing?



Nigeria

Nigeria is an example of a country in which women have below average economic participation and below average rights and opportunities.

Nigerian women are limited in their one-on-one interactions with men, as it is deemed inappropriate without a chaperone. However, businesswomen are using mobile phones to make one-to-one calls with colleagues and clients, creating precedents where the rules have not yet been set in terms of social convention or gendered behaviours.

Women in Nigeria have also taken to social media to share their experiences of what it means to be female in Nigeria, using #BeingFemaleinNigeria. The stories range from being told they will never find a husband because they're too ambitious, to being scolded for eating takeout because as a woman they should cook their own meals.



Sweden

Sweden is an example of a country with high female workforce participation and rights and opportunities, alongside the other Scandinavian countries.

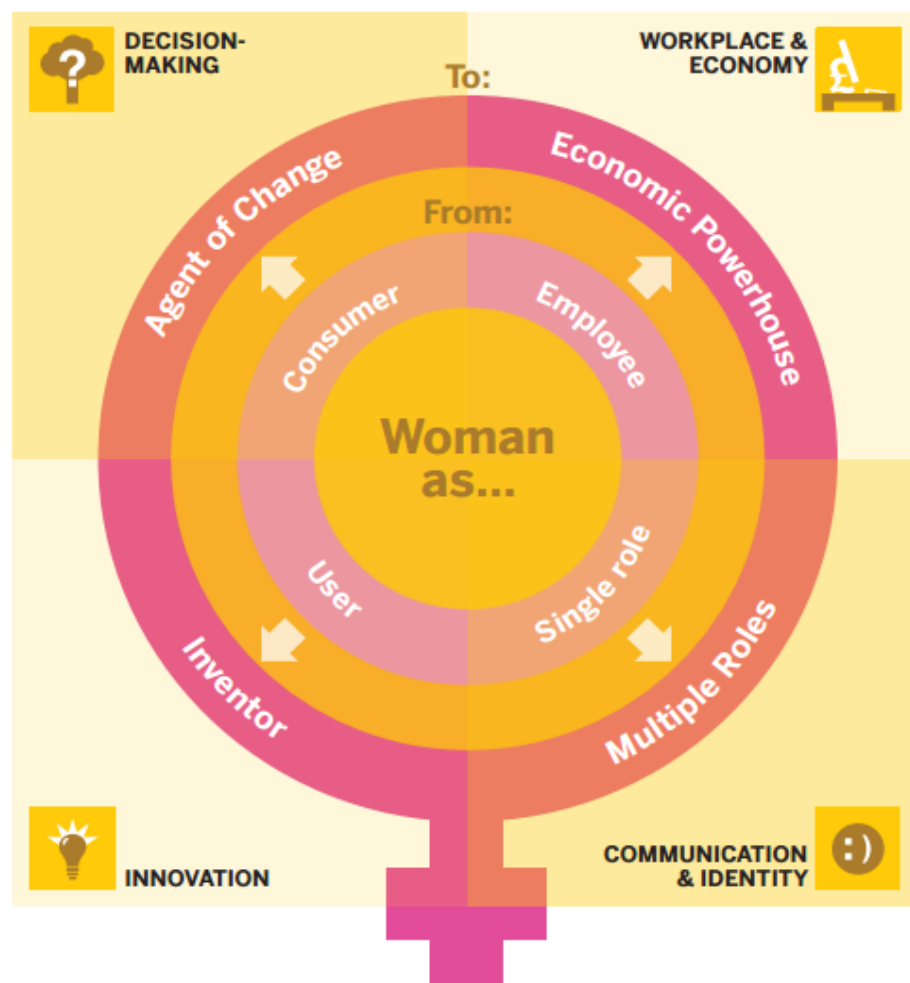
The annual Global Gender Gap Study consistently finds greatest equality between women and men in these markets. There are more women than men enrolled in tertiary education in Sweden. 445 of Swedish MPs are women, one of the highest proportions of women in a national parliament, having introduced voluntary gender quotas in the 1970s.

One of the key factors differentiating Sweden from other above average countries is its high levels of affordable childcare provision, which means parents spend on average no more than three percent of their household income on childcare.

Women effecting change

There are four key dimensions in which women's changing circumstances, attitudes, and behaviours are effecting change:

- Decision-making
- Workplace and economy
- Communication and identity
- Innovation



Dimension 1: Decision-making

Understanding women's decision-making – in life stages and life cycles – is becoming increasingly important, in particular due to significant change for women in the area of control and choice.

Marriage and family

Remaining childfree – or single – is an increasingly appealing lifestyle choice. As they invest more in themselves, women are delaying or foregoing marriage and having families. In the EU crude marriage rates have decreased steadily over the past decade, while in South Korea the proportion of people thinking “one should get married” is decreasing.

Ageing

As life expectancy increases, the traditional life stage trajectory will change. By 2025, global average life expectancy is predicted to reach 73 years – up from 65 in 2005. Women live longer than men all over the world, the average gap in life expectancy between the

sexes standing at 5 years. In some countries many people are choosing – or need – to work past traditional retirement age.

According to the Prudential, for example, 51% of people in the UK who plan to retire in 2016 are either already working past standard state pension age or are considering doing so, with many citing fear of not being supported by their pension if they do so.

Over the past century ~30 years have been added to the human lifespan, but these years have not simply been tagged on to the end. Some people, as they age past traditional retirement age, embrace their vitality and use the opportunity to do something more fulfilling. Indeed, the 2015 TFC Global MONITOR survey found that 65% of people agree there is no reason that you have to feel less vital and energetic as you get older.

Modernity meets tradition

As roles of women and the opportunities available to them evolve, there is an ongoing effort by women to reach higher, and further, whilst remaining connected to their roots and traditions.

As women become more economically active and gain greater independence cultural norms gradually soften, enabling them to express themselves across a wider range of industries and areas.

1 billion

more women will be in the global workforce in twenty years' time

PWC

There has, for example, been a proliferation of online dating sites catering to particular tastes and criteria. Sites such as Shaadi.com (positioned as The World's Largest Matrimonial Service), CommunityMatrimony.com (with over 300 community sites), and Jdate.com (The Leading Jewish Singles Network) are increasingly making it possible to play by the cultural rules and expectations, while still creating some element of choice. Some parts of the role of the parent in some Asian cultures in finding a suitable match for their child have been taken online; allowing women to cast their nets wider, while still conforming to and maintaining tradition.



Dimension 2: The workplace and the economy

Big shifts in women's relationship with, and role in, the workplace are having an impact on everything from national GDP to family life. How employers adapt to these changes will be central to their ability to make the most of the workforce.

Participation in the labour force

Women are the world's greatest underdeveloped source of labour. For the past century female workforce participation figures have grown steadily across the globe, while over the next two decades an estimated further 1 billion women will enter the global workforce. While in some markets

In 2015...

24

of the Fortune 500 were headed by women; the highest proportion ever

women's workforce participation is starting to reach a plateau, in others women represented an untapped source of economic growth.

Participation figures obscure some important nuances. Women in many developed countries are more educated than their male counterparts, but this is not translating into more women in leadership positions nor to equal pay.

Leadership roles

Even today, women are more likely to be employed by the informal economy, and are less likely to occupy senior positions. As Sheryl Sandberg, COO of Facebook, reminded her audience at a TED conference (a non-profit series of conferences devoted to "ideas worth spreading" in Technology, Entertainment and Design), women still have a long way to go to gain representation in leadership roles. Change is slow: McKinsey estimates that at current rates of change, women will still account for under 20% of seats on Europe's executive committees in 2022.

Despite the slow rate at which women are gaining representation in positions of power, the figures

One additional woman on a corporate board (where the board size remains unchanged) or in senior management is associated with a 3-8% higher return on assets.

IMF 2016

are rising. At the time of Sandberg's talk 9 of 190 heads of state were women; today there are 18 female world leaders. For the second consecutive year 24 of the Fortune 500 were headed by women - the highest number of female Fortune 500 CEOs and an increase from just 1 in 1998.

Wage disparity

Women are also – across all markets – paid less than men for the same work. According to the OECD, in most countries the average female wage is still less than 90% of the average male wage. Even in markets where the pay gap is closing and pay parity is being achieved, this changes dramatically after a woman has a child, when the pay gap opens up again.

The secret to resolving this tension seems to lie, overwhelmingly, in

access to affordable childcare. According to a Family and Childcare Trust report some nursery costs have risen by 1/3 in five years, making it cheaper for one parent to stay at home and care for children. An analysis of the EIU Women's Economic Opportunity Index shows that the countries which score highest in terms of economic opportunity for women are also those which have strong public policy which creates provision of childcare for all women. In Sweden, top of the EIU Women's Economic Opportunity Index, local municipalities are obliged to provide day care to children under 12 whose parents are working or studying, and high quality private day care is also available, costing between one percent and three percent of household income.



World Economic Forum,
The Global Gender Gap Report, 2015

Women as the key to reducing poverty

Women create economic growth and play a critical role in the elimination of poverty, and their contribution is fundamental to a number of aid associations' strategies to target health, nutrition, education and poverty in developing countries. Micro-finance schemes are more successful when run through women, who are more likely to reinvest in their communities. A more recent model that has been developed which is also yielding results with women is 'micro-consignment'.

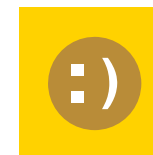
The MCM (Micro Consignment Model), developed by the Ashoka Fellow, Greg Van Kirk, acts as an initial distribution channel to provide access to basic products: eyeglasses, water filtration buckets, stoves and solar lamps, for rural villagers in 'base of the pyramid' markets.

It creates opportunities for villagers to act as micro-entrepreneurs arming

individuals with the education, training and products necessary to market and sell essential products in developing countries, especially in remoter rural areas.

One example of a brand demonstrating leadership in this space and investing in women as agents of change is Coca-Cola's 'Five by Twenty' campaign, which aims to enable the economic empowerment of five million women across its global value chain by 2020.

Opportunities also exist to partner with aid agencies who work closely with women in developing markets. For example, Tilda's partnership with the UN World Food Programme through an initiative called 'Mums Helping Mums'. Tilda donates the cost of a nutritious meal to the World Food Programme for every 1kg pack sold, thereby connecting mothers in the UK with their counterparts in the developing world.



Dimension 3: Communication and identity

As the decisions women make and the role they play in society changes, so too does the way they consider and express their identities. The evolution of communications to, from and among women depends on how these shifts are understood and reflected in popular and consumer culture.

Family roles

Women are faced with more choices than ever, and despite market variation choices are a central dynamic in women's lives. Much of the pressure is rooted in the tension between professional and personal – work and home – lives.

With working mothers no longer exceptional, there is starting to be a convergence of roles in the home, supported by both cultural and public policy change in developed markets. All EU countries currently have

legislations in place for paternity leave, with the level of parity differing among the member nations. In Iceland paternity leave entitlement is close to that of maternity leave, allowing both parents to contribute to their child's first months. In the UK, the new rules on parental leave mean that in theory two parents can share 50 weeks of leave and 37 weeks of pay between them, in addition to the compulsory two week maternity leave post birth.

Men are becoming more visible in their role as parents, exemplified by the increase in the number of stay-at-home fathers in some developed markets. According to Pew Research Centre there are ~2 million stay-at-home dads in the US today. Although roughly 7% of US fathers the figure is up from 4% in 1989, and furthermore reflects increasing desire to remain at home as opposed to doing so out of necessity.

Lego and the stay-at-home dad

Lego's success comes, in part, from its sensitivity to changes in the wider global landscape. The recent Lego City Line includes a stay-at-home dad dressed casually and pushing a pram, while his wife is depicted in a formal work outfit.

This is not the only addition to the Lego family – which also includes a kid in a wheelchair with a guide dog – but does reflect the company's ethos. In a recent interview with Fortune Soren Torp Laursen, president of LEGO Systems remarked "We [Lego] need to stay in tune with the world around us. We aren't responding to demand from anyone. We are trying to portray the world around us and listen to our consumer base."



Household roles

Despite these changes, some characteristics of socially conditioned roles and gender norms persist. According to the Bureau of Labor Statistics data, women in the US spend an average of two hours and 13 minutes of chores while their male counterparts spend one hour and 21 minutes. A recent study from the University of Warwick confirms this trend in the UK, with women still doing most of the household work and men still using the "incompetence"

Ariel decided to address the inequality at home with *Share the Load*. They engaged the nation through social media, asking whether laundry is just a woman's job. They launched a His&Her pack, and went a step further – they turned the wash care label into an advert for equality. They even tied up with matrimonial websites and included willingness to share the load as an option for finding your match.

Ariel's sales went up 60%, consumer engagement increased 3-fold (the largest ever), and most importantly they created a shift in the mindset of men across the country.

Gender identity

Given the dramatic changes in the roles women have in society, there are also shifts occurring in how women think of themselves and define their own identity.

Historically, ideals of femininity were expressed as a male ideal of beauty and sexual attractiveness. This male-directed ideal of female identity has been perpetuated for many years, and is captured in TV drama series *Mad Men* by advertising executive Don Draper's remark to explain the type of woman which appeared in an advert for a diet drink: "You understand how this works... men want her [therefore] women want to be her." In contrast, we are now starting to observe an ideal of femininity which takes more of the attitude that "Women want to be her because other women admire her."



"I really believe that the new benchmark for women is 'are other women inspired by her?'"

Dayna Dion,
Cultural Strategy Director, Ogilvy & Mather

There is recognition of the importance of focusing on inner-directed goals, rather than seeking validation outside, evidenced by the success of magazines such as *Psychologies* in the UK, which aim to enrich readers' emotional life. This new feminine identity is in a state of flux and both popular culture and communications are still exploring what femininity is when it isn't defined by male-directed ideals. Pop artists such as Adele, Lady Gaga and Nicki Minaj channel these new, more powerful visions of femininity, capturing young women's imaginations and desire for self-expression.

The communications industry is slow to adapt its portrayal of women to reflect these emerging identities, but some brands have captured a female aspiration based on female strength and on succeeding on your own terms. Nike, for example, take a powerful stance on women defying social convention and being unabashedly motivated, competitive, and driven.

Companies and businesses must look to the widely emerging, constantly evolving zeitgeist of femininity to avoid being left behind.

The likability problem

A key issue which will continue to be a thorn in the side of the new ideal of femininity is how women express and embody success. The behaviours and attributes associated with success make men more likable and women less likable.

Facebook COO Sheryl Sandberg cited the following study in her TED Women audience. Frank Flynn and Cameron Anderson gave their New York University students a case study of a successful Silicon Valley venture capitalist named Heidi Roizen. She was called Heidi for half the sample and Howard in the other half. Sandberg notes that the students felt Heidi was significantly less likable and worthy of being hired than Howard. Why? Students saw Heidi as more "selfish" than Howard.



This phenomenon is being referred to as the 'likability problem.' It is yet to be seen how new expressions of femininity will overcome this.



Dimension 4: Innovation

Women have always found ways to use the products developed by companies for them, often adapting or repurposing those that did not serve their needs well. Greater access to finance and increasing presence of women in the fields of tech and design means that women are changing their relationship with products: from being the user, to being the inventor.

Markets with a relatively established balance between economic and social participation, see greater acknowledgement and understanding of the distinction between socially conditioned roles and biological differences between the genders. This will allow for different paths to emerge for innovation.

With socially conditioned roles converging in the workplace, in parenting, in expressions of identity, behaviour and so on, there will be a greater blurring of the products and services for men and



An interesting trend that's occurring is that women are more engaged in open hardware and open making, for example 3D printers. I'm seeing more and more women getting involved in those spaces, and hopefully that'll be a gateway for them into the software world."

Kat Braybrooke,
Community Coordinator,
Open Knowledge
Foundation

women. This may mean more gender neutral aesthetic designs, particularly in technology. More sophisticated acknowledgement of biological and physiological differences between men and women will create the opportunity for a greater tailoring of products and services to biological and physiological differences in women's life stages.

Innovation shaped for women

Leader brands will make greater efforts to develop products for women which perform in terms of function and not just aesthetic, responding to the particular biological and physiological needs of women. Further, such brands will keep away from needless gendering of products, staying true to function and form.

Innovation shaped by women

With more women entering the fields of engineering, design, and technology, and the proliferation of crowd-sourcing funding models, women will continue to invent solutions to meet their unmet needs.

Innovation for social good

More women working in innovation and design can mean more solutions for social good, focusing on improving lives through education and empowerment.

A current global movement is #HeForShe, encouraging everyone to stand together and make real progress toward gender equality for all.

Conclusion

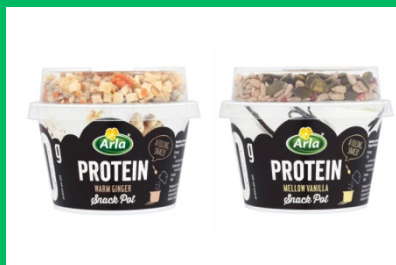
Leading organisations and brands of the future will find new sources of growth through better understanding this growing group of consumers; women who have spending power, and are shaping the future of society through their actions and choices.

Looking at women through the lens of the four dimensions of change highlights the fact that changes that occur for women have a marked impact on the rest of society and on the economy. The pattern of development may be different across different markets, but one characteristic permeates them all; that economic development for women always happens at a greater pace than the pace of change in their social rights and participation. Many of the opportunities for businesses and brands arise from this tension between economic empowerment and social empowerment.

Arla Protein Pot

Recognising the increased female interest in high protein diets, Arla have brought breakfast product and protein boost together.

The pots move away from the stereotypically 'masculine', both in terms of contents (no male hormone boosting ingredients), and aesthetic (gender-neutral, on-the-go breakfast pack)

**Girls Who Code**

Founded by female entrepreneur Reshma Saujani, Girls Who Code has a simple mission.

The key idea is to close the gender gap in technology, inspiring and educating girls to pursue computer sciences and open doors to 21st century opportunities.

**Cerveja Feminista**

Cerveja Feminista is a Brazilian beer company founded by a group of Brazilian creatives called 65|10, who were fed up with misrepresentation of women in the beer industry.

They use the brand to start powerful conversations, having created it expressly as a means to open dialogue.



« Smart organisations— and those that succeed over the next decade and beyond—will understand that the 21st century is the ‘Women’s Century.’ Women’s economic empowerment and entrepreneurial growth will drive the world’s economy. It’s not a matter of ‘if’ —but rather a matter of ‘to what heights’. »

Muhtar Kent, Chairman of the Board & CEO,
Coca-Cola



Women

Questions for food and drink businesses:

1. How can you innovate for new life stages, seeking opportunities arising from new demands and changes in women's roles in society? Can you create products that reflect modern womanhood?
2. How can you demonstrate, through products and services, your recognition of the increasingly important role of women in shaping the wider culture?
3. How can you communicate to both men and women in smart ways, avoiding alienating women and finding new identities for men as traditional gender roles are eroded?
4. Do you understand the new currency of aspiration for women? Do your products reflect these new aspirations?



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