CSR AND GLOBAL GOVERNANCE IN LATIN AMERICA: ENGAGING BUSINESS IN THE GENDER EQUALITY AGENDA

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September, 2016

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Introduction

Equality between women and men has been largely recognised as a human right and as a precondition for global development (UN Women, 2012b; World Bank, 2012). Achieving gender equality is of particular interest for developing regions such as Latin America where inequalities are vast and affect women the most. This is predominantly notorious in the limited number of economic opportunities available for women and expressed in labour market conditions and organisational barriers. Most Latin American women spend much of their time doing non-paid domestic work which limits their access to other opportunities such as paid work and even the enjoyment of free time (Pedrero-Nieto, 2013). When they have a paid work, women earn less than men, are less likely to make it to the top of the career ladder, and are at more risk of finishing their last years in poverty (OECD, 2012).

Gender equality is still an outstanding issue for sustainable development and poverty reduction for Latin American countries. In this respect, international, regional and national institutions have put in place a number of policy initiatives to reduce gender inequalities. From this perspective gender-responsive and rights-based governance systems have been central for enabling the realization of women's rights at work and implementation of gender equality initiatives (UNDG, 2013). However, these governance systems need to include market institutions in order to achieve gender equality and sustainable development (UNIDO & UN Global Compact, 2014).

In this respect, responsible business practices or CSR may hold a considerable developmental potential especially into responding to not only local stakeholders but also regional and international calls for gender equality (Karam & Jamali, 2013). Particularly, CSR may be a useful tool to engage the private sector into gender equality issues within and beyond their workplaces. CSR involves "the commitment of business to contribute to sustainable economic development—working with employees, their families, the local community and society at large to improve the quality of life, in ways that are both good for business and good for development" (Ward, 2004, p. 3). Therefore, responsible businesses "integrate social and environmental concerns in their business operations and in their

interaction with their stakeholders on a voluntary basis" (EC, 2011, p. 3). Within the CSR agenda for development, businesses are being called to play a key role beyond only financing development projects and social investment, but sharing expertise, partnering and cooperating with governments and civil society to achieve equality and end poverty (GPEDC, 2014).

Under this perspective, building enabling conditions for CSR is becoming one of the main challenges of global and domestic pubic governance institutions looking for engaging business in social issues such as gender equality (Ward, 2004). Although CSR is voluntary in essence, governance institutions are a powerful stakeholder and a key driver of responsible corporate behaviour. Public governance defines the scope of the CSR agenda by setting the minimum standards (Aguilera, Rupp, Williams, & Ganapathi, 2007; Albareda, Lozano, & Ysa, 2007; Porter & Kramer, 2006), promoting responsible management practices by using a variety of CSR policy instruments (Fox, Ward, & Howard, 2002; Moreno, 2010; Nelson, 2008; Steurer, 2010), and by designing a number of CSR tools and standards (RING Alliance, 2003).

However, gender issues have acquired limited attention within the global CSR arena (Newell & Frynas, 2007; Utting, 2007). This has been accentuated by an international development agenda represented by the Millennium Development Goals (MDGs) that during the last fifteen years has primarily relied on government-led initiatives, with business involvement limited to an ad hoc basis (Mancini & Maestre, 2015). Until few years ago, gender equality issues had tended to be ignored in the various global debates and initiatives in the area of business and human rights (Kilgour, 2012; Thompson, 2008). In Latin America the situation has not been different. Gender is not strongly seen as a component of CSR practices (Maxfield, 2007). Instead, voluntary business initiatives have been characterized by the use of more informal policies with focus on community relations and environmental sustainability (Carlier, Llorente, & Grau, 2012; Kowszyk, Covarubias, & García, 2011).

Therefore, the purpose of this study is to explore how CSR and gender issues are being promoted by global public governance institutions in Latin America. This chapter

focuses on identifying international and regional public policy initiatives seeking to engage the private sector in gender equality issues at work. To this end, it considers the work of international and regional organisations across the region. In this respect, this study does not analyse individual countries, but regional and international initiatives and approaches. In order to achieve this aim, this study follows a qualitative designed to analyse documents published between 2010 and 2014 and available in the public domain. It takes an international and regional standpoint to identify the initiatives reported by international and regional organisations regarding CSR and gender equality.

CSR Global Governance: From Hard to Soft Law

Governance can be understood as setting the rules for the exercise and for determining who can legitimately exercise power (Weiss, 2000). According to Detomasi (2006), effective governance systems share at least four characteristics: legitimacy, accountability, capacity, and enforcement. Legitimacy implies that who exercises governance authority possesses the acknowledged right to do so by those who are subject to that authority. Accountability means that mechanisms exist whereby those who exercise power are accountable for the consequences of what they do. Capacity comprises that the institutions entrusted with the governance function possess the resources, administrative capacity, and specialised technical knowledge necessary to exercise governance effectively. The final element is enforcement which encompasses that those transgressing established rules face at least normative, if not punitive, sanctions.

These governance elements can be identified in a number of international and domestic policy instruments. The related literature has identified a continuum to analyse these policy instruments going from hard to soft regulation. On the one hand, hard regulation refers to legally binding obligations that are precise and that delegate authority for interpreting and implementing the law (Abbott, Keohane, Moravcsik, Slaughter, & Snidal, 2000). Examples of hard regulation is legislation with national, regional or international application. On the other hand, soft regulation begins once legal arrangements are not

effectively implemented, are unclear, or are soft mechanism are the interest of key stakeholders (Abbott & Snidal, 2000). Examples of soft regulation are recommendations, declarations, statements and agreements. A key distinction between soft and hard regulation is in terms of enforcement (Kuruvilla, 2006). In hard regulation, enforcement is only via sanctions. In soft regulation enforcement approaches can be, for instance, monitoring and feedback, transparency, peer group audits, bench-marking, joint studies, etc.

In this respect, CSR public policy literature has been interested in identifying the specific instruments that the public sector uses to promote business responsibility within this hard to soft regulation continuum. As such, Steurer (2010) and Steurer et al. (2012) suggested a typology of CSR policies used in Europe that distinguishes five types of policy instruments: legal (e.g. laws, directives, and regulations), economic or financial (e.g. subsidies and awards), informational (e.g. guidelines, training, and websites), partnering (e.g. public-private partnerships, negotiated agreements, stakeholder forums), and hybrid (e.g. CSR platforms/centres and CSR national strategies). Similarly, the Organization for Economic Co-operation and Development (OECD) identifies policy instruments used by government to give shape and direction to corporate initiatives. They classify these instruments as: enforcement strategies and legal and regulatory risk management, taxes, direct participation in sector initiatives, and contributions to specialised human and intangible capital (OECD, 2001).

Now, while domestic policy action is crucial, the international community plays an important role in complementing these efforts. Castells (2008) proposes that as governments experience difficulties and limitations produced by globalization issues, they have transformed themselves to be effective by three main mechanisms. Firstly, states associate with each other forming networks of states. Some of these networks are multipurpose and constitutionally defined such as the Organization of American States (OAS); others focus on a set of issues generally related to trade (i.e., Mercosur); while still others are spaces of coordination and debate (e.g., the Asia-Pacific Economic Cooperation or APEC). Secondly, states may build an increasingly dense network of international institutions and supra-

national organisations to deal with global issues such as the United Nations (UN), the OECD, the World Bank, and so on. Finally, states may also decentralise power and resources through local or regional governments and to NGOs that extend the decision-making process in society.

In this respect, the decreased ability of national governments to manage the world's problems and globalisation issues has prompted the emergence of a multi-stakeholder governance system (Lepoutre, Dentchev, & Heene, 2006). This broad system sees governments as engaged in a horizontal inter-organizational network of societal actors, where public policy is both formed and executed by the interacting and voluntary efforts from a multitude of stakeholders (Kooiman, 1993). In fact, a great deal of governance in specific areas related to CSR has been exercised though the action of international stakeholders (Detomasi, 2006). In this respect, global governance initiatives such the UN Global Compact design, develop, and implement rules of behaviour that transcend national borders without having sovereign authority (Finkelstein, 1995).

This is particularly the case of the global public policy networks (GPPN) that have emerged as a global governance policy instrument. These networks are loose alliances of government agencies, international organisations, corporations, and civil society representatives such as nongovernmental organisations, professional associations, or religious groups that join together to achieve what none can accomplish on its own (Mcnutt & Pal, 2011; Reinicke, 1999). GPPNs show particular advantage in three essential areas of global policy making: managing knowledge, overcoming market and intergovernmental coordination failures, and broadening participation (Reinicke, 1999). Firstly, by connecting groups that might not otherwise deal with one another, they promote learning and collaboration. Secondly, GPPNs have the potential to fill the "governance gap" (Hirschland, 2006, p. 18) characterised by, for instance, weak local governments and a lack of clarity and local implementation of global regulation. Thirdly, their broad membership allows them to benefit from information and expertise from a variety of backgrounds, providing them with a

more complete picture of particular policy issues and giving voice to previously unheard groups.

Based on this review, this chapter focuses on identifying global policy initiatives seeking to engage the private sector in gender equality issues at work. Policy initiatives are identified using Steurer's (2010) and Steurer et al.'s (2012) framework and the notion of GPPNs. The detail of the methodology in which this study is based is presented in the next section.

Methodology

This study follows a qualitative designed to analyse documents published in the public domain. The purpose of this study is to explore how CSR and gender issues are been promoted by global public governance institutions in Latin America. The analysis considers the continuum hard – soft law to identify policy instruments as described in the literature. To this end, it considers the work of international and regional organisations across the region. In this respect, this study does not analyse individual countries, but regional and international initiatives and approaches. Despite this, country examples are given to the extent that the analysis provides such information. These details are explained in the following sections.

Data Collection

A review of official reports was carried out. The review was based on searches for information on official websites and report databases from a list of international (worldwide), regional (Latin America), and sub-regional (groups of countries) organisations identified from the literature review and the UN system website. The following organisations' websites were included:

- International organisations: The United Nations (UN), UN Women, UN Research Institute for Social Development (UNRISD), UN Conference on Trade and Development (UNCTAD), The World Trade Organization (WTO),

The World Economic Forum (WEF), The Organization for Economic Cooperation and Development (OECD), The International Labour Organization (ILO), The World Health Organization (WHO), and The World Bank, International Organization for Standardization (ISO), Global Reporting Initiative (GRI).

- Regional organisations: Inter-American Development Bank (IDB), Economic Commission for Latin America and the Caribbean (ECLAC), Community of Latin American and Caribbean States (CELAC), Organizations of American States (OAS), Latin American Integration Association (ALADI).

- Sub-regional organisations: Union of South American Nations (UNASUR), Andean Community of Nations (CAN), Mercosur, Central American Integration System (SICA), Mesoamerican Integration and Development Project (MIDP), The Pacific Alliance.

The search strategy included the following stages. Firstly, a section called documents, library, reports or publications was identified on each website. For those webpages with more than one of these sections, the wider database was considered. Secondly, a search was carried out considering the following gender related terms: "gender equality" OR "gender discrimination" OR "discrimination against women" OR "women's rights" OR "gender diversity" OR "sexism". Additionally, a search considering CSR relevant terms was also implemented: Sustainab* OR CSR OR "Business Ethics" OR "Business Responsibility" OR "Social Responsibility" OR "Business and development". For those regional and local organisations which have their main website in Spanish the search used a translation of these terms. The searching process included AND "Latin America" for international organisations' databases and the results were reduced only to the last version for those reports with annual release. Finally, on non-searchable websites, a manual and advanced google search was carried out using the same terms. The search was done between September and October 2014 and included reports published from January 2010 to October 2014.

In total, 236 reports were identified. The content of the reports was reviewed in order to clean the database and keep only relevant reports. Following Scott (1990), this revision considered the following inclusion criteria:

- Legitimacy: only official reports where included. This means that the report's author must be the organisation. This includes a unit, commission or groups within the organisation.
- Scope: reports including Spanish speaking Latin American countries. According to the ECLAC´s Gender Equality Observatory (http://www.cepal.org/oig/default.asp?idioma=IN), this region is composed by the following 19 countries: Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Dominican Republic, Uruguay, and Venezuela. This classification does not consider Brazil and countries from the Caribbean.
- Type: documents reporting primary, secondary data, or referring to specific policies, programmes or initiatives.
- Topic: The title, topic and purpose of the report had to be closely related with:
  - Gender equality: gender discrimination, sexism, women's rights, equal employment opportunities, gender inequality, gender equity/inequity gender diversity, and women at work.
  - CSR in its social dimension: corporate social responsibility, business and development, business and social sustainability, business and poverty reduction, decent work.

By applying these criteria, 121 reports were excluded for the reasons summarized in the Table 1.

Table 1: Excluded reports summary

Reason for exclusion	Number
Internal annual reports	16

Collection of papers	3
Economic and social profile	6
Focus on other minorities	1
Focus on other topic	38
Internal reports or manuals	17
Meeting, act or declaration	14
Focus on other regions	3
No official author	22
Repeated	1
Total excluded	121

After this process, 115 reports published by 19 organisations were selected. The full list is presented in Figure 1.

. The overall process is summarized in Figure 1.
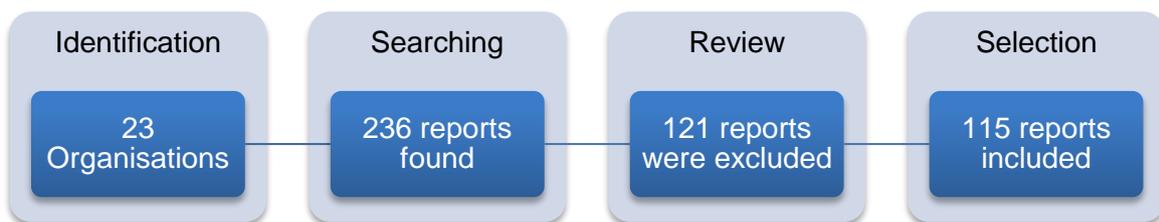
Figure 1: Searching process

Analysis

Report were analysed using framework analysis for policy research (Richie & Spencer, 1994) and the QSR International's NVivo 10 Software. Framework analysis was selected because it allows not only a structured way for data analysis, but also a rigorous process for managing the data (Spencer, Ritchie, & O'Connor, 2003). Framework analysis involves the following five iterative phases (Srivastava & Thomson, 2009):

1) Familiarization: this stage allows the researcher to gain an overall overview of the collected data by reading the reports. The process of familiarization started with the selection of the documents and continue with the revision of the adequacy of the selected reports.

2) Identifying a thematic framework: in this stage emerging themes or issues in the data set are identified. These emerging themes or issues can arise from a priori themes or existing ideas or can be driven by the data (Lacey & Luff, 2009; Ward, Furber, Tierney, & Swallow, 2013). In this phase an initial list of themes was developed using the CSR policy instruments identified by Steurer's (2010) and Steurer et al.'s (2012) and the notion of global public policy networks (GPPN) (Reinicke, 1999). Furthermore, due to the complexity and broad scope of the reports, these initial themes were refined allowing the identification of emerging themes and issues. As a result, the development of an adapted and broader thematic framework including issues that are relevant for this thesis in general was identified. In order to validate the adequacy of the thematic framework, an independent researcher reviewed the identified themes and subthemes. Agreement was achieved through conversation and clarification of the definition of each theme. The national examples subtheme was then identified as relevant and included within the thematic framework.

3) Indexing: Indexing means that one identifies portions or sections of the data that correspond to a particular theme. This is the same as coding in qualitative research. During the coding process, the thematic framework was reviewed 14 times in order to add and reconstruct themes as new insights emerged.

4) Charting: the specific pieces of data that were indexed in the previous stage are, at this stage, arranged in charts. These charts can be theme-based, case-based, or a combination of the two. Case-based charts were used because of the number of reports and because the origin of the data can be clearly identified as exemplified in Figure 2.

Case / theme	Theme 1	Theme 2	Theme 3
Report 1			
Report 2			
Report 3			

Figure 2: Case-based charts

5) Mapping and interpretation: at this stage, the analysis may be aiming to define concepts, map the range and nature of phenomena, create typologies, find associations within the data, provide explanations or develop strategies (Richie & Spencer, 1994). Considering the aim of this chapter, this stage focused on mapping the range of public policy initiatives in the reports and create typologies of policy instruments.

The final framework relevant for the purposed of this study was composed by three main themes and seventeen subthemes as summarized in Table 2. However and as indicated in phase two, additional themes were also recognised during the identification and coding process. These additional themes are not relevant for the purpose of this chapter but are relevant to complement the findings of the next chapters as well as the introduction and literature review chapters. The full thematic framework is presented in Appendix B.

Table 2: Final Thematic Framework

Main theme	Subtheme	Description
1.0 Protective instruments	1.1 International law	Internationally agreed formal rules recognised by Latin American nations as binding in their relations with one another.
	1.2 Regional law	Regionally agreed formal rules and recognised by Latin American nations as binding in their relations with other countries across the region
	1.3 National law examples	Example of laws enacted by a Latin American country to regulate their internal relations
	1.4 International agreements and declarations	Latin American states voluntary commitment with a particular international agenda. Not legally binding
	1.5 Regional conventions and agreements	Latin American states voluntary commitment with a particular regional agenda. Not legally binding
2.0 Promoting instruments	2.1 International economic incentives	Subsidies and awards provided by an international organisation and including Latin American countries
	2.2 Regional economic	Subsidies and awards provided by a regional

	incentives	organisation and including Latin American countries
	2.3 International informational initiatives	Internationally-led awareness rising initiatives such as guidelines, training, and websites, among others.
	2.4 Regional information initiatives	Regionally-led awareness rising initiatives such as guidelines, training, and websites, among others.
	2.5 National examples	Examples of incentives and/or informational initiatives developed by country level institutions
3.0 Commitment instruments	3.1 International partnerships	Agreements between international organisations and the private / civil society sector including formal partnerships, negotiated agreements, and stakeholder forums
	3.2 Regional partnerships	Agreements between regional organisations and the private / civil society sector including formal partnerships, negotiated agreements, and stakeholder forums
	3.3 International hybrid initiatives	Internationally-led initiatives based on more than one instrument equally including CSR/gender platforms, centres, and networks
	3.4 Regional hybrid initiatives	Regionally-led initiatives based on more than one instrument equally including CSR/gender platforms, centres, and networks
	3.5 International public policy networks	Internationally-led alliances of government agencies, international organisations, corporations, and civil society representatives to achieve what none can accomplish on its own
	3.6 Regional public policy networks	Regionally-led alliances of government agencies, international organisations, corporations, and civil society representatives to achieve what none can accomplish on its own
	3.7 National examples	Examples of partnerships, hybrid instruments and/or public policy networks developed by country level institutions

Findings

The findings are reported in the same order of the main themes and including the policy instruments identified by each subtheme.

Within the Law: Protecting Measures

The existence of a legal framework in support of women's rights is a fundamental component of a rule of law system. While gender-sensitive soft public policies are an essential complement to this legal framework, it is national and international-level laws that are enforceable in a court of law. In this respect, this analysis reports a number of international and regional legal instruments which also include states' commitments. The identified instruments are not necessarily specific for CSR or for gender equality alone, but in each case they represent a set of international initiatives which set the minimum standard for international, regional and domestic governance on gender issues and, in some cases, corporate behaviour. These policy instruments are summarized in Table 3.

Table 3: International and regional treaties and agreements

	International Law	Agreements & Declarations
International	- The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and optional protocol - UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children - ILO conventions and protocols on gender issues and discrimination at work - International Bill of Human Rights and Universal Declaration of Human Right	- OECD Recommendation of the Council on Gender Equality in Education, Employment and Entrepreneurship - UN Declaration on the Elimination of Violence against Women - UN Beijing Declaration and Platform for Action - Rio+20 - Agenda 21 - UN Vienna Declaration and Programme of Action - ILO Declaration on Fundamental Principles and Rights at Work

Regional	- American Declaration of the Rights and Duties of Man - American Convention on Human Rights "Pact of San José, Costa Rica" (B-32) - Inter-American Convention Against All Forms Of Discrimination And Intolerance (A-69) - Inter-American Convention to Prevent and Punish Torture (A-51) - Additional Protocol to the American Convention on Human Rights "Protocol of San Salvador" (A-52) - Inter-American Convention on the Granting of Civil Rights to Women (A-45) - Inter-American Convention on the Granting of Political Rights to Women (A-44) - Inter-American Convention on The Prevention, Punishment And Eradication of Violence Against Women "Convention Of Belem Do Para" (A-61)	- The Mexico City Consensus - Lima Consensus - Quito Consensus - Brasilia Consensus - Santiago Consensus - Montevideo Consensus on Population and Development - Mercosur Gender equality policy - Central American Integration System regional policy on gender equality and equity

At the international level, multilateral organisations have played a key role in the development and enactment of global policy with binding and non-binding impact among their member states. Powerful binding mechanisms have been related with existing international human rights treaties and conventions. Although their effectiveness mostly depends on the governmental capacity, these instruments represent the minimum international requirements. As such, the Universal Declaration of Human Rights (UN, 1949) is the starting point of any international, regional, and local public policy initiative. This declaration, which becomes enforceable through the International Bill of Human Rights (including also the International Covenant on Economic, Social and Cultural Rights; and the International Covenant on Civil and Political Rights and its two Optional Protocols), has largely recognised gender equality as a human right, usually referred as women's rights. The renewed commitment with these instruments has been also ratified in a number of non-binding declarations such as the Vienna Declaration and Programme of Action (UN, 1993b) and has been mentioned in each state's commitment addressing development issues.

Some gender specific legal instruments have been also put in place in the international sphere. In this respect, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (UN, 1979) and its optional protocol (UN, 1999) have largely been the basic instrument for gender equality from an international law perspective. These documents have also provided the basis for focused declarations and protocols on gender specific issues such as violence (Declaration on the Elimination of

Violence against Women; UN, 1993a), human trafficking (Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children; UN, 2000), women's empowerment and development (Beijing Declaration and Platform for Action; UN, 1995). Furthermore, they have been a source for reference and consideration in broader voluntary commitments for sustainable development (i.e. Agenda 21 (UN, 1992), and Rio+20 (UN, 2012)) acknowledging gender equality as a crosscutting development issue. This commitment with gender issues has been reinforced by the work of the UN Women and the gender mainstream approach in policy initiatives which has been part of the work of development organisations since the adoption of the Declaration and Platform for Action of the Fourth World Conference on Women, Beijing 1995.

In the employment arena, at least four selected ILO conventions and recommendations are recognised as fundamental instruments for gender equality. These conventions address the traditional difficulties that women face when entering the labour market. These conventions are the Discrimination (Employment and Occupation) Convention (No. 111), Equal Remuneration Convention (No. 100), Maternity Protection Convention (No. 183), Workers with Family Responsibilities Convention (No. 156), and their related recommendations (No. 111, No. 90, No. 191, No. 165). These regulations have helped states in Latin America to enact laws and policies that recognize the right to work and the right to exercise this right free of any form of discrimination, including gender-based (CIM, 2011).

At the regional level the situation is similar. The Organisation of American States (OAS) is the main organisation in charge of enforceable treaties and agreements. Within the institution, two related commissions work on human rights and gender issues respectively, the Inter-American Commission on Human Rights (IACHR) and the Inter-American Commission of Women (CIM). In the area of human rights, the IACHR is responsible for a number a treaties such as the American Declaration of the Rights and Duties of Man, the American Convention on Human Rights, and the Inter-American Convention against All Forms of Discrimination and Intolerance. In each case gender issues are included as a

human right. Such is the impact of this consideration that the concept of sexual violence against women has been understood as torture according to its definition in the Inter-American Convention to Prevent and Punish Torture (IACHR, 2011a).

In the particular arena of gender issues, several inter-American conventions and voluntary commitments are frequently mentioned in the reports. Conventions have been largely related with issues such as women's civil rights (A-45), political rights (A-44), and violence against women (A-61). Similarly, the Regional Conference on Women in Latin America and the Caribbean, a subsidiary body of the Economic Commission for Latin America and the Caribbean (ECLAC), is the primary source for voluntary agreements among member states in this regard. These non-binding consensuses focus on gender issues across the region with particular interest in supporting international development efforts. For example, gender issues have been included in broad agreements such as the Montevideo Consensus on Population and Development which identified priority areas for the integration of population dynamic including gender into sustainable development.

As it is shown in Table 4 most of the countries have ratified the UN, ILO and inter-American conventions about human rights and gender issues. It is especially interesting to notice that Cuba is the only country that has ratified convention no 183 on Maternity Protection Convention (No. 183). This is the most up-to-date convention on the matter (in force from 2000). It establishes a minimum of 14 weeks maternity leave as well as breastfeeding rights within working hours. Previous conventions in this area established 6 and 12 weeks (convention no 3 of 1919 and no 103 of 1952, respectively). These former conventions are still in force in countries such as Argentina, Colombia, Cuba, Nicaragua, Panama, and Venezuela for convention no 3; and Bolivia, Brazil, Chile, Ecuador, Guatemala and Uruguay for convention no 103. Similar is the situation for the convention on Workers with Family Responsibilities.

Table 4: Conventions and ratification status

	CEDAW	OP-CEDAW	C100	C111	C183	C156	A-45	A-44	A-61
Argentina	1985	2007	1956	1968		1988	1957	1957	1996
Bolivia	1990	2000	1973	1977		1998	2001	2001	1994
Chile	1989	1999*	1971	1971		1994	1975	1975	1996
Colombia	1982	2007	1963	1969			1959	1959	1996
Costa Rica	1986	2001	1960	1962			1951	1951	1995
Cuba	1980	2000*	1954	1965	2004		1949	1949	
Ecuador	1981	2002	1957	1962		2013	1948	1948	1995
El Salvador	1981	2001*	2000	1995		2000	1951	1951	1995
Guatemala	1982	2002	1961	1960		1994	1951	1970	1995
Honduras	1983		1956	1960			1955	1955	1995
Mexico	1981	2002	1952	1961			1954	1981	1998
Nicaragua	1981		1967	1967			1956	1956	1995
Panama	1981	2001	1958	1966			1951	1951	1995
Paraguay	1987	2001	1964	1967		2007	1951	1963	1995
Peru	1982	2001	1960	1970		1986	1948*	1956	1996
Dominican Republic	1982	2001	1953	1964			1949	1949	1996
Uruguay	1981	2001	1989	1989		1989	1968	1968	1996
Venezuela	1983	2002	1982	1971		1984	1993	1993	1995

Source: Information available in ILO NORMLEX, UN treaties collection, and OAS international law section

*Signatory

Beyond the law: Of incentives and awareness

Legal requirements establish the minimum standards. However, legislation is not exempt of limitations. On the one hand, there may be significant delays between its adoption and its entry into force (UN Women, 2012a). This is particularly the case of policy transfer from international to domestic law. Once a particular law is enacted in the international arena, the process of states' ratification and domestic adaptation can take several years. On the other hand, enforcement relies on the strength and capacity of state institutions. In countries where women's institutions lack power, and labour institutions lack resources to mainstream gender, the actual impact of legislation is limited.

In this respect, there is still a need for complementary actions to promote the engagement of other stakeholders such as the private sector (KPMG, GRI, UNEP, & Centre for Corporate Governance, 2013). Regarding this, one of the main claims of the CSR approach is that some of the limitations of hard regulations can be overcome by promoting corporate involvement in social issues beyond the minimum. Under this perspective, international organisations have developed a big deal of research on gender issues and published the most accepted guidelines for responsible business practices. Although in a lesser extent, they have also promoted economic incentives in the form of awards or funding opportunities for those companies making a positive contribution. Table 5 shows a summary of these instruments.

Table 5: Economic and informational instruments

	Economic	Informational
International	- UNIDO and UN Women SEED Gender Equality Award	- ITUC Decent Work Decent Life for Women Campaign - WEF Repository of Successful Practices for Gender Parity - WEF Gender Gap - ILO Gender-neutral job evaluation for equal pay: A step-by-step guide. - OECD Guidelines for Multinational Enterprises - ISO 26000 - GRI guidelines for sustainable reporting - Extractive Industries Transparency Initiative (EITI) Standard - UN Global Compact ten principles - UN Global Compact Guide on Human Trafficking and Business - UN Guiding Principles on Business and Human Rights - UN Global Compact, GRI & WBCSD Post-2015 Business Engagement Architecture - ILO Women at Work initiative - ILO Helpdesk for Business on International Labour Standards - Labour Principles of the UN Global Compact - A Guide for Business - UN Global Compact Human Rights Management Framework - UNDP Gender Equality in Public Administration (GEPA) - UNiTE to End Violence against Women - UNDP Gender Inequality Index - OECD Social Institutions and Gender Index (SIGI) - World Bank Women's Legal Rights database - UN Global Compact & UNIDO Consultation process on "Engaging with the Private Sector"
Regional	- IDB Opportunities for the Majority projects	- Central American Integration System training programme on gender, integration and development - ECLAC Distance-learning courses on gender equality - IDB The Corporate Leaders Program for Success in Majority Markets - OAS Strategic Guidelines for Advancing Gender Equality and Non-discrimination within a Decent Work Framework - OAS Training Plan for the Institutional Strengthening of Gender Specialized Units - OAS training module on CSR, SMEs, and gender equality - World Bank LAC Gender Impact Evaluation Initiative - WEVentureScope - The Gender Equality Observatory for Latin America and the Caribbean

Research has been largely carried out in the international arena aiming at evaluating countries' progress. One of the most important efforts to link development and gender equality has been made by the World Bank report on the World Development report 2012 (World Bank, 2012). This report is largely cited in most of the related research consulted. Similarly, a number of periodically published reports have been designed around comparative indexes. As such, the UNDP Gender Inequality Index (UN, 2013), the OECD Social Institutions and Gender Index (SIGI) (OECD, 2010), the World Bank Women's Legal Rights database (World Bank, 2013), and the WEF Gender Gap (WEF, 2014b), among others, represent important effort to systematize the assessment of countries in terms of gender equality.

Furthermore, several informational initiatives are also promoted at the regional level. Organisations such as the OAS, ECLAC and the UNDP are the main promoters of these initiatives across the region. For example, the Gender Equality Observatory for Latin America and the Caribbean managed by the ECLAC gender division is the main coordinator centre within the region in terms of studies and indicators on the situation of women (ECLAC, 2012a). Similarly, the Economist Intelligence Unit in close collaboration with the Inter-American Development Bank (IDB) published in 2013 a study entitled Women's Entrepreneurial Venture Scope (WEVentureScope). This is an index which assesses the environment for supporting and growing women's micro, small, and medium-sized businesses in the region (World Bank, 2014). Although these efforts are specific for gender equality at the state level, they include dimensions related with the organisational arena in the form of economic empowerment and labour market indicators.

In terms of guidelines, international organisations have developed their own standards of expected corporate behaviour. In most of the cases, these efforts are based on broad guidelines for reporting, human rights, and CSR in general. As such, there is no effort which does not refer to the OECD Guidelines for Multinational Enterprises (OECD, 2011), the ISO 26000 (ISO, 2010), the UN Guiding Principles on Business and Human Rights (UNHR, 2011), the ten principles of the Global Compact (UN & Deloitte, 2010), and the GRI

guidelines for sustainable reporting (GRI, 2013). Although these standards represent fundamental principles of corporate behaviour in areas beyond gender issues, the promotion of gender equality is included within the expected corporate behaviour and consolidated by the UN Women and Global Compact Women's Empowerment Principles (UN Women & UN Global Compact, 2011).

Similarly, a number of efforts have been made at the regional level to improve the level of gender awareness among government institutions and the private sector. In this respect, a big deal of initiatives have aimed at strengthening institutional capacity. As such, several training programmes have been implemented by Central American Integration System (SICA) in order to underline the link between gender, economic integration and development. Similarly, the ECLAC has been an important promoter of distance-learning courses on gender issues, and the OAS has focused on strengthening gender specialized units within labour ministries. The private sector has been also a target of these training programmes. For example, the OAS has implemented a training module on CSR and gender equality for small and medium enterprises; and the IDB has largely focused on the development of training programmes to support companies' solutions for disadvantaged groups.

Unlike the wide use of informational resources, there are not many examples of economic incentives to promote corporate engagement in the reviewed reports. At the international level the UNIDO and the UN Women have designed the SEED Gender Equality Award which gives a financial contribution of US$5,000 to women entrepreneurs tacking poverty and social exclusion. At the regional level the IDB have also designed a financial programme called Opportunities for the Majority Initiative for companies addressing social issues for disadvantaged groups in the market.

Sealing commitment: Of partnerships and policy networks

Going one additional step forward in CSR public policy, it is crucial to identify women as stakeholders in development processes. By doing so, it is possible to facilitate equal

access to and an equal share in the benefits of policies and initiatives (ECLAC, 2012c). Partnerships and policy networks aim at this by including women in consultations and in policy and programme design and implementation. While partnerships include international and governmental institutions, and the private sector; policy networks combine the individual strengths of the private, public, and civil society sector in order to achieve gender equality. A summary of the initiatives found in the reports is presented in Table 6.

Table 6: Partnerships, hybrid instruments and public policy networks

		Partnerships	Hybrid	Public Policy Networks
International		- L'Oréal-UNESCO For Women in Science programme - The UN Foundation & Exxon Mobile Roadmap for Promoting Women's Economic Empowerment - UN Global Compact & Verisk Maplecroft Forum on Human Rights and Business Dilemmas - AVIVA The Corporate Sustainability Reporting Coalition - Rio+20 Corporate Sustainability Forum - Global Banking Alliance for Women - WINvest initiative - European Union & Oxfam initiative Opening Worlds: migrant women, women with rights - APEC High-level Policy Dialogue on Women and the Economy forum	- Every Woman Every Child - The Sustainable Stock Exchanges (SSE) Initiative - The Global Alliance for Clean Cookstoves - Women in Informal Employment: Globalizing and Organizing (WIEGO)	- Global Reporting Initiative (GRI) - UN Global Compact - UN Women & UN Global Compact Women's empowerment principles - IFC & ILO Better Work
Regional			- Network of Latin American and Caribbean Women in Management (Women in Management - WiM) - Network of Documentation Centres on the Rights of Women in Central America (CDMujeres) - Coordinator of Fair Trade Small Producers of Latin America and the Caribbean (CLAC)	- Certification Programmes for Gender Equality Management Systems - America Latina Genera

At the international level, several examples of partnerships can be found. Some of them are based on membership and led by a multilateral organisation such as the World Bank and its WINvest initiative, and the UN with the Rio+20 Corporate Sustainability Forum. Some others are specific cooperation between a multinational corporation and an international body such as the partnerships between L'Oréal and the UNESCO to promote women in science, or the partnership between the UN Foundation and Exxon Mobile to

develop a roadmap for women's economic empowerment, and the forum on human rights and business dilemmas developed by the UN Global Compact and Verisk Maplecroft. There also some examples of jointly initiatives led entirely by the private sector. They take the form of alliances such as the Global Banking Alliance for Women, and coalitions such as the AVIVA Corporate Sustainability Reporting Coalition. These initiatives are led by companies and in most of the cases include only business leaders.

In Latin America few examples of partnerships were found and with limited governmental and private sector participation. They are not necessarily specific for Latin American countries, but they are included as members. In this respect, the Asian-Pacific Economic Cooperation (APEC) has established a partnership to promote women's economic empowerment across their members, this initiative included countries such as Chile, Mexico, and Peru. The initiative hosted the High-level Policy Dialogue on Women and the Economy forum in 2015 where the role of women in the economy was again acknowledged. Finally, another partnership between the European Union and the Oxfam called the Opening Worlds initiative addresses migrant women's rights in Colombia, Ecuador, Bolivia, Peru and also Spain.

Hybrid policy instruments are mechanisms that can help to overcome partnerships limitations across the region. Hybrid policy initiatives combine several instruments to achieve their outcomes. They can take several forms and be led by public institutions, civil society, and/or the private sector. As such, several examples of these initiatives can be found at the international level. For instance, the UN programme Every Woman Every Child combines states commitments, informational resources, and partnerships to promote women and children's health around the world. Although in a less extent, the programme also includes private sector cases of successful partnerships.

Similarly, global alliances have helped states to overcome specific issues affecting women. For example, the Global Alliance for Clean Cookstoves gathers public, private and non-profit organisations, information, and even financial incentives to facilitate the use and development of clean cook stoves solutions in developing countries. The initiative is

coordinated by the UN Foundation and has focused in eight countries including one in Latin America, Guatemala. With a different focus, the Sustainable Stock Exchanges (SSE) Initiative also promotes partnerships with the private sector, forums and informational resources to encourage sustainable investment. Different from the others, the SSE includes gender issues but in a lesser extent and only with more strength in recent years.

Civil society organisations have also developed networks to facilitate women's economic empowerment. These initiatives based its work not only on research and informational resources, but also on partnerships and forums. For example, WIEGO (Women in Informal Employment) is a global research-policy network that seeks to improve the status of women in the informal economy. Focal countries of their work in Latin American have been Chile, Uruguay, Argentina, Peru, Brazil, Ecuador, Colombia, and Nicaragua. Similarly in Central America 27 feminist and women civil society organisations conform the network of documentation centres on the rights of women or CDMujeres. They promote women's rights by developing partnerships and informational resources. In the organisational arena a similar experience has been the Women in Management network. This network is based in membership and it has become an important platform to share experiences and disseminate information relevant for the private sector.

Although useful at combining a number of initiatives, most hybrid policy instruments lack of effective corporate guidelines, enforcement mechanisms, and ongoing review. Global public policy networks (GPPN) can be suitable tools to overcome these limitations. Although GPPN have been featured as global networks to refer to the international sphere, regional examples of these networks can be also found. Subsequently, here GPPN is used to refer to the networks internationally developed and RPPN to the ones which were born in Latin America. In both cases, these policy networks can promote corporate responsible practices to achieve gender equality by integrating all previous policy instruments and including governance mechanisms to ensure compliance.

Most of the public policy networks mentioned in the literature have been created in the international sphere. As such, well-known GPPN are the Global Reporting Initiative

(GRI), the UN Global Compact (UNGC), the Women's empowerment principles, and the ILO Better Work programme. These networks include guidance and standards for corporate behaviour. Compliance with these standards is a requirement for companies that want to be part of the networks. As these networks are based on voluntary commitments, enforcement mechanisms are based mainly on corporate reputation and membership status. Ongoing evaluation of progress in the implementation of the network's recommendations is the key mechanism to assure compliance and further action.

Unlike most of previous policy instruments found in this study, GPPN are primarily aimed at working and engaging the private sector. The main purpose is to promote corporate involvement on transparency, respect to human rights, women's empowerment, and women's working conditions. Although all the networks include gender issues as a part of their areas of work, the level of attention can vary among them. As such, the well-known GRI and UN Global Compact have been criticised because, although included, gender issues have been limited in scope and received little attention (Grosser & Moon, 2005, 2008, Kilgour, 2007, 2012). In order to address some of these limitations, the UNGC and UN Women launched in 2010 the Women's Empowerment Principles. The initiative encourages businesses to work for gender equality and respect women's rights at work and in their communities. Similarly, in 2007 the ILO and IFC launched the Better Work programme to improve working conditions in the garment industry. This project has been implemented in companies in eight countries around the world including Nicaragua.

In Latin America there is also one regional example of public policy networks working on gender equity at work. The UNDP launched in 2006 the platform called *America Latina Genera* which offers support for governments and the private sector on the implementation of standards, training, key performance indicators, and forums on gender equality at work. In this respect, one of the most widespread mechanisms has been represented by the certification programmes for gender equality management systems across the region (Rodriguez, 2010). Currently, the platform gives support for governments interested in developed their own management system aiming at achieving gender equality at work.

Twelve countries have already developed their domestic programmes and the community have added more than 1700 companies (www.americalatinagenera.org).

Discussion and the Way Forward

The barriers and discrimination that women face in labour market access and maintenance are a factor in inequality and in poverty across Latin America. Women continue to face extensive gender equality gaps with respect to labour participation, unemployment, income, informal employment, and unequal distribution of labour between men and women in the care of family members and household responsibilities (CIM, 2011). Addressing this situation calls for mechanisms to facilitate the conciliation of paid and non-paid work, to compensate for unequal participation in job related networks; to train women in knowledge and skills that open new employment opportunities; to promote independent employment; and to combat the cultural prejudice and discrimination, among others (ECLAC, 2013).

The implementation of these efforts is not the responsibility of public governance organisations, civil society, or the private sector alone (Dickens, 1999). However, governance institutions play a key role in setting enabling conditions for stakeholder engagement. Under this perspective, the purpose of this study was to explore how CSR and gender issues are being promoted by global public governance institutions in Latin America. This chapter focused on identifying international and regional public policy initiatives seeking to engage the private sector in gender equality issues at work.

By identifying international and regional policy instruments using the hard to soft regulation continuum (Abbott & Snidal, 2000), three categories of policies were identified in line with previous studies (Reinicke, 1999; Steurer, 2010; Steurer et al., 2012). Firstly, Protective or legal measures have had an important development and integration in the Latin American region. International law and voluntary state commitments have set the direction for countries in terms of what the international sphere is expecting in terms of gender equality as a human right. In this respect, international law has been strongly linked with

human rights protection, whereas states' voluntary commitments have been framed also within the global development agenda.

In this respect, one of the first measures countries took to advance gender equality was to ratify international conventions and adapt national laws. Most of the countries of the region now have national-level legal and policy frameworks that uphold the provisions of international and regional agreements. For example, many have enacted laws recognizing equal pay for men and women as well women's right to maternity leave and other legal protections during pregnancy as requested by the ILO conventions (ECLAC, FAO, UN Women, UNDP, & ILO, 2013). Some progress has been also made related to discrimination against women in recruitment and selection, in the elimination of sexist language in legislation, and in the inclusion of equality and labour discrimination in national legislations (ILO, 2011). Countries around the region have established penalties for sexual harassment at work, either directly or indirectly. In some countries such as El Salvador, Brazil, Mexico and Panama, sexual harassment is a criminal offense under their penal codes. In other countries like the Dominican Republic and Panama, sexual harassment is an offense under the Labour Code (IACHR, 2011b).

Similarly, the laws of almost every country guarantee pregnant women job stability and offer them various types of leave and protections against discrimination because of gender or pregnancy (IACHR, 2011b). For example, in the case of Bolivia and Venezuela, a pregnant working woman cannot be terminated during her pregnancy or for 12 months following childbirth, while for Chile and Panama the period of protection is 12 months from the date on which the employee's maternity leave ended. Additionally, almost every country grants at least 12 weeks' maternity leave, which includes the pre-partum period, childbirth and post-partum period. In particular, Venezuela, Chile and Cuba grant the working woman 18 weeks' maternity leave at full pay.

Despite the relevance of these instruments, not all countries in the region have ratified the UN, ILO and inter-American conventions about human rights and gender issues. It is especially interesting to notice that Cuba is the only country that has ratified convention

no 183 on Maternity Protection Convention (No. 183). This is the most up-to-date convention on the matter (in force from 2000). It establishes a minimum of 14 weeks maternity leave as well as breastfeeding rights within working hours. Previous conventions in this area established 6 and 12 weeks (convention no 3 of 1919 and no 103 of 1952, respectively). These former conventions are still in force in countries such as Argentina, Colombia, Cuba, Nicaragua, Panama, and Venezuela for convention no 3; and Bolivia, Brazil, Chile, Ecuador, Guatemala and Uruguay for convention no 103. Similar is the situation for the convention on Workers with Family Responsibilities. The low level of ratification of these conventions can be to some extent explained by the reduced institutional capacity to provide public care services across the region (ECLAC, 2014).

Secondly, promoting measures have had an important focus on informational resources making research and guidelines available. Research implemented by international and regional organisations has been key to understand gender inequalities across the region and facilitate the development of country policies aiming at reduce these inequalities. In this respect, public policy awareness regarding the potential contribution of the private sector in addressing gender issues at work has significantly increased. Most international CSR standards include gender diversity as one dimension for sustainable reporting (GRI, 2013) and responsible working practices (ISO, 2010). Similarly, specific international and regional gender equality instruments for corporate behaviour have emerged calling organisations to include gender issues at work as a specific area within their CSR policies (Rodriguez, 2010; UN Women & UN Global Compact, 2011).

However, promoting measures based on economic incentives are still few in number according to this analysis. This is not only common at the national and regional levels, but also at the country level. Governments in the region have developed plans and policies for gender equality with specific objectives aimed at promoting women's economic participation. However, these plans do not form part of the state economic and business agendas (WEF, 2014a). Similarly, the analysed reports do not present national examples beyond conditional

cash transfer programmes which do not target the private sector, but the poorest households in the region.

Finally, commitment measures including partnerships, hybrid instruments and policy networks (international and regional) are also being integrated within the region. However, most of these initiatives are promoted at the international level with little participation of regional institutions. Although this lack of examples of regional initiates cannot be taken as an accurate description of the regional context, it suggests difficulties to integrate public and private efforts on gender equality. Public sector institutions, civil society and the private sector have shown a deficiency of cooperation across the region. This is also reproduced at the country level where policy agreements between government and the private sector have been largely unreliable (ECLAC, 2012b). When the time comes for the public sector to release funds or for the private sector to make matching investment and spending commitments the cooperation is broken or weakened.

As results, this analysis suggests a number of opportunities in terms of public governance in Latin America and private sector engagement. On the one hand, it underlines the need of strengthening the full range of policy instruments with particular focus on identifying economic incentives for corporate engagement, developing multi-stakeholder partnerships, and reinforcing gender issues within public policy networks at the international and regional level. On the other hand, it emphasises the link between business and human rights including women's rights at work and the need of integrating gender issues within the CSR agenda. In this respect, most of the international and regional policy instruments refer to gender issues at work in terms of equality, equity, and human rights, whereas the private sector frequently refers to them as diversity management issues and the business case (Guillaume, Dawson, Woods, Sacramento, & West, 2013). Although the moral or ethical case for diversity is being considered within this approach (Burns & Schapper, 2008; Gotsis & Kortezi, 2013; van Dijk, van Engen, & Paauwe, 2012), competing arguments and term complexity are still limiting the adoption of a more aligned business role to gender issues at work (Oswick & Noon, 2014; Wrench, 2005)

Additionally, the limitations of this analysis also suggest lines for future research. In this respect, this study did not analyse individual countries, but regional and international initiatives and approaches. Although regional challenges and trends can be identified in terms of CSR public policy and gender equality challenges through this analysis, there is still a need of sub regional and country level analysis. In this respect, within Latin America differences between countries and groups of countries also matter. For examples, while in South America progress has been done to facilitate maternity and paternity leave, in Central America discriminatory dismissal is still frequent due to maternity, and pregnancy tests are still used in the recruitment and selection processes (ILO, 2011). Similarly, further country analysis is needed to identify the kinds of challenges that exist for individual governments in terms of CSR public policy and the integration of gender equality within the domestic agenda. In this respect, future effort could focus on identifying the role of the public sector on CSR issues and the efficacy of national initiatives at encouraging private sector participation in gender equality issues.

Finally, this study was based on a qualitative documentary analysis which is limited for at least three reasons. First, this analysis only considered official reports. This means that the report's author must be the organisation. This approach is limited as 22 documents were not included in this analysis due to this reason, even though they were published by the organisation's website. Second, official acts and declarations were not included in this analysis. This represents limitations as they can contain not only specific policy initiatives, but also country report progress. Third, the inclusion of Spanish speaking countries left Brazil out of this analysis. This omission reduces the possibility of generalise the results of this analysis to the entire Latin American region considering the size and important economic development of Brazil. Finally, this study relied on documents published on the public domain; however, most of the sub-regional organisations did not have a report section or a search engine on their webpages limiting the accuracy of data collection process.

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Appendix A

List of Reports Included in the Analysis

Organisation	Year	Document Title
Economic Commission for Latin America and the Caribbean (ECLAC)	2013	A look at grants: support and burden for women
Economic Commission for Latin America and the Caribbean (ECLAC)	2011	Latin America and the Caribbean before rio+21
Economic Commission for Latin America and the Caribbean (ECLAC)	2014	Compacts for equality towards a sustainable future
Economic Commission for Latin America and the Caribbean (ECLAC)	2012	Eslabones de la desigualdad: heterogeneidad estructural, empleo y protección social
Economic Commission for Latin America and the Caribbean (ECLAC)	2010	Latin America in the mirror. Objective and subjective dimensions of social inequity and well-being in the region
Economic Commission for Latin America and the Caribbean (ECLAC)	2013	Prospectiva y desarrollo: el clima de la igualdad en américa latina y el caribe a 2020
Economic Commission for Latin America and the Caribbean (ECLAC)	2012	Structural change for equality an integrated approach to development
Economic Commission for Latin America and the Caribbean (ECLAC)	2014	Preliminary reflections on Latin America and the Caribbean in the port-2015 development agenda based on the trilogy of equality
Economic Commission for Latin America and the Caribbean (ECLAC)	2010	Time for equality: closing gaps, opening trails
Economic Commission for Latin America and the Caribbean (ECLAC)	2014	Mujeres indígenas: nuevas protagonistas para nuevas políticas
Economic Commission for Latin America and the Caribbean (ECLAC)	2013	Trabajo decente e igualdad de género políticas para mejorar el acceso y la calidad del empleo de las mujeres en américa latina y el caribe
Economic Commission for Latin America and the Caribbean (ECLAC)	2010	What kind of state? What kind of equality?
Economic Commission for Latin America and the Caribbean (ECLAC)	2013	Women in the digital economy: breaking through the equality threshold
Global Reporting Initiative (GRI)	2013	Carrots and sticks: sustainability reporting policies worldwide
Global Reporting Initiative (GRI)	2013	Sustainability topics for sectors: what do stakeholders want to know?
Global Reporting Initiative (GRI)	2013	GRI sustainability reporting guidelines

Inter-American Development Bank (IDB)	2012	Opportunities for the majority: bringing market-based solutions to Latin America and the Caribbean to promote social change
International Labour Organization (ILO)	2014	Achieving stronger growth by promoting a more gender- balanced economy
International Labour Organization (ILO)	2012	El desafío de la promoción de empresas sostenibles en américa latina y el caribe: un análisis regional comparativo
International Labour Organization (ILO)	2014	Employment policies for sustainable recovery and development
International Labour Organization (ILO)	2011	Equality at work: the continuing challenge
International Labour Organization (ILO)	2012	Gender equality and decent work selected ILO conventions and recommendations that promote gender equality as of 2012
International Labour Organization (ILO)	2011	Legislación y jurisprudencia comparadas sobre derechos laborales de las mujeres: Centroamérica y república dominicana
International Labour Organization (ILO)	2013	Men and masculinities promoting gender equality in the world of work
International Labour Organization (ILO)	2013	Score: sustaining competitive and responsible enterprises
International Labour Organization (ILO)	2014	Sustainable enterprises creating more and better jobs
International Labour Organization (ILO)	2014	Report VI: employment policies for sustainable recovery and development
International Organization for Standardization (ISO)	2010	Discovering ISO 26000
International Organization for Standardization (ISO)	2010	ISO 26000 - guidance on social responsibility
International Organization for Standardization (ISO) and Global Reporting Initiative (GRI)	2014	GRI G4 guidelines and ISO 26000:2010 - how to use the GRI G$ guidelines and ISO 26000 in conjunction
Mercosur	2013	Lineamientos de política de igualdad de género en el Mercosur
Organization of American States (OAS)	2011	Advancing gender equality in the context of decent work
Organization of American States (OAS)	2012	Institutionalization of a gender approach in the ministries of labour of the Americas:

		follow-up to the workshops on strategic planning with a gender perspective
Organization of American States (OAS)	2011	Legal standards related to gender equality and women's rights in the inter-American human rights system: development and application
Organization of American States (OAS)	2011	The road to substantive democracy: women's political participation in the Americas
Organization of American States (OAS)	2011	The work, education and resources of women: the road to equality in guaranteeing economic, social and cultural rights
Organisation for Economic Co-operation and Development (OECD)	2010	Atlas of gender and development: how social norms affect gender in non-OECD countries
Organisation for Economic Co-operation and Development (OECD)	2013	Development co-operation report 2013 ending poverty
Organisation for Economic Co-operation and Development (OECD)	2014	Financing the unfinished business of gender equality and women's rights: priorities for the post-2015 framework
Organisation for Economic Co-operation and Development (OECD)	2013	Gender equality and women's rights in the post-2015 agenda: a foundation for sustainable development
Organisation for Economic Co-operation and Development (OECD)	2012	Closing the gender gap: act now
Organisation for Economic Co-operation and Development (OECD)	2014	Women, government and policy making in OECD countries
Organisation for Economic Co-operation and Development (OECD)	2011	OECD guidelines for multinational enterprises
Sistema de Integración Centro Americana (SICA)	2013	Política regional de igualdad y equidad de género del sistema de la integración centroamericana
United Nations Conference on Trade and Development (UNCTAD)	2011	Applying gender lens to science, technology and innovation
United Nations Conference on Trade and Development (UNCTAD)	2012	Inclusive and gender-sensitive development paths
United Nations Conference on Trade and Development (UNCTAD)	2013	Trade, gender and development
United Nations Conference on Trade and Development (UNCTAD)	2014	Trade, gender and the post-2015 development agenda
United Nations Conference on Trade and	2014	Tackling inequality through trade and

Development (UNCTAD)		development in the post-2015 development agenda
United Nations Development Programme (UNDP)	2011	The business case for mainstreaming gender in REDD+
United Nations Development Programme (UNDP)	2014	Gender equality in public administration
United Nations Development Programme (UNDP)	2014	Governance for sustainable development: integrating governance in the post-2015 development framework
United Nations Development Programme (UNDP)	2013	Green jobs for women and youth: what can local governments do?
United Nations Development Programme (UNDP)	2013	Improving women's access to justice during and after conflict: mapping un rule of law engagement
United Nations Development Programme (UNDP)	2013	Making joint gender programmes work
United Nations Development Programme (UNDP)	2014	The role of the private sector in inclusive development
United Nations Development Programme (UNDP)	2013	Humanity divided: confronting inequality in developing countries
United Nations Industrial Development Organization (UNIDO)	2013	Empowering women: fostering entrepreneurship
United Nations Industrial Development Organization (UNIDO)	2013	Sustainable energy for all: the gender dimensions
United Nations Industrial Development Organization (UNIDO)	2014	Engaging with the private sector in the post-2015 agenda
United Nations (UN)	2011	Economic empowerment of women
United Nations (UN)	2011	Empowerment of rural women: the role of gender-responsive governance and institutions
United Nations (UN)	2013	Global corporate sustainability report 2013
United Nations (UN)	2011	Integrating a gender perspective into national development strategies
United Nations (UN)	2013	Measures taken and progress achieved in follow-up to the implementation of the Beijing declaration and platform for action and the outcome of the twenty-third special session of the general assembly
United Nations (UN)	2013	Measures taken and progress achieved in the

		promotion of women and political participation
United Nations (UN)	2014	Millennium development goals gender chart
United Nations (UN)	2014	Regional perspectives on sustainable development: advancing integration of its three dimensions through regional action
United Nations (UN)	2013	Report of the working group on the issue of discrimination against women in law and in practice
United Nations (UN)	2014	Social and solidarity economy and the challenge of sustainable development
United Nations (UN)	2012	Sustainable development 20 years on from the earth summit: progress, gaps and strategic guidelines for Latin America and the Caribbean
United Nations (UN)	2014	Sustainable development in action
United Nations (UN)	2013	Sustainable development in Latin America and the Caribbean: follow-up to the united nations development agenda beyond 2015 and to rio+20
United Nations (UN)	2013	A million voices: the world we want
United Nations (UN)	2013	Inequality matters
United Nations (UN)	2012	Realizing the future we want for all
United Nations (UN)	2011	Guiding principles on business and human rights: implementing the united nations 'protect, respect and remedy' framework
United Nations (UN)	2012	Guiding principles on business and human rights: an interpretive guide
United Nations Research Institute for Social Development (UNRISD)	2012	Gendered impacts of globalization: employment and social protection
United Nations Research Institute for Social Development (UNRISD)	2014	Social drivers of sustainable development
United Nations Research Institute for Social Development (UNRISD)	2012	Inequalities and the post-2015 development agenda
UN Women	2013	A transformative goal in the region for the future we want
UN Women	2013	A transformative stand-alone goal on achieving gender equality, women's rights and women's empowerment: imperatives and key components

UN Women	2013	Advancing gender equality: promising practices
UN Women	2012	Handbook for legislation on violence against women
UN Women	2012	Handbook for national action plans on violence against women
UN Women	2013	Realizing women's rights to land and other productive resources
UN Women	2012	The future women want: a vision of sustainable development for all
UN Women	2011	The gender dividend - a business case for gender equality
UN Women	2014	The global economic crisis and gender equality
UN Women	2011	Women's empowerment principles - equality means business
World Economic Forum (WEF)	2014	Creating new models innovative public-private partnerships for inclusive development in Latin America
World Economic Forum (WEF)	2013	Five challenges, one solution: women
World Economic Forum (WEF)	2014	The global gender gap report 2014
World Economic Forum (WEF)	2014	White paper on business sustainability: what it is and why it matters
World Health Organization (WHO)	2011	Building healthy and equitable workplaces for women and men: a resource for employers and worker representatives
World Health Organization (WHO)	2013	Closing the health equity gap: policy options and opportunities for action
World Health Organization (WHO)	2014	Every woman, every child: a post-2015 vision
World Health Organization (WHO)	2010	Gender, women and primary health care renewal a discussion paper
World Health Organization (WHO)	2011	Gender, work and health
World Health Organization (WHO)	2010	Policy approaches to engaging men and boys in achieving gender equality and health equity
World Health Organization (WHO)	2012	Understanding and addressing violence against women
World Bank	2012	A gender (r)evolution in the making - expanding women's economic opportunities in Central America: a decade in review

World Bank	2010	An evaluation of the world bank support. 2002-08 gender and development
World Bank	2011	Gender and climate change: three things you should know
World Bank	2014	Gender at work: a companion to the world development report on jobs
World Bank	2011	World development report 2012: gender equality and development
World Bank	2012	Gender issues in monitoring and evaluation in agriculture
World Bank	2011	Getting to equal: promoting gender equality through human development
World Bank	2013	Integrating gender into poverty and social impact analysis
World Bank	2012	Steps to strides: the sustainable development network's companion to the world development report 2012
World Bank	2012	The effect of women's economic power in Latin America and the Caribbean
World Bank	2011	Women and business: drivers of development
World Bank	2012	Women's economic empowerment in Latin America and the Caribbean
World Bank	2013	Women, business and the law 2014 removing restrictions to enhance gender equality

Appendix B

Full Thematic Framework

Main theme	Subtheme	Description
1.0 Protective instruments	1.1 International law	Internationally agreed formal rules recognised by Latin American nations as binding in their relations with one another.
	1.2 Regional law	Regionally agreed formal rules and recognised by Latin American nations as binding in their relations with other countries across the region
	1.3 National examples	Example of laws enacted by a Latin American country to regulate their internal relations
	1.4 International conventions and agreements	Latin American states voluntary commitment with a particular international agenda. Not legally binding
	1.5 Regional conventions and agreements	Latin American states voluntary commitment with a particular regional agenda. Not legally binding
2.0 Promoting instruments	2.1 International economic incentives	Subsidies and awards provided by an international organisation and including Latin American countries
	2.2 Regional economic incentives	Subsidies and awards provided by a regional organisation and including Latin American countries
	2.3 International informational initiatives	Internationally-led awareness rising initiatives such as guidelines, training, and websites, among others.
	2.4 Regional information initiatives	Regionally-led awareness rising initiatives such as guidelines, training, and websites, among others.
	2.5 National examples	Examples of incentives and/or informational initiatives developed by country level institutions
3.0 Commitment instruments	3.1 International partnerships	Agreements between international organisations and the private / civil society sector including formal partnerships, negotiated agreements, and stakeholder forums
	3.2 Regional partnerships	Agreements between regional organisations

		and the private / civil society sector including formal partnerships, negotiated agreements, and stakeholder forums
	3.3 International hybrid initiatives	Internationally-led initiatives based on more than one instrument equally including CSR/gender platforms, centres, and networks
	3.4 Regional hybrid initiatives	Regionally-led initiatives based on more than one instrument equally including CSR/gender platforms, centres, and networks
	3.5 International public policy networks	Internationally-led alliances of government agencies, international organisations, corporations, and civil society representatives to achieve what none can accomplish on its own
	3.6 Regional public policy networks	Regionally-led alliances of government agencies, international organisations, corporations, and civil society representatives to achieve what none can accomplish on its own
	3.7 National examples	Examples of partnerships, hybrid instruments and/or public policy networks developed by country level institutions
4.0 Relevant concepts	4.1 Definitions	CSR or gender related concepts and their definition
	4.2 Areas of work	Dimensions in which reports are focused such as women's rights, economic empowerment, education, etc.
	4.3 Indicators & measures	Key performance indicators and tools for measuring progress in gender equality
	4.4 Related approaches	Related approaches to understand gender equality and CSR such as capability approach, outcome based approach, human rights, etc.
5.0 Progress and challenges	5.1 Global challenges	Aspects in which the gender gap has not been closed globally
	5.2 Regional challenges	Aspects in which the gender gap has not been closed in Latin America
	5.3 Local challenges	Aspects in which the gender gap has not been closed in a specific country
	5.4 Global progress	Aspects in which the gender gap has been

		reduced globally
	5.5 Regional progress	Aspects in which the gender gap has been reduced in Latin America
	5.6 Local progress	Aspects in which the gender gap has been reduced in a specific country
	5.7 Suggestions for policy making	Specific propositions for public policy in order to advance in gender equality
6.0 Business case	6.1 Gender (in)equality Impact	Positive and negatives outcomes of gender issues (equality and inequality)
	6.2 CSR impact	Positive and negative impacts of CSR
	6.3 Drivers and barriers	Elements facilitating or blocking the achievement of gender equality and/or the implementation of CSR
7.0 Roles and responsibilities	7.1 Public sector role	The role of governments and governmental institutions in achieving gender equality and/or implementing CSR
	7.2 Private sector role	The role of companies in achieving gender equality and/or implementing CSR
	7.3 Other national stakeholders role	The role of local civil society organisations in achieving gender equality and/or implementing CSR
	7.4 Share responsibilities	Dimensions to be treated as a concern of all stakeholders within a country