



Activist to entrepreneur:

*The role of social enterprise in supporting
women's empowerment in the US*

British Council

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- surveys providing crucial evidence about social enterprise in countries such as Pakistan, Ghana and Myanmar

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Social Impact Consulting provides expertise in social enterprise through research, evaluation, consultancy and delivery.

Social Enterprise Alliance (SEA) is the national membership organisation and key catalyst for the rapidly growing social enterprise movement in the US. They have a vision for social enterprise to reach its potential as a force for more effective and sustainable social impact. They empower social enterprises and social entrepreneurs with the tools and resources they need to succeed, and work to foster a social enterprise ecosystem in which they can thrive.

Acknowledgments

The British Council and authors would like to thank all the people who took part in the surveys, focus groups, dialogue events and interviews, providing such rich information for this report. Especial thanks to Scott Cole and Kila Englebrook at SEA for their tireless work. We would also like to thank Gillian Cowell, Adam Pillsbury, and Gina Del Tito from the British Council, and Acumen, Thomson Reuters Foundation, and the Impact Entrepreneur Network for their invaluable support.

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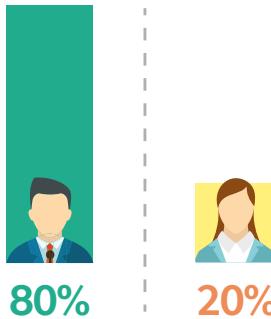
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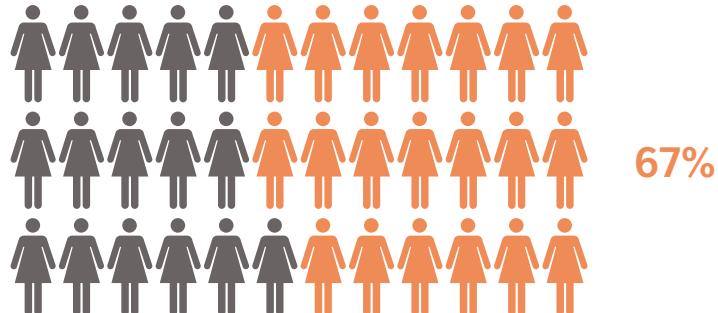
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Gender inequality exists in the US

... in politics, where women make up only one in five members of Congress



... in work, where only 67% of women are in the labour force



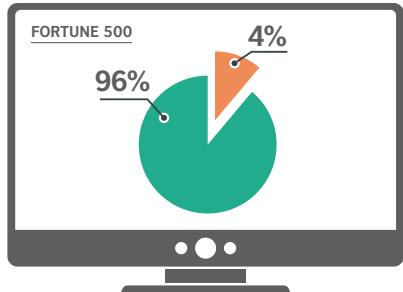
... in pay, where women earn only 60 cents for every dollar earned by a man



... in entrepreneurship, where there are only ten countries in the world where as many women start businesses as men



... in business, where women comprise only four per cent of Fortune 500 CEOs



... in society, where one in five women is raped during their lifetime

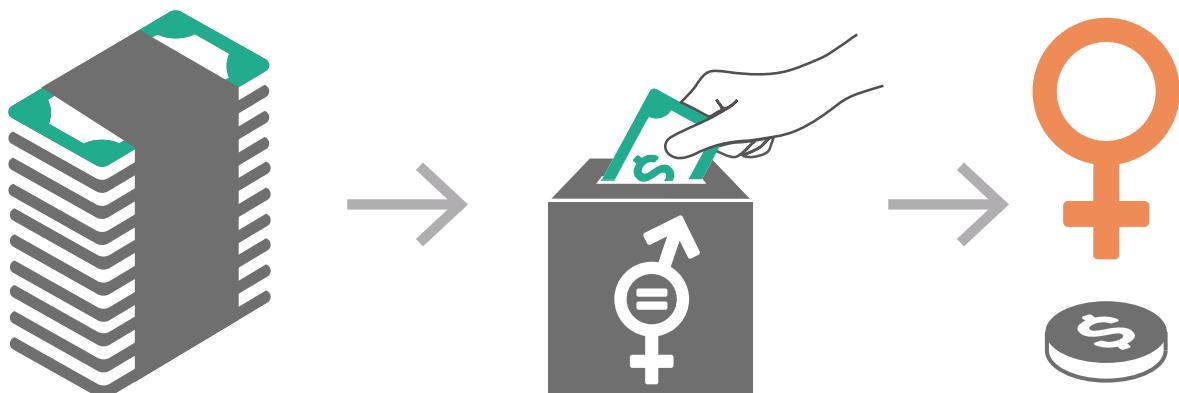


UN'S SUSTAINABLE DEVELOPMENT GOAL 5:

'ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS'

Organisations fighting gender inequality are under-funded – particularly at the grass roots

Less than five per cent of OECD members' aid budgets go towards projects that explicitly target gender equality and women's empowerment, and of this only 0.5 per cent goes to women's rights organisations. The median income of women's rights organisations is just \$20,000.



Social enterprise is an under-utilised source of funding for gender equality

29%

Globally, only 29 per cent of women's rights organisations use income generation activities. Many lack the knowledge, skills, assets and resources to take advantage of social enterprise.

Social entrepreneurs are the R&D lab for women's empowerment

GLOBALLY THERE ARE AN ESTIMATED 210 Million social entrepreneurs, ALL DEVELOPING AND TRYING DIFFERENT APPROACHES TO SOLVE THE WORLD'S SOCIAL AND ENVIRONMENTAL CHALLENGES

Even when not explicitly focussed on women's empowerment the social enterprise sector is providing greater opportunities in employment than the wider economy:

	Brazil	India	Pakistan	UK	USA
Women (% of total workforce)	43%	24%	22%	46%	46%
Women (% of social enterprise workforce)	55%*	25%	37%	66%	65%

* Estimated based on surveys, leadership statistics, and non-profit sector statistics

And more opportunities for women's leadership than the for-profit sector:

	Brazil	India	Pakistan	UK	USA
Women (% leaders in for-profit sector)	43%	9%	5%	18%	31%
Women (% leaders in social enterprise)	25%	24%	20%	40%	55%

And women starting a social enterprise is itself contributing to women's empowerment:

53%

REPORTED AN INCREASED SENSE OF SELF-WORTH

51%

REPORTED INCREASED CONFIDENCE

38%

SAIID IT HAD MADE THEM FEEL LIKE THEY COULD MAKE THEIR OWN CHOICES

But in the US, the social enterprise sector still has a long way to go before it can claim gender equality

56% OF WOMEN IN THE US SAID THEY ENCOUNTERED BARRIERS IN RUNNING THEIR SOCIAL ENTERPRISE BECAUSE OF THEIR GENDER

THE US RANKS LAST OUT OF 44 COUNTRIES FOR EQUAL PAY BETWEEN MEN AND WOMEN IN SOCIAL ENTERPRISE

Social enterprise both challenges and reflects gender inequalities in wider society. Governments, funders, social enterprises and women's organisations need to

work together to realise the potential of social enterprise

Foreword

Gender inequality continues to be a significant issue worldwide. If we are to meet our UN Sustainable Development Goal 5 to ‘achieve gender equality and empower all women and girls,’ we must both increase resources for existing activities and understand the potential application of new approaches.

Social enterprise is, in essence, a concept of business that takes social good as an equal priority to profit-making and seeks to bring about a ‘fairer economy’. So it is fitting to ask to what extent can social enterprise enable a fairer economy for women and girls’ empowerment

Social enterprise is not a panacea and its application to the issue of gender equality should not be seen in isolation from other measures. However there are some promising signs that social enterprise can make a meaningful contribution.

For example there is evidence of social enterprises breaking down the dichotomy between ‘the empowerer’ and ‘the empowered’. If traditional interventions focus on women as beneficiaries, social enterprise can empower women as customers, employees or business owners with a genuine stake in the future. This is a welcomed addition to more traditional programmes as it contributes to new levels of ‘agency’ and trust. Indeed greater gender balance in decision-making has been consistently shown to produce more innovation, transparency, and attention to risk than is produced by the male dominated leadership of many established institutions. It also builds confidence among women and provides crucial new role models for the next generation.

Recommendations to ensure this opportunity is fully realised could produce significant benefits. We need to ensure not only that women’s empowerment agendas are mainstreamed in existing programmes to support social entrepreneurs, but also that new programmes are created to develop social entrepreneurial solutions to women’s empowerment issues.

For cash-strapped women’s organisations, social enterprise is already a source of additional and crucially unrestricted income, this report finds. Twenty-nine per cent of women’s organisations engage in their own income generating activities, but the median income of women’s rights organisations across the world is just \$20,000. With women’s empowerment remaining a significantly underfunded issue, social enterprise is a promising but under-utilised source of funding for gender equality. Surely, this is an opportunity which much be capitalised on if we are at all committed to achieving our global targets.

But the life of a social enterprise is not simple. Balancing the need to operate a successful business in competitive markets while delivering to a social or environmental imperative requires real business acumen. For example, social impact investors may be willing to accept fewer financial dividends for the assurance that the investment will benefit others, but their standards for the social mission may also be unrealistically high, given the realities of the complex, often structural, inequities being confronted.

In the context of these real structural inequalities, it is perhaps unsurprising to find that social enterprise reflects many of the same issues we find in other areas of the economy. For example the report finds that social enterprises in all five countries, including the US and the UK, are clustered in gender stereotyped industries that attract women largely because they are culturally acceptable. For instance, women in Pakistan and India, in order to stay within the cultural confines of gender, choose enterprises that provide “feminine” services, such as education for children, or produce “feminine” products, such as handicrafts. Similarly, women in the US and UK are clustered in teaching, care industries, fashion, and gifts. Uncompensated domestic labour is the number one barrier to women’s economic participation everywhere. Women suffer a remarkably similar set of constraints, each of which crosses countries as well as sectors. Thus, the underlying problem here is structural inequality and we probably should not be surprised to see these findings in the data.

The report makes a number of recommendations which the social enterprise sector must act upon to live up to its mandate of enabling a fairer economy. The report finds that social enterprise produces a pattern of disadvantage for women that is only slightly better than that found in for-profit enterprises. Women are paid less, clustered in low-paying and gender-stereotyped industries, and present in ever-declining numbers from the bottom of the organization to its top. They are also less able to get funding outside their own intimate social circle, whether that is from invested capital or government grants. Women command less attention from governments and NGOs in social entrepreneurship, just as they struggle for attention throughout the private sector, from enterprise and employment to investment and leadership.

Finally, though the rhetoric of the women’s economic empowerment movement shies away from the question of justice, closing the gender gap is a goal we should all be working to achieve. This report has shown that social enterprise holds great potential as a tool for enabling women’s empowerment. I for one hope that this potential will be fully realised.

Linda Scott

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Linda is Emeritus DP World Professor for Entrepreneurship and Innovation, Saïd Business School, University of Oxford. She is best known for her creation of the concept of the DoubleXEconomy – a perspective which describes the global economy of women in both the developed and developing world. Linda and her colleagues at Oxford did some of the earliest, path-breaking research in women’s economic empowerment.

Today, she works with many large organizations, public and private, to design and assess women’s empowerment programs in many domains. She has twice been chosen as one of the top 25 Global Thinkers in Prospect magazine’s annual list. She writes a blog called DoubleXEconomy and her twitter handle is @ProfLindaScott.

1. Introduction

'Gender equality is a core development objective in its own right. It is also smart economics. Greater gender equality can enhance productivity, improve development outcomes for the next generation, and make institutions more representative.' World Bank, 2012¹

In the US, women earn only 65 cents for every dollar earned by a man. For Latina women this drops to just 54 cents for every dollar earned by a white man. Women are chronically under-represented in positions of leadership, making up only one in five members of Congress and only four per cent of Fortune 500 CEOs. In addition, women are disproportionately affected by sexual violence; with over 10 million women physically abused by an intimate partner every year, and one in five women raped during their lifetime.² And women are constantly bombarded with an idealised body image. By the age of ten, 80 per cent of US girls will be on a diet to change their body shape.³ Gender inequality in the US is a huge problem, compounded by racial inequality.

In recent years, social enterprise has started to play a small but growing role in women's empowerment. Proportionally more women lead social enterprises than for-profit businesses in the US.¹ There are some well-publicised examples of social enterprises supporting vulnerable women, tackling gender stereotypes and providing affordable childcare. Yet there are also indications of gender segregation and a wage gap within the social enterprise sector as well as other inequalities found in the wider economy. And in a recent Thomson Reuters Foundation survey of social entrepreneurship in 45 of the world's biggest economies, the US was named the second-worst country to be a woman social entrepreneur, just one place behind Brazil.

This report sets out to establish how well social enterprise really addresses gender inequality and women's empowerment in the US. It is part of a series of reports commissioned by the British Council to look at the link between social enterprise and women's empowerment across five countries: Brazil, India, Pakistan, the UK and the US. It explores the strengths and weaknesses of



social enterprise as a mechanism for empowering women and considers different ways it is being used for this end. It also examines the idea that social enterprise as a business model might advance women's empowerment even when that is not a specific objective.

We found social enterprises being used specifically to support women's empowerment in four powerful ways:

- as a source of funding for women's rights
- as a means to deliver training or employment opportunities for women;
- as a way to create economic empowerment for women through micro-entrepreneurship
- to provide affordable products and services for women

We also found evidence that the social enterprise sector is contributing to women's empowerment in its impact on women social entrepreneurs, on women leaders, and on women employees.

Each of the five country reports in this series as well as an overarching report that analyses the findings from all five countries are available for download at [www.britishcouncil.org/society/
social-enterprise/reports](http://www.britishcouncil.org/society/social-enterprise/reports).

2. Methodology

The methodology used a four-stage process:

1. In order to identify the key research questions the team conducted an extensive literature review and a series of 21 key informant interviews.
2. A detailed questionnaire consisting of qualitative and quantitative questions was sent to social enterprises gathering 254 responses.
3. The data was analysed and initial findings were shared with practitioners and experts in women's empowerment and social enterprise through a series of focus groups and facilitated discussions in March 2017. In Minneapolis, these consultations involved 39 stakeholders, over a quarter (26%) of them people of colour. The focus group in Washington DC included a further seven participants, while the one in New York City featured an additional 10 participants. These facilitated discussions helped to understand, deepen, correct and clarify the findings from the survey.
4. Further desk research and key informant interviews were then conducted to fill remaining research gaps and produce the final report.

ⁱ 55% vs. 31%

3. The impact of social enterprises on their beneficiaries

There is no doubt that individual social enterprises are having a positive impact in the field of women's empowerment. Our survey was specifically targeted at social enterprises with an interest in women's empowerment. **Ninety three per cent of the social enterprises responding said they do empower women and girls.** And, as the results below clearly demonstrate, the impact they are having is diverse.

Our research uncovered some inspiring examples. Black Girls Code, for example, aim to increase the number of women of colour in the tech sector, where they are severely underrepresented. MADE by DWC (Downtown Women's Centre) is a social enterprise in Los Angeles dedicated to empowering homeless and low-income women to overcome barriers to employment. Peninsula Children's Learning Centre provide high quality, affordable childcare and education as well as family support programmes in Portland. And Beyond Care Childcare Cooperative in Brooklyn provides good quality, living wage jobs for women from poor, immigrant communities.

Women's Bean Project⁴ is a social enterprise providing employment and training opportunities for women recovering from addiction. They give this example of their impact.

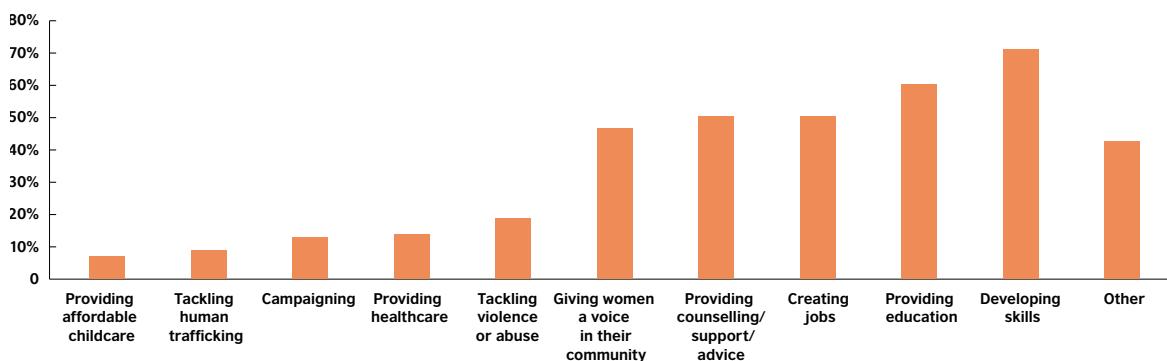
'Charlotte was born addicted to heroin and put on Methadone until she was 8. She started using crystal meth at age 11. At 30, after sobering up while serving a three-year sentence at a halfway house, she found a job at Women's Bean Project. She had a criminal record, no prior employment history and almost no education. Yet at this social enterprise, she received not only the training she needed to hold down a job and manage her life, but also the emotional support, compassion and friendships that helped her to stay sober and move on to a far more positive future.'

Even when social enterprises are not specifically targeting women, they often empower women through their services to a mixed-gender target group. For example, social enterprises that are set up to provide confidence building for disadvantaged young people will affect girls as well as boys.

This gives some sense of the sheer breadth of different approaches being employed by social enterprises across the US. It demonstrates the impact on women's empowerment that can be achieved using social enterprise models to tackle gender inequalities and enable women and girls to reach their full potential. And it showcases models that could potentially be replicated in other areas to extend that impact to even more women.

The next section explores the impact on the women who set up some of these social enterprises.

'How does your social enterprise help empower women and girls?'



4. Women as social entrepreneurs

When it comes to for-profit entrepreneurship in the US, only one business in three is started by a woman. There are two male-led businesses started for every one female-led business. By contrast, the gender gap in social entrepreneurship is reversed, with 55 per cent of social enterprises started by women.

Women social entrepreneurs share many characteristics with for-profit entrepreneurs. They share many similar barriers and enablers. Their motivations however are quite different, as social entrepreneurs are driven almost entirely by a desire to create social impact.

Ninety five per cent of women in our survey started a social enterprise to address a social or environmental concern, or to benefit their community. Only five per cent started purely for career opportunity or flexible working. However, both of these were important secondary considerations.

Fifty five per cent of women who responded to our survey felt the social enterprise sector offered better opportunities for flexible working than other sectors.

Thirty nine per cent of women with children said the prospect of ‘flexible working around family commitments’ was a motivating factor in starting a social enterprise.

Women social entrepreneurs face the same barriers as their male counterparts, and also additional barriers as a result of their gender. These include

- greater demands on time through home and family commitments
- less confidence in their skills and ability
- fewer female role models
- prejudice and discrimination

Becoming a social entrepreneur has both positive and negative effects on women. On the whole, male and female social entrepreneurs experience broadly the same impact, and for both sexes the positive impact appears to considerably outweigh the negative.

- 53 per cent of female social entrepreneurs responding to our survey said that starting a social enterprise had given them an increased sense of self-worth;
- 51 per cent reported increased confidence;
- 38 per cent said that it had made them more able to make their own choices; and
- 55 per cent listed becoming part of a network as a positive outcome.

However, 75 per cent of female social entrepreneurs reported experiencing some negative impact. The negative impact reported was around financial insecurity and stress.

Compared to for-profit entrepreneurship, social entrepreneurship is likely to create higher rates of social return for the community and society at large. It is also likely to create proportionally more jobs for women. But rates of pay in the social enterprise sector tend to be lower than that in any other sector. There is also a substantial gender pay gap in the social enterprise sector.

So women social entrepreneurs are likely to earn less than their male counterparts and less than their for-profit counterparts. They are also unlikely to move into the for-profit sector.

Considering the UN’s definition of women’s empowerment, social entrepreneurship can offer women an important opportunity to *‘influence the direction of social change to create a more just social and economic order, nationally and internationally.’* It probably offers less economic empowerment for women entrepreneurs than for-profit business.

Where social enterprises have additional economic impact on women however, is in the jobs they create.

5. Empowering women through employment

There are four important questions to consider as we evaluate the impact of social enterprise employment on women's empowerment:

- Are proportionally more women employed in social enterprise than other sectors?
- Are the jobs created good jobs?
- How equal are the opportunities for men and women working for social enterprises?
- Do the jobs created challenge or reinforce gender stereotypes?

5.1 Gender balance in the workforce

There is no precise data on the gender balance in the social enterprise workforce in the US. There is data on the non-profit sector and, since the gender balance in leadership for the two sectors is similar, it is tempting to conclude the gender balance of the workforce is likewise similar.

If that is the case **the social enterprise sector employs 65 per cent women, compared to only 46 per cent of the overall workforce in the US.** This would also continue the trend that we have seen in the other four countries in this study, of women having greater representation in social enterprise than in the wider economy.

Furthermore, many of the women employed by social enterprises are disadvantaged in the labour market in some way, for example because of poverty, homelessness, addiction or abuse. Thirty percent of survey respondents said that if their employees were not working for them, they would be unemployed or working in worse conditions for lower pay.

The importance of social enterprise as an employer is not so much the proportion of women it employs but the fact that many of them are disadvantaged in the labour market.

5.2 Are social enterprise jobs 'good jobs'?

Social enterprises create jobs specifically for their beneficiaries, and also jobs that are simply needed to run the social enterprise. Sometimes these categories overlap.

Jobs created by social enterprises specifically for beneficiaries are likely to be better jobs than those created by for-profit businesses. They are typically entry-level jobs to provide employment for people who would otherwise be unemployed, and they typically involve training and development. Eighty four per cent of social enterprises in our survey which cited creating employment as one of their areas of impact, also cited developing skills.

So the intention is that jobs created by social enterprises specifically for beneficiaries are better jobs than those available through for-profit businesses.

Jobs in the social enterprise sector that are not created specifically for beneficiaries may not provide the same benefits as those in other sectors, however. Social enterprises are often small and under-resourced compared to NGOs and for-profit businesses. They often rely on the sense of mission their staff feel to compensate for the lower wages they can offer. Some participants in our research mentioned part-time hours, job insecurity and fundraising for their roles.

The social enterprise sector also fares worse than the for-profit, public and NGO sectors when it comes to providing employee benefits such as paid parental leave. Ninety two per cent of survey respondents said corporate or public sectors provided better benefits.

5.3 Gender equality for social enterprise employees

The social enterprise sector fares better than other sectors in perceptions of equal opportunities for men and women, and particularly opportunities for women leaders. It is also rated more highly than other sectors for enabling staff to flex working around family commitments. Fifty one percent of women felt it offered more equal opportunities than other sectors, and fifty eight per cent of women responding to the survey said the social enterprise sector offered the best opportunities for flexible working.

As in the wider economy however, there is evidence of a substantial gender pay gap in social enterprise, with men earning more than women. **In a recent Thomson Reuters Foundation report the US was ranked last out of 44 countries for women social enterprise leaders being paid the same as men.** Part of the pay gap is due to a gender segregation within social enterprise.

5.4 Gender stereotypes

The social enterprise sector generally conforms to the same gender segregation as the wider economy in the US, with women over-represented in lower-paid sectors such as care, education and catering, and under-represented in higher paying sectors such as tech, for example.

One reason why the social enterprise sector has a high proportion of women leaders and, we believe, a high proportion of women staff is that there are more social enterprises in sectors dominated by women than in those dominated by men. This may in part be due to the fact that much of the work involves providing care. In this way, social enterprise can also be seen to reinforce the dominant paradigm of women as care givers.

There are, however, some striking examples of social enterprises addressing this gender segregation by training and employing women in non-traditional industries such as welding where they were traditionally under-represented.

Thirty-nine per cent of respondents to our survey felt social enterprises were challenging gender stereotypes; while six per cent felt they were reinforcing them. The majority, however, felt they were doing either both or neither.

However many participants in this research felt that some of the gender stereotypes about women were positive and should be embraced, particularly the perception of women as caring, nurturing and cooperative. These were characteristics women participating in this research were proud of and felt were reflected positively in the social enterprise sector.

6. Conclusion

Women and girls in the US face challenges based purely on their gender, including unequal opportunities at work, unequal expectations at home, and an unequal risk of violence.

Social enterprise can help address this gender inequality in several ways. It offers:

- a proven, effective means to support vulnerable or disadvantaged women into employment, and to tackle many of the specific challenges facing women and girls today
- an opportunity for women to '*influence the direction of social change to create a more just social and economic order, nationally and internationally*' (as per the UN definition of women's empowerment)
- more opportunities for women's entrepreneurship and leadership
- proportionally more jobs for women than the for-profit sector, it would seem, particularly for those disadvantaged in the labour market.

While social enterprise does offer significant opportunities for women's empowerment in the US, there remain inequalities within the sector itself that need to be addressed:

- women social entrepreneurs face greater barriers than their male counter-parts, including prejudice and discrimination
- there is a significant gender pay gap in the social enterprise sector
- social enterprise demonstrates the same gender segregation seen in other areas of the economy with women over-represented in low-paying sectors such as education and care, and under-represented in well-paid sectors such as construction and tech.

Governments, funders, investors and intermediaries also have an important role to play in addressing these inequalities, and in realising the opportunities that social enterprise offers women's empowerment in the US.





7. Recommendations

Based on our research, and particularly on the discussions of our focus group of social enterprise and women's empowerment experts, we have drawn together some recommendations to increase the effectiveness of social enterprise as a model for supporting women's empowerment. These are grouped into recommendations for social enterprises and intermediaries, funders and investors, and governments. Some of the recommendations apply to one or more group, and all stakeholders need to work together to ensure the successful implementation of these recommendations.

Applying a gender lens and a cross cutting theme of race is critically important. So too is including men in the conversation. Many of the issues are underpinned by gender norms that affect, and are reinforced by, both men and women.

7.1 Social enterprises and intermediaries

Many of the recommendations for the social enterprise sector will also require support from government and/or funders. Our recommendations are to:

1. Set up an advisory panel for women, minorities and under-represented groups to engage governments, funders and other stakeholders in the barriers facing these groups in social enterprise.
2. Increase the number of social enterprises that focus on women's empowerment through campaigns, accelerator programmes, competitions and funding that specifically encourage gender-focused ventures.
3. Facilitate networking between gender-focused social enterprises and women's organisations nationally and internationally with a view to sharing best practice and replicating successful models. Ideally, this should be coupled with kick-starter funding.
4. Address gender-specific barriers for women social entrepreneurs through greater exposure to female role models, targeted packages of support and financial assistance, regional hubs, and accelerators and incubators specifically for women. These programmes should be flexible and include childcare.

5. Provide training specifically for women to address confidence and skills gaps, particularly focusing on:
 - financial literacy
 - business skills
 - pitching for funding and investment
 - technology
6. Increase the peer support available specifically for female social enterprise leaders and board members. This could include creating formal and informal networks as part of a mentorship, networking circle, free space, courses and seminars.
7. Social enterprises should equalise parental leave policies and encourage flexible working and job-shares.
8. Social enterprises with a community focus should look for opportunities to deliver affordable childcare.
9. Research, understand and publicise the gender wage-gap in social enterprise.
10. Make effective use of media and communications to ensure women social entrepreneurs are seen and heard to create more effective female role models.

7.2 Funders and investors

Our recommendations are to:

11. Use both a 'gender lens' and a 'racial lens' when making investment decisions and better understand the additional barriers faced by women social entrepreneurs, and the strengths of women-led social enterprises.
12. Provide training for funders and investors to understand the differences between male and female social entrepreneurs and the potential of gender based markets.
13. Set targets to ensure a gender and racial balance in the boards and senior leadership teams of funders and social investors.
14. Ensure a gender and racial balance in all panels making lending and investment decisions.
15. Set specific targets for a funding or investment portfolio that is balanced for gender and race to reflect the population of the US. Consider

launching products or services that are specifically targeted at under-represented sectors of the population.

- 16.** Record and publish data on the level of investment into male and female-led social enterprises, the gender composition of leadership teams and boards, and the impact of those investments.
- 17.** Consciously use language that will not alienate women social entrepreneurs when communicating about products and services. Engage with specialist women's social enterprise and business intermediaries to support this, and to promote products and services specifically to women.
- 18.** Set criteria for social enterprises to meet before receiving a grant or investment including:
 - a.having gender-balanced boards
 - b.recording and measuring their social and environmental impact, and including gender equality as a metric
- 19.** Increase the supply of funding and social investment into social enterprises focusing on gender, especially where these are also in sectors considered 'non-traditional' for women.
- 20.** Promote and celebrate the role of women as social investors and women as social entrepreneurs.
- 21.** Provide more seed funding, and funds for scaling and replicating social enterprises, particularly targeting women.

7.3 Governments

- 22.** Governments should look to facilitate the above recommendations by working with intermediaries, funders and investors, and by supporting social enterprise growth by drafting supportive policies, convening stakeholders, and providing finance.
- 23.** The US Government should look to build on this research through a white paper. This paper should demonstrate the benefits and the social impact of women-owned businesses and accurately map the numbers and types of social enterprises in this space. This will enable better policy decisions and more focused interventions by governments and other stakeholders.
- 24.** Governments should set up a social enterprise task force with a specific remit to consider gender and racial equality and provide expertise and recommendations for policy. This body should link with or be the same advisory panel as that cited in Recommendation 1. The task force should have cross sector representation with stakeholders from business, government, academia, and the social enterprise sector. It should be balanced for gender and race.
- 25.** Governments should bear in mind that any policies to support women into work would actively support the social enterprise sector, which has a disproportionately high female workforce.
- 26.** Governments should prioritise eliminating the gender imbalance between caring responsibilities through legislation and financial support for shared parental leave and affordable childcare, focusing particularly on innovative solutions such as childcare co-ops.
- 27.** Governments and social enterprises should work in partnership to increase the use of social entrepreneurship education in schools, including a specific focus on addressing gender inequality. This should begin in elementary school.
- 28.** States should share good practice with other states to influence national policy in areas such as childcare and minimum wage.

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