Guidelines for Women's Leadership and Skills Development in the Private Sector in Jordan

Contents

Foreword

The Guidelines for Women's Leadership and Skills Development in the Private Sector are designed to support private sector institutions in Jordan in enhancing women's representation in leadership and decision-making positions. This effort is undertaken under the UN Women and International Labor Organization (ILO) joint programme "Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine", which is generously funded by the Swedish International Development Cooperation Agency (Sida).[1] The joint programme aims to promote productive employment and decent work for women in the region by promoting equitable laws and policies, engaging public, private and community actors, and reducing the uneven burden of unpaid care work.

UN Women developed these Guidelines in partnership with a range of key stakeholders, including the Government, Women's Empowerment Principles signatories from the private sector, the Jordanian National Commission for Women, civil society, associations of employers and employees and development partners.

Acknowledgements

UN Women would like to express its gratitude for the time, energy and collaboration received from the group of women and men who supported the design of the Guidelines, particularly in reviewing and validating the Guidelines presented in this booklet and participating in the bilateral and group consultation sessions for the purpose of their development.

The feedback we received was critical, extremely valuable, and very constructive. On the basis of the many elaborate comments, suggestions and corrections we received, a list of guidelines in the form of building blocks and implementation pillars were developed. This has always been a collaborative effort, informed by the great insights provided by different participants. The names of the 60 women and men who participated in reviewing this document are listed in the Appendix on pages 25–27.

To all involved, we are grateful for the time and effort you provided in order for the Guidelines to come to fruition.

UN Women Team

List of abbreviations

ARDD	Arab Renaissance for Democracy and Development
C-Suite	Chief-level, high-ranking executive managers in an organization
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
COVID-19	Coronavirus Disease of 2019
G20	Group of 20
GRI	Global Reporting Initiative
HR	Human resources
IFC	International Finance Corporation
ILO	International Labour Organization
KPI	Key Performance Indicator
MENA	Middle East and North Africa
MoU	Memorandum of Understanding
OECD	Organisation for Economic Co-operation and Development
PMS	Performance Management System
ROA	Return on Assets
ROE	Return on Equity
SME	Small and medium-sized enterprise
SSC	Social Security Corporation
UAE	United Arab Emirates
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WEPs	Women's Empowerment Principles

I. Introduction and background

Enhancing women's leadership, representation and skills in Jordan's private sector is a key focus of the regional UN Women and ILO joint programme "Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine". The joint programme aims to address the structural, cultural, and institutional causes of inequalities that prevent women from enjoying equal opportunities for decent work. Its focus on women's leadership representation and skills reflects not only that skilled women leaders are essential to bridging the gender gap in economic participation and support inclusive and sustainable economic growth but are also instrumental in enhancing corporate governance and the financial positions of enterprises.

One of the main vehicles developed for this purpose is the partnership to support a gender responsive private sector that attracts, retains, and promotes women.

Among the primary tools developed for this goal are the Women's Empowerment Principles (WEPs), which offer guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace, and community. Developed by UN Women and the UN Global Compact, the WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility to ensure, gender equality and women's empowerment.[2]

To respond to the gap in leadership and representation of women in the private sector in Jordan, and to assist and help govern the implementation and institutionalization of good practices, UN Women has developed this set of Guidelines for Women's Leadership and Skills Development in the Private Sector. They seek to support private sector institutions in their merit-based efforts by addressing the main policies and practices required to promote women to leadership and decision-making positions.

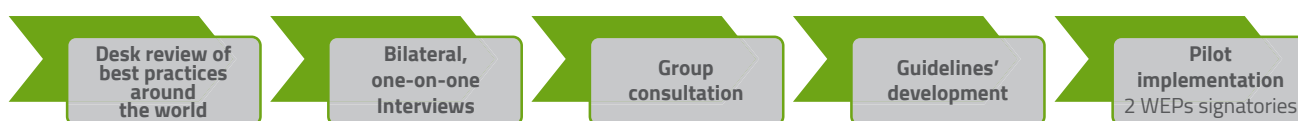(2) For more information on the WEPs, see https://www.weps.org/about.

Objectives

The Guidelines aim to achieve three important outcomes:

1. Private sector enterprises, boards, businesswomen, and businessmen are publicly committed to enhancing women's representations in leadership and decision-making positions.

2. Women's representation in leadership and decision-making positions in Jordan's private sector is increased through the introduction of institutional policies and practices that ensure women's access to leadership and skills development opportunities.

3. Private sector institutions informed of what are the measures needed to be introduced to enhance women's access to leadership and decision-making positions.

Methodology

Developing the Guidelines involved desk research[3] and a series of intensive bilateral and focus group consultations that were both participatory and collaborative.[4] These sessions sought to test the Guidelines' applicability and alignment to the local context in Jordan, address the identified gaps in the guidelines and ensure they are user-friendly.[5]

Figure 1. Work methodology

| Desk review of best practices around the world | Bilateral, one-on-one Interviews | Group consultation | Guidelines' development | Pilot implementation 2 WEPs signatories |

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(3) The desk research included: 1) a comprehensive desk review of efforts across the globe where guidelines to enhance women's leadership representation and skills were identified and successfully implemented; 2) a review of publications released by the private sector and relevant international and national organizations related to skills development, career path and advancement, and leadership of women in the private sector.

(4) A list of all participants and their institutional affiliation is presented at the end of the document.

(5) UN Women's consultancy framework: https://untalent.org/jobs/guidelines-and-programmes-for-the-skills-development-and-leadership-of-women-in-the-private-sector. After the finalization and launch of the present guidelines, a pilot implementation will follow in collaboration with two selected WEPs signatories

II. The Guidelines' rationale

Achieving gender equality in the private sector is not only a moral imperative but it also has wider economic benefits. Women's representation in leadership positions, including at the chief (C-Suite) level, and in upper management and board positions is one of the main indicators for measuring equality in women's representation. Other indicators include women's participation and retention in the labour market, the gender pay gap, and women's ownership of businesses, assets, and capital.

All over the world, statistics show that women still face horizontal and vertical gender-based segregation and bias. European countries lead the world on gender diversity in the boardroom, with Norway, France, Sweden, and Italy among the countries with the highest percentage of women serving on boards. Countries in the Middle East, Americas and Asia-Pacific regions have progressed the least. With respect to women chairs, these three regions have similar percentages: the Middle East and Northern Africa (5 per cent), the Americas (4 per cent) and Asia-Pacific (4 per cent).[6]

Such inequality is often attributed to workplace-related institutional, structural and cultural practices and barriers. These include the "glass ceiling effect", the "sticky floor", the "labyrinth of leadership", the "broken rung", and the "imposter syndrome" (see Box 1).

Recent statistics provide some hope. Globally, the proportion of women in senior management roles is reported to have grown to 31 per cent[7] as of 2021. This is the highest percentage ever recorded in history thus far. These statistics further suggest that 90 per cent of companies worldwide had at least one woman in a senior management role as of 2021.[8] Although women leaders are still more likely to be human resources (HR) directors compared to other roles, the proportion of women in other leadership roles –

Box 1. Barriers to women's leadership in the private sector

a.) The "glass-ceiling" is a term referring to how the prospects for women's upward mobility in their jobs are limited, that promotional processes are vague, and that they are mostly indifferent to the diverse life (social and cultural) experiences of women and men. Men are often rewarded based on male privilege that lets them escape the social and cultural obligations that are expected of women.[1]

b.) The "sticky floor" metaphor refers to the kind of entry-level, less well-paid, less valued jobs women tend to be recruited for. Such careers often have no clear career prospects or stop at a certain level.[2]

c.) The "labyrinth of leadership" refers to the often vague and complex procedures of promotion and career progress. Career progress often depends on membership in support networks that often exclude women. Participation in activities outside work, which men can afford, are unattainable to women who must deal with a double work shift: one at home and another at their actual job.[3]

d.) The "broken rung" conjures the image of a broken ladder, or a career ladder missing a couple of steps, resulting in women remaining at entry-level positions far longer than men. Women often find themselves in such a position especially if they take maternal leave or leave to care for a family member.[4]

e.) The "imposter syndrome" is generally defined as doubting one's abilities and feeling like a fraud.

Sources:
[1] BBC News. 2017. "100 Women: 'Why I Invented the Glass Ceiling Phrase'. " 13 December.
[2] European Institute for Gender Equality. Undated. "Sticky floor."
[3] Eagly, Alice and Linda L. Carli. 2007. "Women and the Labyrinth of Leadership." Harvard Business Review.
[4] McKinsey & Company. 2022. "Women in the Workplace 2022."

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(6) Deloitte. 2015. Women in the boardroom: A Global Perspective.
(7) Grant Thornton. 2021. Women in Business Report 2021: A window of opportunity.
(8) Ibid.

like Chief Executive Officer (CEO), Chief Finance Officer (CFO), and Chief Information Officer (CIO) – has recently increased. In 2021, 26 per cent of all CEOs and managing directors were women, compared to only 15 per cent in 2019.[9]

The Fortune Global 500 reported an all-time high of 23 women CEOs in 2021, including six women of colour, as shown in Table 1.

Table 1. Women's representation in senior management: A global overview

Region	Percentage of women in senior management (2021)
World	26%
Middle East and Northern Africa	4.5%
Africa	39%
Southeast Asia	38%
Latin America	36%
European Union	34%
North America	33%
Asia Pacific	28%

Source: Hinchliffe, E. 2021. "The number of women running Global 500 businesses soars to an all-time high." Fortune.[10]

This table also reveals that the percentage of women in senior management in the Middle East and North Africa (MENA) region is the lowest in the world. While the global average is 26 per cent, the MENA average is only 4.5 per cent. The table also shows that Africa and Southeast Asia have the highest rates, at 39 and 38 per cent, respectively. Women have a long way to go in the MENA region, so urgent intervention is necessary.

There are several international frameworks that stress the need for gender diversity and good governance, and that link the two together. The Group of 20 (G20) and Organisation of Economic Co-operation and Development (OECD) Principles of Corporate Governance[11] emphasize the significance of policies to increase women's access to, and participation on, corporate boards and in senior management positions. According to the OECD, such measures and policies can be driven by governments, regulators, or companies themselves. Examples of such policies include: quotas; gender-responsive HR and procurement policies; reporting requirements; targets; voluntary disclosure by companies of gender composition or gender equality policies; increasing the size of a board; and actively recruiting qualified women to replace outgoing male board members.

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(9) Hinchliffe, E. 2021. "The number of women running Global 500 businesses soars to an all-time high." Fortune.
(10) Ibid
(11) OECD (Organisation of Economic Co-operation and Development). 1999. G20/OECD Principles of Corporate Governance.

In Jordan, some of these regulations would be of great value but would be challenging to implement. Some have been issued but have yet to be fully implemented. For example: The Social Security Corporation created the Maternity Fund and Raiyah programme to enhance women's employment and inclusion of social protection Programme; the Labor Law was amended to introduce equal pay for equal value of work, childcare and paternity leave. These laws, regulations, and national initiatives (with the exception of the Maternity Fund) are still not fully enforced nor implemented.[12]

In Jordan, despite the high levels of school and university enrolment for females, and their impressive academic achievement relative to their male counterparts,[13] women's labor force participation is among the lowest in the world, standing at around 14 per cent, compared to male participation of 53.2per cent.[14] Jordan's female unemployment rate is also nearly double that of men (about 25 per cent for wo en versus 12.5 per cent for men).[15]

Several barriers stand in the way of women's economic participation, including cultural and structural barriers. Women are also concentrated in economic sectors that align well with their socially assigned gender roles, such as education and health. Another key factor in women's low economic participation and retention in the labor market is the limited availability of leadership and professional development opportunities. According to Women on Boards Jordan, women in Jordan have limited representation in boardrooms and senior positions, both in publicly listed and private shareholder companies.

The onset of the global COVID-19 pandemic further strained the economic and employment situation of Jordanian women. In response, the Government of Jordan adopted several labour and social protection measures to address the urgent and emergent needs. During the pandemic, women's

Box 2: Women on boards in Jordan

In Jordan, women make up 21% of senior management in publicly listed companies, and 5% of their board members. Statics show that 78% of publicly listed companies' boards have no women.[5]

In private shareholder companies, women constitute 9.1% of senior management positions, and 2.6% of chair positions, which is considered the lowest in the world.[15]

- Box 3: Women's representation, by sector
- In health and education, where women constitute the majority of employees, women make up 12.5% of board members.
- In banking, where women comprise 35% (and in some banks even 55%) of the sector's employees, they only make 4.7% of board members.
- In mining, women make up 7.7% of board members.
- In diverse financial services, and the ICT sectors, women comprise 7.7%.
- It is also worth noting here that of the 20 sectors in the Kingdom, women are completely absent in five.
- Source: Women on Boards Jordan.

(12) Ibid
(13) Jordan has the highest rate of female literacy in MENA, at nearly 98 per cent, outperforming the United Arab Emirates (UAE) and Kuwait, among others.
(14) DOS (Department of Statistics). 2022. "Unemployment, 2nd quarter 2022."
(15) Ibid

economic participation fluctuated as their burden of care increased. Younger women, older women, women with disabilities, women working in the informal sector, and those living in rural areas were hit harder by the pandemic due to the additional challenges they face. Women are particularly vulnerable to layoffs and loss of livelihoods, as their employment is widely considered as secondary, especially given that many women working in the informal sector experienced a sharp decline in their income.[16]

These circumstances thus make it imperative to undertake measures to improve women's standing in the economy.

II.I. Challenges facing women's corporate leadership in Jordan

As mentioned, enhancing women's representation in corporate leadership and management is essential to achieve sound corporate governance, which in turn makes companies more likely to turn a profit. According to the International Finance Corporation (IFC), in Jordan and the Middle East, the composition of boards is essentially ad hoc.[17] This means that a variety of social, political, and cultural influences play a significant role in determining board membership. Most Jordanian companies are family businesses, so choosing board members is often based on personal relationships rather than the organization's need or professionalism. Accordingly, such businesses do not recognize the importance of separating ownership and management.

The challenges of integrating more women into decision-making in the private sector begs questions about women's leadership skillset and capacities, as well as the actual opportunities they get. Because women have been excluded from such positions for a long time, and the number of role models is limited, the situation becomes more challenging for the few women who do make it to positions of high management and boardrooms to form a critical mass and to counter masculine leadership models, alliances, and styles. Among the main barriers women face that hinder their economic participation and promotion to leadership and decision making positions are harmful social norms and gender stereotypes and their impact on institutional cultures, lack of equal access to training and career advancement opportunities, , violence and harassment in the world of work, type casting and stereotyping, inaccessibility to mentoring and sponsoring opportunities, the gender gaps in institutional policies especially concerning human resources, unfriendly work environment, inability to form a critical mass to achieve tangible change in senior positions and in Boards, mismatch between educational outcomes and labour market demand.

Below you can find more information concerning selected barriers. For more information about the other barriers, please refer to UN Women Jordan digital library "Meta-analysis on women's participation in the labour force in Jordan[18]

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(16) UN Women. 2020. *COVID-19 and Women's Economic Empowerment: Policy Recommendations for Strengthening Jordan's Recovery.*
(17) IFC Jordan. 2015. *Gender Diversity in Jordan: Research on the Impact of Gender Diversity on the Economic Performance of Companies in Jordan.*
(18) https://jordan.unwomen.org/en/digital-library/publications/2020/meta-analysis-on-womens-participation-in-the-labour-force-in-jordan

1. **The gender pay gap** is defined as "the gap in average wages paid to women compared to men".[19] While equal pay for work of equal value means that "all workers have the right to receive equal remuneration for work of equal value".[20]. Vague pay-scales, a motherhood penalty, glass ceilings that limit women access to opportunities to take on leadership roles, companies' varying tolerance of salary negotiation, and salary negotiation skills, which vary by gender, all play significant roles in creating gender pay gaps. In addition to all that, Jordan's patriarchal culture views women as secondary breadwinners and their work is seen as less valuable than and secondary to that of men, which contributes to women getting paid less. According to the World Economic Forum, globally women earn just 68 per cent of what men do for the same work, and just 40 per cent on average in countries with the least gender parity.[21] In Jordan, the pay gap between men and women stands at 15 per cent in the private sector and 13 per cent in the public sector.[22]

2. **Violence and harassment in the world of work** refers to "a range of unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual or economic harm, and includes gender-based violence and harassment", while gender-based violence and harassment refer to "violence and harassment directed at persons because of their sex or gender, or affecting persons of a particular sex or gender disproportionately, and includes sexual harassment".[23] A 2018 report by the Arab Renaissance for Democracy and Development (ARDD) found sexual harassment to be one of the main challenges women face in the workplace in Jordan, that it remains underreported, and that perpetrators often go unpunished. The report further suggests that there are gaps in the law and that the lack of workplace policies and social stigma work together to create an enabling environment for sexual harassment while deterring women from reporting cases.[24]

3. **Lack of workplace policies that accommodate the needs of individuals with special needs** (such as physically challenged individuals, single parents, etc.). In Jordan, the situation is even more difficult, as Article 43 of Jordan's Constitution explicitly says: "Whoever is appointed to any job should be free from diseases and physical and mental disabilities that prevent them from performing their job, in which they will be appointed according to a decision from a competent medical reference". Moreover, Jordan's Labour Law does not require employers to provide accommodating measures for workers with disabilities. A recent study showed that a large number of workers with disabilities suffer from difficult conditions due to the low quality of jobs, lower wage rate, the absence of job stability, and the lack of employer confidence in

(19) UN women. https://bit.ly/3sn0hka
(20) UN Women. https://bit.ly/3D65S3g
(21) World Economic Forum. 2019. Global Gender Gap Report 2020.
(22) Dan, Sophie. 2020. "Women's Rights in Jordan, Why Women Do not Work?" Borgne Project.
(23) ILO. https://bit.ly/2Yk1Wp4
(24) ARDD. 2018. Silent Women: an ARDD report on harassment in the workplace.

them, despite their productivity compared to their colleagues.[25] The study pointed out that the lack of elevators, audio systems and Braille signs in offices, the absence of suitable public transportation and the inability to electronically access information have prevented many people with disabilities from entering the labour market. Acquiring leadership positions in this situation becomes even more improbable.

4. **Typecasting and stereotyping**: Typecasting is to repeatedly assign someone the same type of role, as a result of their appearance or previous success in such roles. Stereotyping refers to how we perceive one another, which can be predetermined based on oversimplified assumptions about certain groups of people based on specific attributes, such as race, sex, socioeconomic status, geographical location, religion, age, etc. Generally, those assumptions are based on socially and culturally constructed norms, practices and beliefs. Gender stereotypes and typecasts play a critical role in shaping companies' cultures, where assumptions are often made that women prefer to work in the care sector, and in jobs that are less demanding on their time and attention because of their family obligations. Hence, women are often excluded from work assignments or professional opportunities that include fieldwork and/or travel.

5. **Unfriendly work environments** are characterized by not providing equal opportunities nor support that address employees' different needs and priorities. Excluding certain members of society who are the targets of discrimination from informal networks and professional circles is another characteristic of unfriendly work environments. On the other hand, a family-friendly work environment is a critical determinant of women's entry and retention in any job. The provision of a safe work environment that provides equal opportunities and remuneration, and benefits that address women's priorities – such as childcare for male and female employees – are among the implementation pillars of a family-friendly work environment.

6. **Misalignment between educational systems and market demands** affects both men and women, especially new entrants to the labour market, yet it hits women harder. The imbalance between supply and demand in the labour market for women is considerable. The gender gaps related to women's limited mobility and access to knowledge, skills development opportunities, and networking affect their chances at the entering the labour market and harm their chances at career advancement.[26]

The aforementioned challenges that many Jordanian women face in pursuing or being considered for leadership roles in the private sector have laid the groundwork and rationale for the development of the following detailed set of guidelines to address the current situation.

(25) Paper by the Phenix Centre for Economic and Informatics Studies and Friedrich-Ebert-Stiftung for Jordan Labour Watch, as cited in Ghaith, Batool. "Persons with disabilities face huge hurdles to employment in Kingdom – JLW." The Jordan Times.
(26) UN Women, https://bit.ly/3U49yte

III. The Guidelines

The following proposed Guidelines for enhancing women's leadership and skills development in the private sector in Jordan are designed to outline the process for achieving effective and institutionalized gender-equal governance structures in companies by enhancing women's capacities, skills, and access to opportunities. This set of guidelines was developed through desk research on best practices around the world, and a series of bilateral and group-based consultations with key stakeholders in Jordan. The goal of adopting the participatory approach through the consultation process was to localize the guidelines by developing them to suit Jordan's local context and to build a strong base for the guidelines to be adopted within Jordan's private sector enterprises. It is important to note that the proposed set is not meant to serve as a universal standardized solution, but as a list of guiding principles that can be modified by the respective enterprise and customized according to their size, sector, growth plans and immediate needs. The outcomes of these consultations guided the final version of these guidelines. UN Women looks forward to working with all stakeholders on the next step, which is their adoption, implementation, and institutionalization in private sector enterprises.

The Guidelines are divided into two categories:

a. **Building blocks:** This includes a set of three fundamental commitments that provide the basis for the more effective representation of women in corporate governance and leadership. All enterprises are advised to make the commitment to lay a strong foundation for implementation.

b. **Implementation pillars:** This set of pillars builds on the outlined building blocks. It includes the measures an enterprise can introduce to enhance women's leadership and representation to achieve progress towards gender equality.

Any enterprise is encouraged to review the building blocks and implementation pillars and develop its workplan using the results and indicators available in the Guidelines to be tailored to its case.

Table 2. Building blocks for enhancing women's leadership in the private sector in Jordan

Building Blocks	Reflective measures
1. Commitment to creating an inclusive and gender-equitable workplace by the highest levels of leadership	1. Commitments are made at the highest levels of an enterprise's leadership: the CEO, Board and senior leadership team (C-Suite). 1. Commitment to gender - equitable and inclusive leadership and workplace is communicated clearly to all levels of the enterprises' hierarchy. This should include investing in the creation of a gender-equitable workplace (family-friendly work environment), including but not limited to childcare services and a safe workplace free from all forms of violence and harassment, equal pay for work of equal value, and equal career development opportunities. 1. Commitment to set clear goals and targets is adopted by the CEO and the Board to achieve progress towards gender equality, including equal representation for women in leadership positions with sufficient financial allocations that are integrated into the institutional reporting mechanisms.

2. Commitment to assessing policies and practices and addressing identified gender gaps	1. A gender assessment tool is utilized on a regular basis, and the enterprise is assessed on an annual basis, or every two years. Some of the most recognized tools are: the WEPs Gap Assessment Tool, the Harvard Analytical Framework and People-Oriented Planning, Moser Framework, Gender Analysis Matrix, Capacities and Vulnerabilities Analysis Framework, and the Women's Empowerment (Longwe) Framework Social Relations Approach. Alternatively, the enterprise can also use culture assessment tools, and/or guidance on gender mainstreaming in the workplace tools. The tools should:
	
	  a. Identify institutional gender gaps to inform business development plans, including those related to future human resources plans (promotions and hiring policies)
	
	  a. Assess skills gaps by gender and designs capacity-building training plans to address them
	
	  a. Assess institutional perceptions and culture from a gender perspective, including those related to leadership.
	
	1. Action plan developed to address and close the gender gaps identified based on the gender assessment tools reports.
	
	1. An impact measurement and management framework is introduced and integrated into the enterprise's existing institutional frameworks.
	
	1. The commitment to gender equality is reflected into the enterprise's institutional policies, planning frameworks, targets, and code of conduct, which aims to link its standards of professional conduct with the enterprise's mission, vision, and values.

3. Commitment to transparency, monitoring and reporting	1.Gender-responsive programmatic and financial planning frameworks adopted with clear targets and indicators introduced on the enterprises' different levels. Results should be reflected to the corrective measures.
	1.Gender equality goals should be reflected in the enterprise's organizational structure, roles and responsibilities, and monitoring and evaluation mechanisms. Hiring, retention and promotion targets and guidelines should be included in management evaluation and appraisal assessments and within the enterprise's annual, short, and long-term plans. A gender-responsive human resources system should be introduced that explains roles and responsibilities with clear penalties for misconduct.
	1.Open channels should be used to communicate the appraisal of performance criteria and publish their results.

To further progress towards achieving gender equality and inclusivity in corporate governance, the following Implementation Pillars are proposed. These should build on the Building Blocks and ensure steady progression towards these goals. These Implementation Pillars are summarized and presented in the following table:

Table 3. The implementation pillars for enhancing women's leadership in the private sector in Jordan

Implementation pillars	Reflective measures	Target enterprise		
		Startups and small enterprises	Medium enterprises	Large enterprises
1. Prioritizing and building an inclusive and gender-equitable work culture	1. Adopt a cultural transformation strategy, including a training plan, gender-sensitive policies, performance management system (PMS) and interventions embracing women's unique perspectives.	✓	✓	✓
	1. Mandate conscious and unconscious bias training across all levels of the enterprise.	✓	✓	✓
	1. Articulate a gender-sensitive and ethical understanding of leadership into institutional policies, regulations, tasks, and responsibilities.	✓	✓	✓
	1. Reflect a commitment to gender equality to organizational values.	✓	✓	✓
Accountability checklist:	1. A policy is introduced mandating conscious and unconscious bias training.	When and if resources permit	When and if resources permit	✓
	1. A reporting system (within HR) is introduced to demonstrate the completion of the training.	When and if resources permit	When and if resources permit	✓
	1. A system is introduced connecting gender equality with the PMS.	When and if resources permit	When and if resources permit	✓
	1. A firm code of conduct is enacted.	When and if resources permit	When and if resources permit	✓
	1. A system is introduced to connect the completion of bias training as a prerequisite for promotions at all levels of the corporate hierarchy.	When and if resources permit	✓	✓
	1. An action plan is developed, with set goals and targets with financial allocations on gender equity and a definite timetable. The plan should be informed by frequent gender audits of the enterprise.	When and if resources permit	✓	✓

		When applicable	When applicable	When applicable
2. Creating an enabling work environment for women	1. Adopt flexible work systems to enable work-life balance. Offer this benefit to both men and women, including diverse part- and full-time and remote work assignments.	When applicable	When applicable	When applicable
	1. Introduce a clear and transparent system for equal pay for work of equal value to close the gender pay gap, promote pay transparency.	✓	✓	✓
	1. Accommodate different options for paternity leaves, and childcare solutions for both men and women employees at least in compliance with national laws.	✓	✓	✓
	1.Eliminate all forms of violence and harassment at the enterprise.			
Accountability checklist:	1. A standalone violence and harassment and grievance policy is enforced with clear reporting lines that protect survivors and held perpetrators accountable according to a due process.	✓	✓	✓
	1. Compulsory trainings on harassment and violence in the world of work are provided and are aligned with internal policies.	✓	✓	✓
	1. Flexible work polices are introduced, protected and free from retaliation.	When applicable	When applicable	✓
	1. Day-care support solutions are provided.	If applicable, according to the Labour Law	✓	✓
	1. Safe and reliable transportation solutions are provided. At least planning for transportation solutions must be supported by the enterprises.	✓	✓	✓
	1. Equal pay for work of equal value measures are enforced.	✓	✓	✓
	1. Paternity leave is enforced. At least in compliance with national laws.	✓	✓	✓

3. Introducing and integrating gender-responsive capacity- and career-development frameworks	1. Institutionalize capacity-development opportunities to enhance the skills and experiences of both male and female employees. Training and challenging assignments linked with promotion requirements, along clear career paths.	✓	✓	✓
	1. Identify women with potential for career development through clear and accessible criteria to build a pool of talented women pipeline.	When and if resources permit	✓	✓
	1. Establish internal mentoring and sponsorship Programmes and/or provide access to external mentoring and sponsorship Programmes and networking opportunities.	Link with external Programmes	Link with external Programmes and design internal Programmes	✓

Accountability checklist:	1. A gender-responsive professional development system is enforced that offers equal and real opportunity for career growth. The system should ensure women's equal access to take on challenging assignments that are critical for the enterprise's growth and for women's career advancement.	✓	✓	✓
	1. Potential career paths at the enterprise are developed with clear milestones, and their requirements are clearly communicated with employees. The paths are revised regularly to reflect the enterprise's path for growth.	When and if resources permit	✓	✓
	1. A programme for women leaders exists and includes clear criteria that specify the core and functional competencies, key performance indicators (KPIs) and values introduced.	When and if resources permit	✓	✓
	1. A policy and mentoring and sponsorship system is in place, effective and adopted by senior management.	When and if resources permit	✓	✓
	1. Procurement policies are in place that support women's empowerment by encouraging buying from women or from enterprises that support gender equality and women's empowerment.	✓	✓	✓
	1. Collaborations are established with external providers (enterprises and individuals) with mentorship and sponsorships opportunities for women.	✓	✓	✓
	1. Invitations are extended for external audits (on a quarterly basis).	When and if resources permit	When and if resources permit	✓
	1. Clear goals, interventions, targets, financial allocation, and indicators concerning the measures under all pillars are introduced and integrated into the institutional planning frameworks at the enterprise's different levels and into job descriptions.	✓	✓	✓

4. Introducing gender-responsive human resources policies and planning for recruitment, retention, and promotion	1. Require the use of gender-sensitive job descriptions and titles at all work levels and mainly in management. This should also include gender-sensitive job titles and inclusive interview panels. Advertisements should clearly state that women and underrepresented groups are encouraged to apply. All language used must be gender-neutral.	✓	✓	✓
	1. Issue a clear affirmative action policy when and if needed to enhance gender-equitable leadership representation. Women should be interviewed for every open leadership position as a requirement. The affirmative action policy should privilege fairness, inclusivity, and competence. It should also support fast-track promotions to achieve gender equity. Turn this into KPI targets and measurements.	When and if resources permit	When and if resources permit	✓
	1. Assign a Diversity and Inclusion Officer (within HR) with reporting capacities to the Board or CEO.	✓	✓	✓
Accountability checklist:	1. Human resources targets are set and integrated into institutional frameworks, and include: women's recruitment, retention, promotion, capacity-development, career advancement, representation in middle and senior management.	✓	✓	✓
	1. Include such targets in the enterprise's job advertisements, in hiring and promotion decisions, and in human resources and enterprises plans.	✓	✓	✓
	1. Progress is monitored through regularly published data and reports, and by applying transparency and accessibility measures.	✓	✓	✓
	1. Efforts are incentivized at different management levels and included in performance evaluation processes, especially among staff with supervisory tasks to achieve a gender-equitable workplace.	✓	✓	✓
	1. Successful stories and efforts are recognized and celebrated as examples of good leadership.	✓	✓	✓

The proposed reflective measures stated herein are not meant to be understood as one-size-fits-all. Enterprises are encouraged to study the proposed building blocks and implementation pillars and develop their own tailored roadmap and action plan that reflect the size, budget, short- and long-term priorities and goals.

The guidelines can also be used in combination with other existing measures or initiatives that aim to increase women's leadership and meaningful participation in the private sector. It is strongly advised for enterprises to use the Gender Gap Analysis Tool,[27] which is a self-assessment tool available for WEPs signatories and provides detailed information about how to improve the enterprise's gender equality performance and across different management stages, commitment, implementation, measurement, and transparency.

IV. Regional initiatives to enhance women's representation in corporate governance

Despite the challenging outlook on women's corporate leadership in the region, there have been efforts to mend the situation and enhance women's active participation in the private sector.

1. **Setting quotas:** In 2021, the Parliament in Morocco approved an amendment of Law 19-20 (that modified and completed Law 17-95 related to public limited companies), such that it now sets mandatory quotas for women on the boards of publicly traded enterprises, with a target of (at least) 30 per cent female representation by 2024, and 40 per cent by 2027. This law was the result of exemplary cooperation between the Government, the Parliament and civil society, supported by the creation of a task force by UN Women that included women who were personally involved in gender advocacy and several representatives of the Club of Female Administrators in Morocco.[28] The Central Bank of Jordan has since directed banks to increase women's representation on boards of directors to 20 per cen t and in senior management positions to 25 per cent by 2024.[29]

2. **A voluntary pledge:** Another approach to enhance women's representation was adopted in the United Arab Emirates (UAE), whereby 18 local and multinational enterprises made a voluntary pledge to enhance women's status within their leadership ranks. The pledge includes a commitment to increase women's representation in leadership ranks to 30 per cent by 2025.[30]

(27) https://weps-gapanalysis.org/
(28) Mouline, Samia, Onur Ozlu and Lucas Herzog. 2022. "A big step forward for women's leadership in Morocco." World Bank blogs.
(29) ILO. 2022. "New national initiative aims to put more women on Jordan's corporate boards."
(30) Arabian Business Staff writer. 2022. "UAE private sector pledges to put more women in leadership roles by 2025." Arabian Business.

Signatories also pledged to ensure equal pay and fair compensation; promote gender-equitable recruitment and promotion; mainstream gender balance through policies and Programme; and be transparent about progress with fellow signatories and the Government.[31] These two examples represent hope. However, the model in the UAE is progressing slow and still yet to show intended results.

3. **Professional women leaders' networks**: In Jordan, a group of professional women with a vision to enhance female representation in boardrooms and in decision-making positions in the private sector came together in 2018 and established Women on Boards Jordan. This non-profit association aims to enhance women's access to leadership positions in public and private sector enterprises across various sectors. The group believes, and this is also validated by research, that a more gender-balanced board of directors ensures more balanced decisions and consequently improves enterprises' performance, fosters economic growth and brings prosperity to society.[32]

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(31) Ibid
(32) Women in Business Jordan: http://wobsjo.com/#

IV.I. The case for enhancing women's leadership and skills in the private sector

- It is important that enterprises treat gender equality as a business priority. Gender-inclusive workplaces have higher job satisfaction, better work culture, higher retention of talented women and enhanced performance – which all lead to better productivity and more profits. Increased job satisfaction can enhance productivity, improve work culture, and foster loyalty to the workplace, which can also translate into more profits or returns on investment.

- The need for women leaders in the private sector is not simply a matter of justice, it is also good for business.

- Symbolic representation is never sufficient. For higher returns, corporations need to aim for a critical mass of 30 per cent or more women in leadership positions. For that to happen, enterprises must develop institutional policies that stipulate setting clear targets and allocating funds to invest in human resources development that includes training, fast-track promotions, and mentoring and sponsorship Programme.

- Although this costs money, increasing representation often translates into a high return in profit. Research on the impact of women's leadership in the private sector highlights the positive effects on enterprises' bottom lines, structure, and nature of governance, as well as good corporate citizenship. Research suggests that "If women were to participate in the economy identically to men, they could add as much as USD $28 trillion or 26 per cent to annual global GDP in 2025".(33)

- Let us look at documented evidence from across the globe and in Jordan:

A) **Evidence from across the globe**

   The effects can be summarized as follows:

- More gender-diverse boards and management have the potential to contribute to better corporate governance, for two reasons:

- Women are highly unlikely to be represented in "old boys' networks"; therefore, more female directors bring more independent views into the boardroom and strengthen its monitoring function.

- Gender-diverse boards tend to have a wider range of backgrounds, experiences, perspectives, and problem-solving skills, which contribute to the better monitoring of executive power and better handling of conflicts of interest.(34)

(33) Madgavkar, Anu, Kweilin Elingrud, and Mekala Krishnan. 2016. "The Economic Benefits of Gender Parity." The Stanford Social Innovation Review.
(34) OECD 2020. Policies and Practices to Enhance Women's Leadership in the Private Sector.

- Gender-diverse boards and senior management improve firm performance. According to Credit Suisse Gender 3000 data, covering 3,000 global enterprises in OECD countries from 2014–2017,(35) more diverse boards can translate into long-term value creation.

- Enterprises with at least one female director generated on average 3.5 per cent higher returns on equity than those with no female directors.

- Enterprises with more than 15 per cent female senior managers had 50 per cent higher profitability compared to those with less than 10 per cent female managers.

- Enterprises with more diverse management teams have generated sector-adjusted outperformance approaching 4 per cent a year compared to those with less diverse management teams.

- Firms with female CFOs are more profitable. A United States study of enterprises listed within the Russell 3000 Index over a 17-year period (2002–2019), including 5,825 new executive appointments (of which 578 were female) found that those enterprises that hired women CFOs have generated excess profits of USD $1.8 trillion from 2002–2019.(36)

- Firms with female CEOs and CFOs have produced superior stock price performance compared to the market average.(37)

- Women leaders don't just improve financial performance metrics, they also de-risk firm performance (for example, by reducing the likelihood of lawsuits, reputational scandals, and corporate crime), and by decreasing the chance of environmental infringements.(38)

- Firms with more women on their boards are more likely to disclose their greenhouse emissions, as shown in a study of publicly listed Canadian firms between 2008–2014.(39)

- Firms with a higher proportion of women on their boards tend to invest more in innovation and be more innovative. A recent study found that a 10 per cent increase in female representation on boards was associated with a 7 per cent increase in innovation patents and citations.(40)

(35) OECD. Ibid.
(36) Sandberg, Daniel J. 2019. "When Women Lead, Firms Win." *S&P Global*. 16 October.
(37) Ibid.
(38) Ibid.
(39) Ibid.
(40) Ibid.

B) **Evidence from Jordan**

Research in Jordan, although contradictory[41] and limited, has established that:

- The estimated income loss (in GDP) in Jordan due to the gap in women's labour force participation is 21 per cent. Conversely, if Jordan were to achieve gender parity in employment, its GDP would increase by approximately USD$8billion.[42]

- Enterprises that have women leaders see improvement in their overall performance, and improved return on assets (ROA) and return on equity (ROE).[43]

- The impact of women's representation and effective participation in the private sector is remarkable in the insurance sector, financial services, and the services and industrial sectors, as shown in Table 4 below:

Table 4. Summary of sector performance on the Amman Stock Exchange, 2012

Sector	Performance against average for enterprises without women		Performance against average for enterprises with women	
	ROA	**ROE**	**ROA**	**ROE**
Banking	0.06	1.41	-0.07	-1.56
Insurance	-0.24	-4.88	0.71	14.66
Financial services	-2.02	-3029	5.54	9.45
Services	-0.69	-0.44	1.85	2.37
Industrial	-0.25	-0.44	1.76	3.10

Source: International Finance Corporation (IFC). 2015. Gender Diversity in Jordan.

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(41) Marashdeh, Z., Alomari, M. W., Khataybeh, M., & Alkhataybeh, A. 2021. "Female representation on the boards of directors of non-financial companies.' Journal of Governance & Regulation, 10 (2), 44–54. This research could not find evidence in support of financial returns based on gender inclusivity. The authors, however, admit that their methodology was limited and therefore its generalizability is limited.
(42) ILO. 2016. Effects of gender inequality in employment and pay in Jordan, Lebanon and the Occupied Palestinian Territory: three questions answered. p. 18.
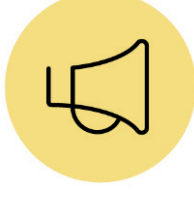(43) IFC. 2015. Gender Diversity in Jordan.

V. Conclusion

It should not make a difference if a decision-maker is a man or a woman, as long as he or she is carrying out their roles and responsibilities, efficiently. Making the commitment to increasing women's representation in leadership and decision-making positions requires taking action and instituting practices that are reflected throughout women's professional careers. Yet doing this creates considerable concern among business-owners, many of whom still think of such action as a cost rather than as an investment.

The abundant evidence available illustrates how increasing women's economic participation and their representation in leadership positions is critical for achieving success, which directly contributes to creating more business opportunities and eventually to improving business growth and higher returns on investments. There is also clear evidence of how developed economies, and their enterprises of different sizes, are making strides to this end – with considerable profits – by using these invaluable resources to their benefit.

Therefore, there is a need to shift the mindset from the idea that investing in women's economic participation and representation in leadership positions is a cost, to the assurance that it is an investment. Only then will the necessary actions to set this into motion be taken in earnest. The first step to achieve this end is to lay the foundations, as detailed in the Guidelines, by: Committing to an inclusive and gender-equitable workplace, assessing internal policies and practices and addressing identified gender gaps, and applying a transparency approach concerning the monitoring and evaluation of the progress achieved. The second step is to review the implementation pillars laid out in the Guidelines and develop a work plan that ensures a gradual implementation tailored to the enterprise's situation. The main four pillars of this work plan are: Adopting an inclusive and gender-equitable work culture, creating an enabling work environment for women, introducing gender-responsive human resources practices, and introducing and integrating gender-responsive capacity- and career-development frameworks.

Enterprises should not be discouraged by thinking they need to apply all the Guidelines' building blocks and implementation pillars since the beginning of this journey, or nothing. At first glance, the Guidelines might seem to be asking for a lot. However, any enterprise is advised to review them and choose how it should best plan, adopt and implement these guidelines based on its unique case. The enterprise's size, sector, priorities, budget, financial position, and future plans are all important factors to be considered in deciding how to introduce and advance measures and practices that support women's career development and representation in leadership positions. In this process, UN Women is committed to providing the needed support.

Appendix 1: Women's Empowerment Principles

Principle 1		**Establish high-level corporate leadership for gender equality**
Principle 2		**Treat all women and men fairly at work– respect and support human rights and nondiscrimination**
Principle 3		**Ensure the health, safety and well-being of all women and men workers**
Principle 4		**Promote education, training and professional development for women**
Principle 5		**Implement enterprise development, supply chain and marketing practices that empower women**
Principle 6		**Promote equality through community initiatives and advocacy**
Principle 7		**Measure and publicly report on progress to achieve gender equality**

Appendix 2 : Checklist

CHECKLIST

The Guidelines for Women's Leadership and Skills Development in the Private Sector

This checklist was designed to help facilitate the implementation of private sector companies and remind them of the items required and points to be considered in enhancing women's leadership, representation, and skills development in Jordan's private sector. This checklist reflects intersections with the relevant Women's Empowerment Principles (WEPs) and the Gap Analysis Tool (GAT) questionnaire.

WEP	ISSUE		CHECK
		BUILDING BLOCKS	
		Leadership	
PRINCIPLE 1	Gender policy & action plan	Has a holistic, organization-wide gender equality strategy/action plan that identifies specific priority areas where further improvement can be made with dedicated resources for implementation	
		Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses supporting employees as parents and caregivers, covering all employees in major locations of operation	
		Has a stand-alone policy or commitment embedded in a broader corporate policy on non-discrimination and equal opportunity policy covering recruitment, retention, re-entry, and promotion of all individuals	
My company has leadership commitment and support to creating an inclusive and gender-equitable workplace			

Workplace			
PRINCIPLE 1 **PRINCIPLE 2**	**Due diligence**	Conducts a gender-responsive risk assessment as part of its human rights due diligence process to identify specific gender-related risks, including violence and harassment and ensure the personal safety and security of all employees.	
	Equal pay	Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses equal pay for work of equal value.	
	Caregiving	Offers support programmes for parents and caregivers, regardless of employees' sex or marital status.	
	Flexible work	Offers flexible work options for all employees.	
PRINCIPLE 3	**Violence and harassment**	Provides confidential support for survivors of violence and harassment, including domestic violence. Has policies and procedures to ensure the safety, security, confidentiality, and protection of survivors of sexual harassment at the workplace. Has a policy prohibiting nondisclosure agreements pertaining claims of sexual harassment in settlement agreements, unless requested by the victim and does not require sexual harassment claims to go to private arbitration.	
	Wellbeing	Has a company-wide policy or commitment to respect and support access to quality health care, including sexual and reproductive health where relevant, which is reflected in company Programmes and employee benefits	

My company is committed to assessing, amending, introducing and enforcing policies and practices that identify and address gender gaps in the workplace, which impact women's representation in leadership positions

Workplace			
PRINCIPLE 4	**Career Advancement**	Provides leadership training, coaching, and/or mentoring to support women to access management and leadership positions	
		Provides training, skills development, education, networking, and mentoring to recruit women in non-traditional roles	
	Training and development	Average hours of training that the organization's employees have undertaken, disaggregated by sex and employee level	
	Women's representation in non-traditional roles	Percentage of women in traditionally underrepresented roles	

My company is committed to investing and allocating sufficient funds to address gender gaps in training and capacity development to support women's representation in leadership & non-traditional roles

Transparency and Accountability			
PRINCIPLE 7 **PRINCIPLE 5**	**Reporting**	Reports publicly on all WEPs Essential Indicators	
	Tracking progress	Has time-bound, measurable goals and targets to increase women's representation in leadership reflective to internal reporting frameworks	
		Has time-bound, measurable goals and targets to increase women's representation in non-traditional roles reflective to internal reporting frameworks	
	Due diligence & audit	Has undertaken a gender audit/evaluation/assessment and communicates the results internally, with the board and externally with stakeholders	
	Equitable procurement practices	Percentage of procurement spend with women-owned businesses	
		Percentage of procurement spend with companies with gender equality commitments	
		Percentage of workers in the supply chain receiving a living wage, disaggregated by sex	
	Gender-responsive marketing	Has a stand-alone responsible marketing policy or a commitment embedded in a broader corporate policy that addresses the portrayal of gender stereotypes	
My company is committed to transparently measuring and reporting on gender-responsive recruitment, retention, and promotion			

IMPLEMENTATION PILLARS			
WEP	**ISSUE**	**REFLECTIVE MEASURE**	**CHECK**
PRINCIPLE 1 **PRINCIPLE 2** **PRINCIPLE 3**	**Prioritizing and building an inclusive and gender-equitable work culture**	Adopt a cultural transformation strategy, including atraining plan, gender-sensitive policies, performance management system (PMS) and interventions embracing women's unique perspectives.	
		Mandate conscious and unconscious bias training .across all levels of the enterprise	
		Articulate a gender-sensitive and ethical understanding of leadership into institutional policies, regulations, tasks, and responsibilities.	
		Reflect a commitment to gender equality to organizational values.	
My company works on prioritizing and building an inclusive and gender-equitable work culture			
PRINCIPLE 2 **PRINCIPLE 3**	**Creating an enabling, safe, flexible, and equitable work environment**	Adopt flexible work systems to enable work-life balance. Offer this benefit to both men and women, including diverse part- and full-time and remote work assignments.	
		Introduce a clear and transparent system for equal pay for work of equal value to close the gender pay gap and promote pay transparency.	
		Accommodate different options for paternity leaves and childcare solutions for both men and women employees at least in compliance with national laws.	
		Eliminate all forms of violence and harassment at the enterprise.	
My company is committed to creating an enabling, safe, flexible, and equitable work environment for women			

PRINCIPLE 4	**Introducing and integrating gender- responsive capacity- and career-development frameworks**	Institutionalize capacity-development opportunities to enhance the skills and experiences of both male and female employees. Training and challenging assignments linked with promotion requirements, along clear career paths.	
		Identify women with potential for career development through clear and accessible criteria to build a pool of talented women pipeline.	
		Establish internal mentoring and sponsorship programmes and/or provide access to external mentoring and sponsorship programmes and networking opportunities.	
My company is committed to Introducing and integrating gender-responsive capacity and career-development frameworks			
PRINCIPLE 2 **PRINCIPLE 4**	**Introducing gender- responsive human resources policies and planning for recruitment, retention, and promotion**	Require the use of gender-sensitive job descriptions and titles at all work levels and mainly in management. This should also include gender-sensitive job titles and inclusive interview panels. Advertisements should clearly state that women and underrepresented groups are encouraged to apply. All language used must be gender-neutral.	
		Issue a clear affirmative action policy when and if needed to enhance gender-equitable leadership representation. Women should be interviewed for every open leadership position as a requirement. The affirmative action policy should privilege fairness, inclusivity, and competence. It should also support fast-track promotions to achieve gender equity. Turn this into KPI targets and measurements.	
		Assign a Diversity and Inclusion Officer (within HR) with reporting capacities to the Board or CEO.	
My company is committed to introducing gender-responsive human resources policies and planning for recruitment, retention, and promotion			

Thank you for using **the Guidelines for Women's Leadership and Skills Development in the Private Sector checklist** on behalf of your company and for taking this critical step to tackle systemic and cultural barriers and address the gaps in women's leadership representation in the private sector. Please refer to the Guidelines for Women's Leadership and Skills Development in the Private Sector for a deeper evaluation. The implementation may differ by sector and company size.

Appendix 3 : Contributors

The Table Is Arranged In Alphabetical Order By Entity Name

	Name	Title	Entity
1	Bayan Al- Btoush	Projects Coordinator	Amam Ventures
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8	Safia Al Taleb	Trainee Lawyer	
9	Sarah Othman	Trainee Lawyer	
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12	Natalie Al Naber	Senior Director I Corporate Communications & Marketing	Bank Al Etihad
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23	Dina Qutaishat	Community Outreach Supervisor	Injaz
24	Razan Kayyali	LEAP Project Manager	
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28	Basel Abu Khadijeh	Learning and Development Supervisor	Jordan Kuwait Bank
29	Laith Abdulhadi	Head of Leadership Development and Performance Management	
30	Mira Zuriqat	Marketing Manager	

31	Nisreen Qatamish, PhD	CEO	King Hussein Cancer Foundation
32	Buthaina Deeb	COO	Makesy LLC
33	Amina Mari	CEO	MEHNA
34	H.E. Wafa Bani Mustafa	Minister	Minister of State for Legal Affairs
35	Eman Okour, PhD	Head of the Women's Economic Empowerment Department	Ministry of Labor
36	Khitam Al Qadi	CEO	Saree3 for Services
37	Dina Saoudi	Co-founder	Seven Circles
38	Ibtesam Atiyat, PhD	Associate Professor Associate professor	St. Olaf College
39	Mr. Moataz Azar	CEO	Thaka Jordan
40	Haifa Sweis	Marketing Manager	The Boulevard Arjaan by Rotana
41	Masadh Al Sadi	Director of Learning & Development	
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44	Salma Al Nims, PhD	Secretary General	
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46	Amani Elkayed	PR and Media Manager	The Social Security Investment Fund
47	Hamza Jaradat, PhD	Business Development and Research Unit Manager	
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62	Wafa Abu Samra, PhD	Senior Consulting Manager	
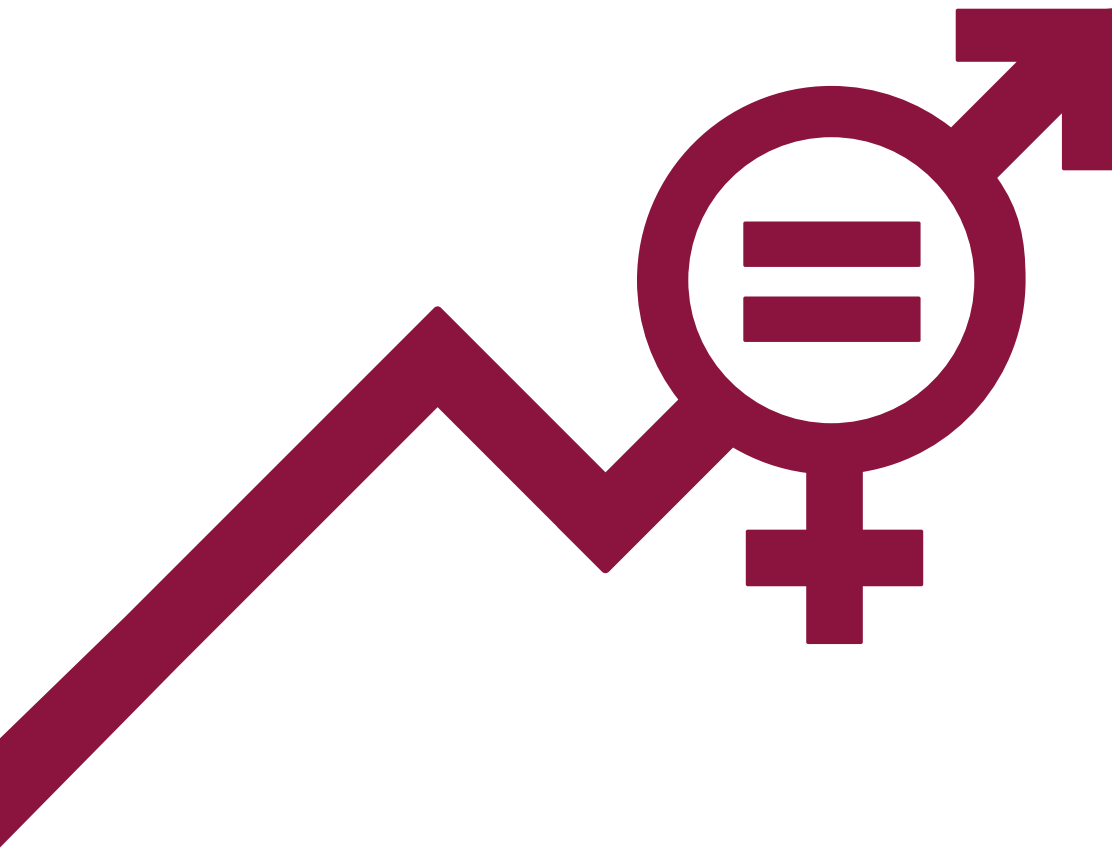
UN Women Jordan works in close collaboration with the Government of the Hashemite Kingdom of Jordan, the UN System, Civil Society, and members of the international community to advance the women's national agenda, promoting women's empowerment, women's rights, and gender equality.

Sweden
Sverige

International
Labour
Organization

UN
WOMEN