



Leather Initiative for Sustainable Employment Creation (LISEC)

Gender Analysis Report On the Leather Industry in Ethiopia

June 2020

Leather Initiative for Sustainable Employment Creation (LISEC) Project

Gender Analysis Report on the Leather Industry in Ethiopia, June 2020

Agency Name: United Nations Industrial Development Organization

Project number: SAP 160086

Project period: April 2018–June 2022



Funded by the
European Union

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of UNIDO and can in no way be taken to reflect the views of the European Union.

For further information on EU institutions and policies, visit official EU sources at <http://europa.eu> or https://eeas.europa.eu/delegation/ethiopia_en



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

DISCLAIMER

The designations employed and the presentation of the material in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO. The opinions, statistical data and estimates contained in signed articles are the responsibility of the author(s), including those who are UNIDO members of staff, and should not be considered as reflecting the views or bearing the endorsement of UNIDO. This document has been reviewed following the guidelines of the United Nations Editorial Manual online <https://www.un.org/dqacm/en/content/editorial-manual>

CONTACT US



UNIDO LISEC

Zequala building, Jomo Kenyatta St. (in front of Bambis Supermarket), 7th Floor,
Addis Ababa - P.O. Box 5580 or 14771 - Email; A.CALABRO@unido.org
Telephone: +251115571589/514245) - Fax: +251115512733 - website: www.unido.org



Contents

List of Tables.....	3
List of Figures.....	3
List of Photos.....	3
Acknowledgments.....	4
Acronyms and Abbreviations.....	5
Executive Summary.....	6
1. Introduction.....	16
1.1 Background.....	16
1.2 Objective of the Study.....	17
1.3 Assessment Methodology.....	17
2. Discussion and Analysis of Major Findings.....	18
2.1 Background Characteristics of Respondents.....	18
2.2 Socio-Cultural Norms and Beliefs Related to Gender.....	20
2.3 Gender Roles and Responsibilities.....	21
2.4 Access To and Control over Resources.....	25
2.4.1 Salary, Benefits and Incentives/Rewards.....	25
2.4.2 Gender-Related Training, Discussion and Technology.....	29
2.5 Participation, Leadership and Decision-Making.....	30
2.6 Employment.....	33
2.6.1 Sex-disaggregated data.....	33
2.6.2 Sex/gender as a factor for employment and differential treatment.....	34
2.6.3 Barriers to employment.....	35
2.7 Women-Friendly Work Environment and Conditions.....	38
2.7.1 Gender-separated toilets and changing rooms.....	38
2.7.2 Shift work.....	39
2.7.3 Motherhood and childcare facilities: reasons for resignation.....	39
2.8 Access to Sexual and Reproductive Health Services.....	42
2.9 Workplace Safety and Gender-Based Violence.....	43
2.9.1 Workplace safety.....	43
2.9.2 Awareness of gender-based violence.....	43
2.9.3 Presence of workplace gender-based violence.....	44
2.9.4 Sexual harassment reporting and investigation mechanism.....	46
2.9.5 Factors that encourage gender-based violence.....	47
3. Needs and Priorities.....	48
4. Conclusion and Recommended Strategies for Action.....	49
4.1 Conclusion.....	49
4.2 Recommended strategies for action.....	50
References.....	54
Annexes.....	55
Annex 1: SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.....	55
Annex 2: Employee Survey Questionnaire.....	56
Annex 3: Key Informant Interview Guide.....	67
Annex 4: Individuals Contacted for Key Informant Interview.....	69



List of Tables

Table 1: List of beneficiary companies.....	17
Table 2: Employees' interest in migration	19
Table 3: Demographic characteristics of respondents	19
Table 4: Socio-cultural norms and beliefs.....	20
Table 5: Sharing of domestic tasks between men and women	22
Table 6: Gender- or sex-based occupational segregation	23
Table 7: Presence of pay gap	26
Table 8: Benefit packages of partner companies.....	26
Table 9: Women in leadership and decision-making positions	31
Table 10: Collection of sex-disaggregated data	34
Table 11: Sex or gender as a factor for employment and differential treatment	34
Table 12: Differential treatment of women and men in the workplace.....	35
Table 13: Reasons for women and men employees' resignation	40
Table 14: Measures taken to retain women employees	42
Table 15: Implementation status of women-specific health and safety measures as indicated in the revised labour proclamation	43
Table 16: Awareness of employees about the different forms of gender-based violence	43
Table 17: Types of GBV that employees heard about	44
Table 18: Types of GBV experienced by employees	45
Table 19: GBV measures taken by employers in case of GBV incident	47
Table 20: Factors that encourage workplace GBV.....	47
Table 21: Needs and priorities identified by women and men employees	48

List of Figures

Figure I: Types of incentives and rewards	27
Figure II: Financial incentive packages in United VASN Tannery PLC	28
Figure III: Production staff incentives in slaughterhouses.....	28
Figure IV: Gender-related trainings and discussions	29
Figure V: Use of women-friendly technologies.....	30
Figure VI: Reasons for limited participation of women in leadership positions.....	32
Figure VII: Women decision-making at household level	33
Figure VIII: Employment, retention and promotion barriers.....	35
Figure IX: Employees' preference to stay with their current employers.....	37
Figure X: Factors that make employees stay with their current employers.....	37
Figure XI: Availability of gender-separated changing rooms and toilets	38
Figure XII: Reasons for women and men employees' resignation from work.....	40
Figure XIII: Access to SRH and FP information and services	42
Figure XIV: Presence of GBV in workplaces	44
Figure XV: Respondents who met or heard about a GBV victim in the workplace	45
Figure XVI: Reactions of GBV victims	45
Figure XVII: Sexual harassment reporting and management	46

List of Photos

Photo 1: The gender analysis study team	4
---	---



Acknowledgments

The United Nations Industrial Development Organization (UNIDO) would like to express its sincere appreciation to the European Union for making this gender analysis possible within the Leather Initiative for Sustainable Employment Creation (LISEC) project.

UNIDO wishes to thank the leadership of beneficiary companies for allowing and facilitating the qualitative and quantitative data collection.

UNIDO would also like to extend its gratitude to women and men employees who actively participated in the gender analysis by providing information on the gendered realities of their work and lives.

UNIDO would like to extend its special thanks to the study team¹, especially to Women, Children and Youth Affairs (WCYA) Directorate Directors: Ms. Eyerusalem Damte from the Ministry of Trade and Industry (MoTI) and Ms. Lemlem Deboch from the Leather Industry Development Institute (LIDI), for their unreserved collaboration in making the gender analysis a success.



Photo 1: The gender analysis study team

¹ Eyerusalem Damtie (MoTI WCYA Directorate Director), Dagim Yoseph (MoTI Women and Children Senior Expert), Yewoyinshet Alayu (MoTI Women and Children Expert), Emebet Abate (MoTI Youth Expert), Bamelaku Lingerih (MoTI Youth Senior Expert), Lemlem Deboch (LIDI WCYA Directorate Director), Tadiyos Getu (LIDI Women and Children Team Leader), Seble Daniel (UNIDO LISEC Gender Expert).

Acronyms and Abbreviations

ELIA	Ethiopian Leather Industries Association
FP	Family Planning
GBV	Gender-Based Violence
H&S	Hides and Skins
HIV	Human Immunodeficiency Virus
HR	Human Resources
KII	Key Informant Interview
LIDI	Leather Industry Development Institute
LISEC	Leather Initiative for Sustainable Employment Creation
M&E	Monitoring and Evaluation
MoTI	Ministry of Trade and Industry
MoA	Ministry of Agriculture
MSC	Master of Science
MSMEs	Micro, Small and Medium Enterprises
PLC	Private Limited Company
SRH	Sexual and Reproductive Health
STI	Sexually Transmitted Infections
UNIDO	United Nations Industrial Development Organization
WCYA	Women Children and Youth Affairs



Executive Summary

Introduction

Aware of the diverse and unique challenges faced by women employees, the Leather Initiative for Sustainable Employment Creation (LISEC) project has integrated gender mainstreaming as a cross-cutting theme. The gender mainstreaming process aims to promote gender equality and women's empowerment in selected tanneries, slaughterhouses and traders of hides and skins. Specifically, the project aims to minimize female migration, foster improved labour relations, working conditions and work environments through the upgrading/modernization of certain processes, and promote women's role in business services as well as in medium, small and micro enterprises (MSMEs). Therefore, UNIDO has undertaken this gender analysis, which will serve to inform LISEC project's efforts to further mainstream gender and to ensure equal opportunities and benefits to targeted women and youth.

Purpose of the Gender Analysis

In order to have a deeper understanding of the gender issues that exist within the leather industry and thereby devise a strategy to address the identified concerns, UNIDO, through its LISEC project, collaborated with the gender directorates of MoTI and LIDI to conduct this gender analysis. The main objective of the gender analysis was to gain a clear insight into the gender issues affecting the leather value chain and thus identify recommended strategic actions for more gender-responsive planning and implementation from 6 abattoirs, 6 tanneries and 2 hide and skin trading companies.

Assessment Methodology

The study employed the purposive random sampling method. Both qualitative and quantitative data collection tools were prepared, pre-tested and administered in the form of a structured employee survey questionnaire, a semi-structured key informant interview (KII) tool, and a desk review guide. The study applied a descriptive analysis of both qualitative and quantitative data from primary and secondary sources using Excel and SPSS. The findings from the survey data analysis were triangulated using information from KIIs and reviews of relevant organizational documents, such as collective agreements.

Summary of Key Findings

Demographic characteristics of respondents

Women comprise the majority (70%) of the employee survey participants. In terms of age, respondents are predominantly (59%) under 35 years old. Their educational background varies greatly, ranging from no formal education to a master's degree; in all cases, women constitute the majority of the share. A preponderance (66%) of the respondents are married (65% women and 35% men). Regarding the status of persons with disabilities, only 2% of the respondents have a physical disability resulting from a workplace-related accident, such as falling or crushing by moving machinery.

The employee survey disclosed that more than half (52%) of the participants were not born in the cities where the employing company is located; most of them are women (69%). These respondents moved to the cities for various reasons: job search, getting a job offer, family issues, education, marriage, and to travel to Arab countries. Before getting their current job, a majority of the respondents were interested in migrating to foreign countries to look for a better income, with women making up 71% of this category.



Twenty percent of all respondents are still keen on the idea of moving abroad to improve their working and living conditions, with the proportion of women rising to 74%.

Socio-cultural norms and beliefs related to gender

Although there is a widely held belief that the leather industry is not suitable for female employment, the majority of the study participants agree that women can not only work in this sector, but can also succeed in male-dominated tasks/jobs if they are given the opportunity, the trust and the required technical support. The respondents also believe that having women in leadership positions will help increase the productivity of the leather value chain.

The majority of the respondents think that companies should consider domestic roles of women employees as part of their functioning, and invest to make their work environment women-friendly by providing day-care centres, breastfeeding breaks and flexible work arrangements. The participants also felt that men should share in domestic responsibilities.

Gender roles and responsibilities

Domestic tasks. Women are burdened with a triple role combining productive, reproductive and community management responsibilities. The reproductive role of women includes childcare and family management, which are time-consuming tasks and mostly done without the support of male partners. Their community management role is an extension of their domestic role and involves tasks such as cooking and cleaning. Women employed in productive sectors are expected to be successful in their work, while fulfilling their domestic role of childcare and family management. Similarly, the study indicates that a majority (60%) of women are responsible for taking care of domestic chores. Only 12% of respondents jointly manage domestic task (wives 57% and husbands 43%). Women also comprise the majority of the employees that take leaves of absence to care for children.

Gender-based job segregation. Occupational segregation by sex restricts options and choices for women, and affects remuneration of work. According to the survey findings, almost half (46%) of the respondents said that there is job segregation in their companies. The reasons given for this relate to physically demanding/heavy work and to health risks associated with chemicals. Job segregation is very visible in tanneries that process cowhide, where most women work in sheep and goat units due to the lower size and weight of the skins. Key informants of tanneries have a similar view: they do not wish to have women at the wet end of the production department, such as beamhouse operations, and prefer to have them at the dry end or the finishing part of the cycle, or in administrative positions. Accordingly, vacancies for heavier/riskier jobs invite male applicants only.

In abattoirs, the majority of women work in hygiene and sanitation units. Although flaying is considered a male-dominated job, there are a few female employees that perform flaying and deboning at Luna Export Abattoir PLC and Zelalem Moges Abattoir, which is rarely seen in other abattoirs. However, this does not mean that all employees are in agreement with women engaging in traditionally male-dominated jobs. At company level, there is also a deep-rooted gender bias that associates some tasks, such as cleaning, with women's jobs.

Gender-based job segregation is also present in raw hide and skin trading companies; however, it is not rare to see women employees. The respondents from these businesses claimed that there is no such thing as a male-dominated or female-dominated job, and women are engaged in most tasks managed by men. These include unloading raw hides and skins from vehicles, weighing, cutting hooves, and salting. Company managers also confirmed that they are willing to hire women, if any are interested. In a nutshell,



the leather value chain could benefit by involving more women regardless of job restrictions. On the other hand, the sector needs to be supportive of women who already work in it.

Access to and control over resources

Salary, benefits and incentives/rewards. According to the 2020 Global Gender Gap Report, Ethiopia ranks 132 out of 153 countries on wage equality for similar work.² However, the majority (89%) of survey participants indicated that there is no pay gap for identical jobs with the same pay grade at entry level, except for day labourers engaged in wet- and dry-end processes at few tanneries (55 birr for women and 70 birr for men).

Regarding benefit packages, more than half of the respondents said that they enjoy several advantages, such as free transport service or transport allowance, sanitary materials in the form of bar soap and paper napkins, and medical coverage for work-related accidents. A quarter of the participants said that they have access to free or subsidized meals at company-based cafeterias. A smaller number of participants said that they are given childbirth cost coverage up to 15,000 birr, housing allowance or a residential place for leadership positions, safety/work clothing and footwear, milk, a large water container having 150-litre capacity, education cost coverage, and hardship allowance. In addition to medical coverage for work-related accidents, some companies reimburse medical expenses fully or on a cost-sharing basis.

Some of the identified benefit packages are limited to few companies. For example, childbirth cost coverage is limited to Addis Ababa Abattoirs Enterprise, the large water container is limited to Modjo Tannery Share Company, and milk provision is seen as a benefit in tanneries for staff that are in contact with chemicals. Free or subsidized meals may be limited to breakfast, lunch, or to the production staff. The rest of the packages seems to be distributed evenly among the companies studied, benefiting both women and men. In addition to benefits, the majority (68%) of respondents said that they have received a variety of incentives, namely bonuses (83%), financial incentives (13%), and certificates (4%). For nearly all respondents (98%), there is no difference in the rewards/incentives given to women and men.

Financial incentives in tanneries are provided for regular attendance to both men and women employees. The study also identified that there is a piece-rate incentive within some tanneries for performances above company standards (Batu and United VASN). The piece-rate payment considers the physical nature of work, technical skills required, and work-related risks (slippery surface, temperature, etc.). The more the job is physical, needs technical skills and has a risky work environment, the higher the incentive provided. In line with this, jobs in cowhide and wet-end processes, where there are fewer or no female employees, get higher incentive packages. On the other hand, in tanneries such as United VASN that process goat/sheep skins, where there is an equal number of women and men employees, and where women are evenly distributed in various jobs, women have the opportunity to equally benefit from such incentive packages.

A financial incentive is also common in abattoirs. The incentive is given to flayers if they do not damage the skins and for flaying, meat cutting, deboning, removal of abdominal content, and cleaning operations; a hardship allowance is provided to employees engaged in slaughtering and by-product utilization. The highest financial incentive is granted to the production staff, starting with the flayers and gradually decreasing. Women do not equally benefit from this financial incentive, as they are mainly working in

² World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

hygiene and cleaning units. Hence, both within tanneries and slaughterhouses, women employees seem to get smaller financial incentive packages due to the job segregation based on the nature of the work. However, as of 30 March 2020, financial incentives are no longer practised pursuant to a workplace protocol issued by the Ministry of Social and Labour Affairs, which aimed to ease the economic impact of the COVID-19 pandemic and ensure the continuity of workplaces.³

Gender-related training, discussion and technology. While the majority (71%) of the employees have not taken gender-related trainings, 27% of the respondents said they completed trainings on topics such as gender-based violence (GBV), sexual harassment, gender mainstreaming, gender concepts, gender equality, as well as saving and credit associations. However, even in the few companies that did provide one-time gender-related trainings, the discussion has not continued on a regular basis.

Women- or gender-friendly technology. Women are in a disadvantaged position in the leather value chain due to the physically demanding and laborious tasks. The use of women/gender-friendly technologies is expected to promote women's participation, thus benefiting and contributing to the sector. In this context, women-friendly technology does not necessarily mean technologies created/adapted for women. It can be any leather-related technology/tool/equipment that can increase women's engagement, without cutting the number of jobs. Yet, the majority (80%) of the respondents said that there is no women-friendly technology in use at their companies. Only 17% of the respondents said their company uses women-friendly technology, and tools identified as women-friendly are: forklifts, meat cutters, split machines, water sprayers, hydraulic chains, fleshing machines, and slaughtering technology.

Participation, leadership and decision-making

Women in leadership positions. Ethiopia is 82nd out of 153 countries in the 2020 rankings of the Global Gender Gap Report and has closed 70.5% of its gender gap to date. It has attained the 16th position globally in terms of political empowerment, i.e. percentage of women in parliament, percentage of women in ministerial positions and female heads of states in the last 50 years. Almost half (47.6%) of ministers are women, and a woman was elected president in 2018. In addition, 38.8% of parliament seats are occupied by women. Despite these remarkable results, Ethiopia ranks 103 for the percentage of senior officials and managers.⁴

The information obtained from survey participants, key informants and organizational charts indicates that women are under-represented in leadership or managerial positions and that their presence seems to be concentrated in administration or non-production-related jobs. During KII sessions, company managers recognized that women have many qualities that make them preferable for leadership positions. However, these qualities are not reflected in formal evaluation, selection or promotion criteria. The reasons identified for low women's participation in decision-making positions are: lack of opportunities, lack of relevant skills/education/training, lack of management support, lack of female role models, organizational culture favouring men, attitudinal problems that men exhibit towards a woman manager or negative perception of women's leadership style, lack of self-confidence on the part of women, and lack of flexible work arrangements.

Women decision-making at household level. At the household level, married women seem to have better decision-making opportunities on work-related issues. Almost half of the women respondents said that

³ Ministry of Social and Labour Affairs (2020). *COVID-19 workplace response protocol*. March 2020. Addis Ababa. Retrieved April 9, 2020, from https://www.ituc-csi.org/IMG/pdf/fdre_molsa_response_protocol_on_covid-19.pdf

⁴ World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf



they decide either on their own or jointly with their husband about how to spend their income, whether to accept or reject a job/promotion, remain in or resign from a job, work overtime or night shifts. The number of women respondents who said that their husband makes such decisions for them is very small, ranging from 6 to 12%.

Employment

Sex-disaggregated data. In order to identify gender-related issues in employment and job retention, there need to be relevant sex-disaggregated data. However, sex-disaggregated data are not collected by 4 companies. By contrast, companies such as Luna Export Abattoir PLC and Addis Ababa Abattoirs Enterprise keep their sex-disaggregated data in a computerized and well-organized manner. Still, they merely use them for reporting purposes. Hence, there is a gap, because the sex-disaggregated data thus collected, kept and analysed are not used to inform business plans and management decisions with a gender lens.

Sex/gender as a factor for employment and differential treatment. Most of the survey respondents (80%) do not agree that gender or sex plays a role in employment, promotion or termination. Yet, 18% of the participants gave the opposite answer. As indicated in the survey and KIIs, gender/sex appears to have a role, since there is a preference for men when vacancies involve jobs that are heavy/physical. This differential treatment is also reflected by the fact that women expect to receive requests for sexual favours in exchange for employment/promotions. Similarly, while a majority (85%) of the respondents said that there is no differential treatment of women and men, 15% of the employees claimed the opposite. They stated that differential treatment exists, as evidenced by the unnecessary pressure put on women in the workplace and by the requirement for women to undergo pregnancy tests as part of health check-ups on recruitment, which could prevent them from securing the job.

Barriers to employment. The 2020 Global Gender Gap Report indicated that Ethiopia's labour force participation is skewed towards men: 87.8% of men are in active employment versus 77% of women.⁵ According to the survey respondents, the main barriers faced by employees during job searching and after employment are: limited access to job information, unaffordable job search costs, perception of employers as being less interested in hiring women, gender-insensitive job advertisements that call for male applicants only, sexual harassment in the form of sexual favour requests in return for employment or promotion, lack of educational qualifications and work experience, lack of flexible working hours and conducive work environments, including day-care centres, and lack of gender-sensitive policies. Accordingly, more than half (56%) of the respondents would prefer to have another job.

The revised labour proclamation clearly states that priority shall be given to women if they get equal results to men when competing for employment, promotion or any other benefit⁶. However, none of the 14 companies involved in the study has clear, written and affirmative action policies and practices. In addition, they lack a gender structure to oversee the gender sensitiveness of employment and promotion. Regardless of whether or not these gender structures are in place, companies get capacity-building resources in gender equality and women's empowerment from the Ethiopian Leather Industries Association (ELIA) and LIDI via women, children and youth directorates. LIDI and ELIA in turn receive support from the gender machinery of MoTI in the form of trainings, technical backstopping and monitoring visits.

⁵ World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

⁶ Federal Democratic Republic of Ethiopia (2019). *Labour proclamation No. 1156/2019 (No. 89)*. September 2019. Addis Ababa, Ethiopia. Retrieved April 3, from <https://www.molsa.gov.et/download-category/proclamations/>



Women-friendly work environments and conditions

Women-friendly workplaces make provisions that enable women and men employees to meet both their family and work commitments. Women-friendly facilities include, but are not limited to, gender-separated toilets, showers and changing rooms; maternity, paternity and dependent/family leaves; day-care centres and breastfeeding breaks.

Gender-separated toilets and changing rooms. Most (89%) of the respondents stated that they have access to a gender-separated toilet equipped with water and a door. However, 11% of the employees said that this is not the case. Likewise, a majority (76%) of the respondents said that they have gender-separated changing rooms, while 23% said that this is not the case. During KII sessions, it was noted that there are no gender-separated changing rooms in ELICO Awash Tannery PLC, Zelalem Moges Abattoirs PLC, Addis Ababa Abattoirs Enterprise, Michael Shiferaw Hide and Skin (H&S) Trading, and Alemshet Ayele H&S Trading. In addition, there are no gender-separated toilets in Zelalem Moges Abattoir, Michael Shiferaw H&S Trading, and Alemshet Ayele H&S Trading.

Shift work. Nearly all investigated companies have a two-shift system: day and night. The night shift predominantly applies to the production staff. More than half (54%) of the survey respondents said that women have the option to choose shifts. The remaining 41% said women do not have options and 4% do not know about the case. Similarly, some of the key informants of the study said that women are not assigned to night shifts, while others said they are being forced to work nights.

Motherhood and childcare facilities: reasons for resignation. The top 4 reasons for women to leave their jobs are motherhood or childbirth, lack of family planning (FP) services and associated unplanned pregnancies, getting a better employment, and voluntary resignation. On the other hand, the top 4 reasons for men are getting a better pay, voluntary resignation, being fired, and departure for unspecified reasons.

Among the 13 resignation reasons given by female employees, 6 of them were specific to women. These are: motherhood/childbirth, absence of childcare facilities, lack of FP services and unplanned pregnancies, lack of flexible work arrangements to balance work and family responsibilities, gender-based violence (GBV), including sexual harassment, work-related pressure, wish to travel to Arab countries, plans to get married, and unsatisfactory salary. On the other hand, among the 11 resignation reasons given by male employees, 4 of them are specific to men. These are workplace accidents and associated disabilities, substance abuse, retirement, and starting their own business. In addition, reasons identified for men resignation through KIIs include unsatisfactory salary.

The revised labour proclamation of 2019 indicates that establishment of day care could be determined, among other things, by collective agreement. However, none of the companies studied have childcare or day-care facilities. Currently, all companies in the study give a paid maternity leave of 120 days. Yet, in most companies, women returning from maternity leave have not been given breastfeeding time during the first six months of their baby's life. Few companies that try to provide breastfeeding breaks are doing this in an informal manner, based on the goodwill of the managers and without incorporating specific provisions into their human resource (HR) policy.

Although men employees are entitled to a paternity leave of 3 days based on the revised labour proclamation of 2019, they have rarely been given this time off. Out of the 14 companies under review, only Luna Export Abattoir PLC and Addis Ababa Abattoirs Enterprise provide a paternity leave of 6 and 10



days, respectively. According to key informants, paternity leave has never been given because male employees never asked for it.

Despite the presence of employee resignations, survey respondents acknowledged that measures are being taken by their employers to retain women employees, including the provision of flexible working hours. However, flexible working time is limited to abattoirs, where production (slaughterhouse) employees are allowed to go home as long as they are done with their day's work.

Access to sexual and reproductive health services

While a majority (76%) of study participants said that they do not have access to sexual and reproductive health (SRH) information and services, 18% of them stated that they do. These respondents have accessed SRH services either from company-based clinics or nearby health facilities. The specific services accessed by employees are FP information (16%), FP services (49%), STI and HIV services (32%), and cervical cancer screening (3%).

Modjo Tannery Share Company used to have an on-site clinic where employees had access to SRH/FP services, but it has been closed for over a year due to the retirement of the health officer and a shortage of medicines. Currently, the company is in the process of recruiting a health professional for the clinic. When the clinic was active, selected employees were trained as peer educators and tasked with facilitating discussions on FP, but not anymore. Addis Ababa Abattoirs Enterprise, ELICO Awash Tannery PLC and Organic Export Abattoir have company-based clinics. However, the issue of FP/SRH services is not well integrated within the clinics. The same gap exists within companies that have first-aid corners.

Workplace safety and gender-based violence

Workplace safety. Almost all the companies under review have a health and safety committee or a safety expert. However, 28% of employees do not feel safe at their workplaces due to various reasons, such as: lack of gender-separated sleeping spaces for night shift workers, lack of proper safety tools, working in a finance department having a direct linkage with money, and working in slaughterhouses where there are sharp tools. In addition to this, there is gap in the implementation of the revised labour proclamation's women-specific health and safety measures by the employers. Hence, health and safety committees/experts fail to integrate the gender dimension of pregnancy and GBV as safety issues, since their main focus is on food and environmental safety.

Awareness of gender-based violence. The study findings revealed that there is a significant gap in the respondents' understanding of the various forms of GBV. Only 15% said there is GBV in their workplaces. Although the number of employees who confirm the presence of GBV in their workplace seems to be small, there is indication that this number is under-reported. Most of the key informants indicated that they hear rumours about workplace GBV, but no formal complaint has been made. In addition, only 23% of GBV victims formally reported to their employers. The dominant types of GBV are sexual harassment in the forms of: hitting, stalking, insult and intimidation, promise of recruitment in return for sexual favours, unwanted sexual comments and physical touching, men refusing to economically support their family after a divorce, attempted rape, rape, and forced exposure to pornographic pictures.

The study revealed that 19% of respondents have met a GBV victim or heard about cases of GBV in their workplace, where 91% of the victims were women employees and 9% were men employees. The survey results also showed that 9% of the employees have personally encountered different types of GBV, where all of the GBV victims were women. The majority of the perpetrators are said to be immediate bosses,



followed by co-workers. The majority of the GBV victims reacted to the incident either by doing nothing or by confiding in friends and families.

Sexual harassment reporting and investigation mechanism. The majority (58%) of the respondents said that there is no workplace policy on GBV or sexual harassment, or that they do not know about the policy, if one actually exists. Likewise, the majority (66%) of the respondents indicated that there is no committee/individual assigned to investigate GBV cases or that they do not know if there is one.

Only Addis Ababa Abattoir Enterprise, Luna Export Abattoir PLC and Addis Ababa Tannery Share Company incorporated tools to combat sexual harassment into their collective agreements. Most companies have claimed to refer to the revised labour proclamation while dealing with workplace GBV. However, the relevant proclamation content has not been adapted to their internal human resource policy. In addition to the sexual harassment policy, companies have not put in place other gender-related policies, nor have they included the gender dimension into their existing internal policies. Furthermore, only five companies have established labour unions, which are instrumental in workplace GBV prevention and response work.

Respondents were asked about the measures being taken by their employers in case of workplace GBV incidents. A majority (34%) of the participants said no measure is taken. However, the remaining respondents indicated that sanctions are applied, such as warnings, termination/dismissal, salary cuts, demotion and suspension.

Factors that encourage gender-based violence. According to the survey participants, the main factors that contribute to the occurrence of workplace GBV are the absence of a workplace policy against GBV or sexual harassment, limited knowledge of existing sexual harassment policies, poor GBV prevention and response mechanisms, victims' fear of stigma and discrimination, failure to report cases of GBV, and other determinants ranging from substance abuse to dressing code.

Recommended strategies for action

Recommendation 1. Build capacity of partners in gender responsiveness

- **Gender structures:** encourage partner companies to put in place structures, such as a gender office, or to appoint a gender focal person, in order to establish company-level gender working groups, and to identify male gender champions to facilitate the gender-mainstreaming work throughout the organization. Partner companies are also expected to ensure the allocation of a gender budget to implement activities that can empower women employees and bring gender equality; furthermore, they should sustain their efforts in gender mainstreaming beyond the project period.
- **Gender training:** build the capacity of the gender structure through positive actions, such as awarding best performers, arranging trainings with a fixed quota system (at least 30% and if possible 50%) until a good representation of women is achieved, providing on-the-job backstopping, putting gender issues on the regular management's discussion agenda, and creating linkages with government and non-government stakeholders to further the learning process.

Recommendation 2. Strengthen women employment, retention and promotion

- Provide technical support for partner companies to review and update their HR manuals through a gender lens. The support is expected to help put in place clear and gender-sensitive hiring,



promotion and retention guidelines, including the use of equal opportunities and affirmative action strategies.

Recommendation 3. Promote women- and family-friendly work environments and conditions

- **Gender-sensitive internal policies:** support partners in their efforts to introduce policies and practices that could help married employees balance their domestic chores and childcare responsibilities with their work. Those practices include: adding family or dependent leaves to the HR manual; visibly mainstreaming good practices related to breastfeeding breaks and flexible work arrangements; and adopting the women-specific health and safety provisions of the revised labour proclamation.
- **Women- or gender-friendly facilities:** ensure the presence of a conducive work environment for women by having gender-separated changing rooms, toilets and shower rooms; establishing a model day-care/childcare facility at Modjo City for leather goods and shoe MSMEs; encouraging partner companies to continue providing flexible working hours and flexible conditions, including breastfeeding breaks, in an institutionalized manner; following up the provision of paternity leaves for men employees; promoting the use of women/gender-friendly technologies.

Recommendation 4. Enhance women participation in leadership and decision-making

- **Coaching, mentoring and training:** empower beneficiary women to take leadership positions by facilitating leadership and assertiveness skill training; coaching and mentoring promising young women employees who aspire to take leadership roles; allowing women to be delegated in managerial or supervisory positions to help them learn leadership traits; arranging a job rotation for interested women during low-work seasons to departments of their choice to help them learn more about the many facets of the business; and ensuring equal representation of women in all technical and capacity-building trainings by applying a fixed quota (at least 30% and if possible 50%).
- **Participation:** ensure women participate equally and actively alongside with men and are enabled to take up leadership positions by setting gender targets; empower women to assume leadership positions of departments/sections (especially selection, trimming, finishing); ensure women employees are provided with equal on-the-job and other types of training opportunities to enhance their leadership skills; strengthen the use of sex-disaggregated data to identify and address gender-related gaps that hamper women's participation and leadership.

Recommendation 5. Address workplace GBV and sexual harassment

- **Prevention:** provide GBV prevention and response training for the gender working group; assist partner companies to develop a policy against sexual harassment with a clear reporting and grievance handling system, using ILO sample workplace sexual harassment policy; and integrate GBV within partner companies' health and safety guidelines, training materials and awareness-raising sessions.
- **Response:** support the establishment of a standard format for recording and reporting GBV incidents on a monthly basis that will help track GBV incidents by type, measures taken and improvements made; encourage multi-sectoral GBV response by creating linkages with "GBV one-stop shops" located in selected government hospitals such as Gandhi, in international organizations such as Marie Stopes, as well as with the police, safe houses, women lawyers' associations, etc.



Recommendation 6. Enhance access to SRH and FP information and services

- Assist employees of partner companies to have access to various SRH related information; integrate FP counselling and services within company-based clinics and first-aid centres; create formal referral linkages with nearby public or private health facilities to enable employee access to FP services.



1. Introduction

1.1 Background

Hides, skins and leather form a critical strategic sector for the economic and industrial development of Ethiopia. Given its labour-intensive nature, it has the potential to be a major source of employment all along its value chain. The government of Ethiopia has identified the leather and leather products value chain as one of the top four most promising industries in the country due to its strong backward linkages to the rural economy, and potential for poverty reduction.⁷

The proportion of women in the leather industry has increased steadily over the past two decades. Women make up 25 per cent of the industry as a whole.⁸ Women lag behind men in most employment dimensions, and the leather sector is no different. Their jobs offer lower salaries and fewer opportunities for advancement, but also lower job security, worse job content, less time autonomy and worse emotional conditions.⁹

To begin with, unequal enrolment of men and women in education translated into over-representation of male candidates in competitive examinations for job admission. Then, there are several reasons why women may find it harder than men to qualify for internal promotion. These reasons may include difficulty in attending post-education training, difficulty in taking on responsibilities because of family constraints, supervisors' preference for promoting men, and workplace sexual violence.

In addition, occupational segregation by sex is a major obstacle to equality in the workplace, and entails social and economic costs for individuals, firms and society at large. This is an important aspect of the labour market around the world, and a key contributing factor to women's disadvantaged economic situation compared to men. Occupational segregation by sex restricts options and choices for women, and affects remuneration of work.¹⁰

Realizing the diverse and unique issues of women employees, the LISEC project integrated gender mainstreaming as a cross-cutting theme. The gender mainstreaming process aims to promote gender equality and women's empowerment in selected tanneries, slaughterhouses, and hide and skin trading companies. Specifically, the project aims to minimize female migration, foster improved labour relations, working conditions and work environments through the upgrading/modernization of certain processes, and promote women's role in business services and MSMEs. Therefore, UNIDO has undertaken this gender analysis, which serves to inform LISEC project's efforts to mainstream gender and to ensure equal opportunities and benefits to targeted women and youth.

⁷ Ministry of Industry (2016). *Ethiopia leather value chain strategy, 2006-2020*. November 2016. Retrieved April 6, 2020, from <file:///C:/Users/User.DESKTOP-UI1FMQF/Downloads/Ethiopia%20Leather%20Value%20Chain%20Strategy.pdf>

⁸ UNDO. *Women in industry series: women, industry and technology*. Series no. 3. Retrieved April 7, 2020, from <https://open.unido.org/api/documents/4806186/download/WOMEN%2C%20INDUSTRY%20AND%20TECHNOLOGY.%20SAMPLE%20CASES.%20WOMEN%20IN%20INDUSTRY%20SERIES%20NO.3%20%2821124.en%29>

⁹ Haya Stier and Meir Yaish (2014). *Gender at work: occupational segregation and gender inequality in job quality: a multi-level approach*. *Work, employment and society magazine*, 2014, Vol. 28(2) 225-246. Sagepub.co.uk. Retrieved April 5, 2020, from <https://journals.sagepub.com/doi/10.1177/0950017013510758>

¹⁰ World Bank (2017). *Women, gender and the world of work*.



1.2 Objective of the Study

The **General Objective of the study** was to conduct a gender analysis to have a deeper understanding of gender issues in the leather value chain and thereby devise a strategy to address the identified issues.

Specifically, the gender analysis aimed to:

- Assess the representation, participation, and decision-making of women and men employees.
- Assess women and men stakeholders' access to and control over resources.
- Understand cultural gender roles, norms, relations, stereotypes, prejudices affecting women and men.
- Identify the presence and justification for sex/gender-based job segregation.
- Assess practices of recruitment, retention, promotion of women and men employees.
- Assess implementation of gender-related provisions (including the revised labour law) within stakeholder companies.
- Examine the presence of conducive and family/women-friendly work environments.
- Assess migration patterns to address women's integration in the project in the best way possible.
- Provide strategic recommendations to address challenges that women and men face, while promoting gender equality as well as women's empowerment.

1.3 Assessment Methodology

Study team. Organized by the UNIDO-LISEC National Gender Expert, a study team has been established drawing expertise from the gender departments of MoTI and LIDI to undertake data collection for conducting a gender analysis. The study team consists of 8 (3 male) senior gender experts and directors. The data collection was undertaken from 24 February to 13 March 2020.

Study participants. The LISEC project has identified 16 companies as beneficiary partners, consisting of 6 tanneries, 6 abattoirs and 4 hide and skin traders located in and 100 km around Modjo City. The gender analysis involved only 14 of them, namely 6 tanneries, 6 abattoirs and 2 H&S trading companies. Four beneficiaries (2 abattoirs and 2 H&S traders) were not covered in the assessment for two reasons. Firstly, because it was a challenge to reach the staff from Burayu Abattoir and Adama city municipality abattoirs due to the low-work season associated with Orthodox Christians' fasting period. The staffs were either on training or on leave. Secondly, because the data collection for H&S traders located in Addis Ababa (Miftah Kedir and Girma Beyene) coincided with the confirmation of the first COVID-19 case in Addis Ababa on 13 March 2020.

Table 1

List of beneficiary companies

#	Beneficiary Companies	Location
1	Addis Ababa Tannery Share Company	Addis Ababa
2	Colba Tannery PLC	Modjo
3	ELICO Awash Tannery PLC	Addis Ababa
4	Modjo Tannery Share Company	Modjo
5	United VASN Tannery PLC	Modjo
6	Batu Tannery PLC	Addis Ababa
7	Luna Export Slaughterhouse	Modjo
8	Organic Export Abattoirs	Modjo
9	Addis Ababa Abattoirs Enterprise	Addis Ababa
10	Karalo Abattoir PLC	Addis Ababa
11	Al-Nujum Export Slaughterhouse Share Company	Dukem
12	Zelalem Moges Abattoir PLC	Bishoftu
13	Alemshet Ayele Hide and Skin Trading	Bishoftu
14	Michael Shiferaw Hide and Skin Trading	Adama

Sampling, data collection and analysis method. The study used purposive random sampling. The study was purposive in the sense that it gave more opportunities for women employees (70%) to voice their issues, needs and priorities. In addition, the study covered permanent employees randomly selecting them from plant managers to security guards, and from production as well as administration departments. Out of the total 3,888 employees (2,639 males and 1,249 females) within the 14 companies, a sample of 192 employees (58 males and 134 females) was taken for the quantitative analysis.

Qualitative and quantitative data collection tools were prepared in the form of a structured employee survey questionnaire, a semi-structured key informant interview (KII) tool, and a desk review guide. The data collection tools were pre-tested and revised accordingly. The study employed a descriptive analysis of both qualitative and quantitative data from primary and secondary sources using excel and SPSS. In addition, findings from the survey data analysis were triangulated using information from KIIs and review of relevant organizational documents, such as collective agreements.

Strengths and challenges of the gender analysis. The gender analysis fieldwork was completed in the expected time frame thanks to the extraordinary commitment and teamwork of the study team. In terms of limitations, however, there was a lack of collaboration from some companies, which have been reluctant to let their employees take the survey, to give internal documents, such as organizational charts, collective agreements and human resource manuals, and to provide sex-disaggregated data in the required time. Furthermore, the study team was not able to collect data from Adama city municipality abattoir and Burayu abattoirs since staff were either on leave or training due to the low-work season as a result of Orthodox Christians' fasting period. Likewise, the study team was unable to collect data from Girma Beyene and Miftah Kedir hide and skin traders as planned, due to the first COVID-19 case confirmation coinciding with the final data collection time.

Validation of the study. The gender analysis report was reviewed by the UNIDO-LISEC project implementation unit, UNIDO-Ethiopia gender experts, the UNIDO gender coordinator based in Vienna and the members of the gender analysis study team. The findings of the study were further validated in the presence of concerned stakeholders during a consultative workshop of the gender working group.

2. Discussion and Analysis of Major Findings

2.1 Background Characteristics of Respondents

Demographic characteristics. Out of the total survey respondents, 70% are women. The average age of the respondents is 35 (women 33 and men 38). A slight majority (59%) of the respondents are under the age of 35 (75% women and 25% men). On average, both women and men have worked for 9 years in the company. Regarding the status of persons with disabilities, only 2% of the respondents have a physical disability resulting from a workplace-related accident, such as falling or crushing by moving machinery.

Migration. More than half (52%) of the participants, the majority of whom are women (69%), were not born in the cities where the employing company is located. These respondents moved to the cities for various reasons: job search (43%), getting a job offer (23%), family issues (13%), education (11%), marriage (8%), and to travel to Arab countries (1%).



A majority of 68 respondents (representing 35% of the total) were interested in migrating to foreign countries before getting their current job to search for a better income, with women constituting 71% of this category. A group of 38 people (20% of all respondents) still see migration as an opportunity to earn more and live a better life, with women accounting for 74% of them.

Table 2
Employees' interest in migration

	Women	Men	Total
Total number	134	58	192
Interested in migration (before current job)	48	20	68
Still interested in migration	28	10	38
Disability	1	2	3
Average Age	33	38	
Average # of years working in the company	8	10	

When respondents were asked about their 3-year plans, 7% said they intend to migrate to foreign countries for a better job; 53% said they have in mind to run their own business; 17% want to continue working with their current employer; 15% want to work in another company; 5% have a plan to get married, have children and stay home to raise them; 1% plan to continue and upgrade their education; and 2% expect to be retired.

Education status. Respondents of the survey have different educational backgrounds, ranging from having no formal education to having a master's degree. More specifically, 38% of the employees have a degree and diploma, 23% completed the first and second level of primary education (grades 1-8), 21% completed secondary school (grades 9-10), 2% have a master's degree, and 3% completed a TVET course. Only 4% of the employees have no formal education. In all cases, women constitute the majority of the share.

Marital status. A majority (66%) of the respondents are married, with 65% women and 35% men. A quarter (25%) of the respondents are single, with 64% women and 36% men.

Table 3
Demographic characteristics of respondents

	Women	Men	Total	
Education status	No Formal Education	7 (88%)	1 (12%)	8 (4%)
	Primary education (1-4)	8 (89%)	1 (11%)	9 (5%)
	Primary education (5-8)	22 (65%)	12 (35%)	34 (18%)
	Secondary education (9-10)	33 (80%)	8 (20%)	41 (21%)
	Preparatory (11-12)	8 (44%)	10 (56%)	18 (9%)
	TVET	3 (60%)	2 (40%)	5 (3%)
	Diploma	16 (67%)	8 (33%)	24 (12%)
	Degree (under graduate)	35 (70%)	15 (30%)	50 (26%)
	Master's (post graduate)	2 (67%)	1 (33%)	3 (2%)
	Total		100%	
Marital status	Single	34 (72%)	13 (28%)	47 (25%)
	Married	82 (65%)	45 (35%)	127 (66%)
	Divorced	12 (100%)	-	12 (6%)
	Widowed	6 (100%)	-	6 (3%)
		Total		100%

2.2 Socio-Cultural Norms and Beliefs Related to Gender

The beliefs, attitudes, perceptions and stereotypes of participants were assessed from a gender perspective in the context of the leather sector. There is a widely held belief that tanneries, slaughterhouses or hide and skin trading companies are not good places for women to work, as it is difficult for them to manage the required tasks. However, the majority (74%) of the study participants agree that it is ok for women to work in the leather value chain. An even higher majority (79%) of the respondents agree that women can manage and handle tasks/jobs dominated by men, if they are given the opportunity, the trust and the technical support they need. Though the leather value chain is a fairly male-dominated sector, the majority (92%) of the survey respondents agree that having women in leadership positions will contribute to increase the productivity of the leather value chain.

Table 4
Socio-cultural norms and beliefs

		Frequency	Percentage
It is ok for women to work in the leather sector	Agree	61	32%
	Strongly agree	80	42%
	Disagree	23	12%
	Strongly disagree	28	14%
	Total		100%
Women can handle tasks dominated by men	Agree	55	29%
	Strongly agree	97	50%
	Disagree	17	9%
	Strongly disagree	23	12%
	Total		100%
If married women are the majority of employees, the firm incurs additional costs	Agree	48	25%
	Strongly agree	52	27%
	Disagree	30	16%
	Strongly disagree	62	32%
	Total		100%
A man should share domestic responsibilities	Agree	46	24%
	Strongly agree	131	68%
	Disagree	8	4%
	Strongly disagree	7	4%
	Total		100%
Companies should invest to have a women-friendly work environment	Agree	42	22%
	Strongly agree	111	58%
	Disagree	21	11%
	Strongly disagree	18	9%
	Total		100%
Women leadership contributes to company productivity	Agree	32	17%
	Strongly agree	144	75%
	Disagree	9	5%
	Strongly disagree	7	3%
	Total		100%

More than half (52%) of the respondents feel that if married women make up the majority of the employees, the company will have to bear additional costs because of maternity leaves and frequent childcare-related absenteeism. On the other hand, a majority (80%) of the respondents think that companies should consider domestic roles of women employees as part of their functioning, and invest



to make their work environment women-friendly by providing day-care centres, breastfeeding breaks and flexible work arrangements.

In addition, the majority (92%) of participants feel that men should share in domestic responsibilities, especially if their partners work outside the home. Building on such expectations, workplaces under review need to set an example by allowing men employees, from managers all the way down the line, to perform feminine gender roles in work-related social gatherings, such as a coffee ceremony.

2.3 Gender Roles and Responsibilities

The Cashier

Enatenesh Talema is a 23-year-old accounting graduate working as a cashier at Michael Shiferaw, a trader of hides and skins. She explained her work experience in the company as follows:

Although I am hired as a cashier, I am curious to know details of the hide and skin work. I assist my colleagues especially during busy times (holidays). I asked senior employees to show me how to make ready raw hides and skins for delivery to tanneries, and they did. Currently, I can inspect skin/hide quality, weigh each hide/skin, cut off hooves/tails, clean meat attached to skins/hides, put on salt and store them. In addition to my cashier work, I feel satisfied when I assist my colleagues in the raw hide and skin preservation process.

I am a person eager to learn new things. I was raised with a strict work discipline. I have an appetite for any job. I am not worried about the smell of my working environment: I am accustomed to it.

Most of my friends who graduated with me are working in banks and some are unemployed. They are surprised to hear that I am working in a raw hide and skin trading company. They ask me why I am working in such a filthy and smelly place. These women like to wear leather shoes and bags, but do not appreciate my job.

The challenge I am facing is the biased attitude problem I get from people regarding the job. I agree it is not a beautiful place to work, but you get used to it, if you want to remain employed. As a young female, I also want to prove that women can do anything if they set their mind to it and are given the opportunity. I want to continue working here because I do not want to be unemployed and become a burden to my family.

Domestic tasks. Women are burdened with a triple role combining productive, reproductive and community management responsibilities. The reproductive role of women includes childcare and family management, which are time-consuming tasks mostly done without the support of their male partner. Women's community management role is an extension of their domestic role and involves tasks such as cooking and cleaning. Women employed in productive sectors are expected to be successful in their work, while fulfilling their domestic role of childcare and family management.



Table 5
Sharing of domestic tasks between men and women

		Women	Men	Total
Domestic tasks	Myself	96 (95%)	5 (5%)	101 (53%)
	My husband/wife	2 (7%)	25 (93%)	27 (14%)
	Jointly with my husband/wife	10 (43%)	13 (57%)	23 (12%)
	My daughter	14 (88%)	2 (12%)	16 (8%)
	My grand-daughter	1 (100%)	-	1 (1%)
	Housemaid	13 (87%)	2 (13%)	15 (8%)
	My mother	1 (33%)	2 (67%)	3 (2%)
	My sister	3 (100%)	-	3 (2%)
	My brother	1 (50%)	1 (50%)	2 (1%)
	My son	1 (100%)	-	1 (1%)
Total				100%
Take a job leave to care for children	Myself	73 (78%)	21 (22%)	94 (70%)
	Jointly with husband/wife	11 (58%)	8 (42%)	19 (14%)
	My husband/wife	1 (6%)	16 (94%)	17 (13%)
	Another family member (sister, brother, mother)	5 (100%)	-	5 (3%)
	Total			100%

Similarly, the study indicated that the majority (60%) of women are responsible for taking care of domestic chores, whether as wives, mothers, sisters, daughters or granddaughters. Over half (53%) of the employees manage domestic tasks by themselves (95% women and 5% men). In addition, women are more likely to take leaves of absence to care for children. Out of the 94 respondents (70%) who take time off work for this purpose, women constitute 78%. On the contrary, 27 respondents (14%) said their partner takes care of domestic tasks (93% wives and 7% husbands). In addition, 23 respondents (12%) jointly manage domestic tasks (57% wives and 43% husbands). Although the number of men sharing household tasks is small, those who already do need to be supported and encouraged.

My husband knows about the nature of my work. He shares in the domestic chores by making the bed, making coffee, and looking after the children. (A woman employee from Batu Tannery PLC)

I am a father of four boys, who are now university students. While raising our children with my wife, we never had a housemaid. We managed all the domestic tasks. I share in all domestic chores, except baking enjera. (A male employee from Batu Tannery PLC)

Domestic and childcare responsibilities could negatively affect women's productivity in one way or the other. Therefore, organizations need to pay attention to this issue by empowering women and men. Companies can empower women by establishing day-care/childcare centres, giving breastfeeding breaks, and including dependent/family leaves in the leave lists of their human resource manual. Companies can also encourage men by providing paternity leaves, having gender-sensitive work-related social events, which encourage men to participate in domestic tasks that are usually done by women; identify male gender champions that could serve as role models; and acknowledge couples who are known for jointly managing domestic tasks. In addition, good practices of Luna Export Abattoir indicated in the box below need to be acknowledged, encouraged, institutionalized, and replicated by other companies.

We recognize women domestic responsibility. Women employees are not required to come to work on the eve of religious holidays. (A male manager from Luna Export Abattoir PLC)

To be eligible for salary increases and bonuses, our company takes into consideration the number of days absent from work. However, if women are absent due to childcare-related issues, they will still be eligible for their bonus/salary increase. (A male manager from Luna Export Abattoir PLC)

Gender-based job segregation. Occupational segregation by sex is a major obstacle to equality in the workplace, and entails social and economic costs for individuals, firms and society at large. This is an important aspect of the labour market around the world, and a key contributing factor to women's disadvantaged economic situation compared to men. Occupational segregation by sex restricts options and choices for women, and affects remuneration of work.¹¹

There seems to be a strong gender-based job segregation in the leather sector. According to the survey findings, almost half (46%) of the respondents said that there is job segregation in their companies. The reasons given for this relate to physically demanding/heavy work and to health risks associated with jobs involving exposure to chemicals. The job segregation is very visible in tanneries that process cowhide. There are hardly any women in cowhide sections of tanneries, which apparently involve heavy work. Most of the women work in sheep and goat units due to the lower size and weight of the skins. In United VASN Tannery PLC, unlike other tanneries, women constitute a majority (80%) of the employees, and they operate various machineries once trained. The justification given for the higher employment rate of women is the exclusive focus of the tannery on processing sheep and goat skins.

Table 6
Gender- or sex-based occupational segregation

Job segregation	Women	Men	Total
Yes	63 (72%)	25 (28%)	88 (46%)
No	67 (66%)	35 (34%)	102 (53%)
I do not know	2 (100%)	-	2 (1%)
	Total		100%

Key informants of tanneries have a similar view: they do not wish to have women at the wet end of the production department, such as beamhouse operations. Accordingly, vacancies for such positions invite male applicants only. Women are by far preferred for lighter jobs (such as selection, trimming, toggling, etc.) at the dry end or the finishing part of the cycle, or for administrative positions.

Only men work on machineries in our company. (A 53-year-old male respondent from Batu Tannery PLC)

Despite evidence of gender-based occupational segregation, abattoirs seem comparatively open to hire/promote women to jobs traditionally assigned to men, such as flaying. In abattoirs, the majority of women work in hygiene and sanitation units. Although flaying is considered a male-dominated job, there are few female employees that perform flaying and deboning at Luna Export Abattoir PLC and Zelalem Moges Abattoir, which is rarely seen in other abattoirs.

¹¹ World Bank (2017). *Women, gender and the world of work*.

There is gender-based job segregation in our company. Slaughtering and flaying are seen as “men’s jobs”. Hygiene and sanitation tasks are considered as “women’s job”. This distinction is part of the organizational culture. Heavier jobs, especially flaying, provide a better pay. (A female employee from Organic Export Abattoir PLC)

We advertise hygiene and sanitation jobs for female candidates only. We do not want to disrupt the community culture, which associates cleaning-related tasks with women. (A male manager from Luna Export Abattoir PLC)

There is a gender-based occupational segregation in our abattoir. Laundry, arranging for work clothes and cleaning the compound are tasks entrusted only to women. Cleaning pens is assigned only to men. (A female employee from Luna Export Abattoir PLC)

I disagree with the idea that women can handle jobs dominated by men. Flaying requires physical strength, and I do not believe women can handle it. (A young female employee from Al-Nujum Export Abattoir Share Company)

However, this does not mean that all employees are in agreement with women engaging in traditionally male-dominated jobs such as flaying. At company level, there is also a deep-rooted gender bias that associates some tasks, such as cleaning, with “women’s jobs”. In a nutshell, the leather value chain could benefit by involving more women regardless of job restrictions. On the other hand, the sector needs to be supportive of women who already choose to work in it.

Gender-based job segregation is also present in raw hide and skin trading companies; however, it is not uncommon to see women employees. The respondents from the two hide and skin trading PLCs stated that there is no such thing as a male-dominated or female-dominated job, and women are engaged in most tasks managed by men. These include unloading raw hides and skins from vehicles, weighing, cutting hooves, and salting. Company managers also confirmed that they are willing to hire women, if any are interested.

The Female Flayer... a rare view in meat production companies

Wogene Teshome is a 32-year-old meat production employee at Luna Export Abattoir PLC. She joined the company 13 years ago as a laundry assistant, washing the work clothes of production employees. Wogene shared how she moved from the laundry room to where she is now as follows:

I joined Luna Export Abattoir as a laundry assistant, washing the work clothes of production employees. I have always done my work diligently with utmost care. As a result, I was soon promoted to the production unit, in the hygiene and sanitation section. This gave me an opportunity to see male employees slaughtering, flaying and doing other key tasks related to the meat production unit. When I was done with my work, I used to ask my male colleagues to show me how flaying is done. They showed me everything and, at times, allowed me to practise. Even if we are not allowed to move from one unit to another, my supervisors were flexible enough. Noticing my strong inclination for the job, they allowed me to continue learning and practising. Observing my interest and capability, the company promoted me to a flaying position 5 years ago.

I was very keen on becoming a member of the production staff... A flayer... because it is the job with the highest pay and incentives. I wanted to earn a better income for my family. Now I carry out tasks such as head cutting/detaching, flaying, managing stomach content, cutting legs, and meat processing. Whenever there is shortage of staff, I volunteer and manage any task done in my unit. I finish and deliver my work just like my male colleagues.

Although it is unusual to see a woman flayer, I get encouragement from the company management, male and female colleagues. A few women working in the hygiene and sanitation unit have asked me to coach them on flaying. They see me as their role model, and are trying to follow in my footsteps. I am here because my supervisors gave me the opportunity to prove what I can do; because my colleagues showed me the way; and most importantly, because the company management believed in what I can do, regardless of my gender/sex. I believe women can do anything, if they set their mind to it. I have a 7-year-old girl who knows what I am doing for a living, and she is proud of me.

2.4 Access To and Control over Resources

2.4.1 Salary, Benefits and Incentives/Rewards

Salary. According to the 2020 Global Gender Gap Report, Ethiopia ranks 132 out of 153 countries on wage equality for similar work. Wages and income are low in general, and gender gaps are still significant (51% and 42% of the wage and income gender gaps are yet to be closed). Women are also a minority among skilled workers (32.6%), managers and senior officials (26.5%).¹² However, the majority (89%) of study

¹² World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf



participants indicated that there is no pay gap for identical jobs with same pay grade at entry level. On the other hand, 10% of the respondent think the opposite, and said that men are paid more than women are. Reason provided include informal relation/communication, preference for men, bias against women, and lack of salary scales. On the contrary, during KII sessions, it was identified that there is a pay gap among day labourers engaged in wet- and dry-end processes at Addis Ababa Tannery Share Company, where 55 birr is the pay given to women and 70 birr is the pay given to men.

Table 7
Presence of pay gap

Pay Gap	Women	Men	Total
Yes	15	4	19 (10 %)
No	119	53	172 (89.5%)
I do not know	1	-	1 (0.5%)
Total			100%

I am a female department head with the same level and position as other male department heads (such as finance). However, the men earn a lot more than me. (A female department head from ELICO Awash Tannery PLC)

There is a payment gap in our company, but it is not related to gender/sex. Rather, it is based on criteria such as educational background, years of experience, and nature of the job. (A female employee from Luna Export Abattoir PLC)

Benefit packages. More than half of the respondents said that they enjoy several advantages, such as free transport service or transport allowance (69%), sanitary materials in the form of bar soap and paper napkins (64%), and medical coverage for work-related accidents (55%). A quarter of the participants said that they have access to free or subsidized meals at company-based cafeterias. A smaller number of participants said that they are given childbirth cost coverage up to 15,000 birr, housing allowance or a residential place for leadership positions, safety/work clothing and footwear, milk, a large water container having 150-litre capacity, education cost coverage, and hardship allowance.

Table 8
Benefit packages of partner companies

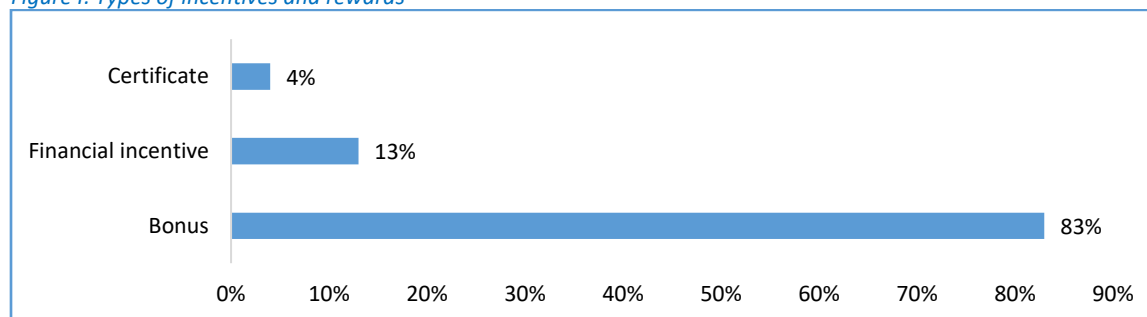
Benefit packages	Frequency	Percentage
Free transport	132	69%
Sanitary materials (bar soap and paper napkins)	123	64%
Medical coverage (for work-related accident)	106	55%
Free or subsidized meals	50	26%
Housing allowance/residential place (for leadership position)	17	9%
Work clothing and footwear	11	6%
Milk provision (staff in contact with chemicals)	7	4%
Water container with 150-litre capacity	3	2%
Childbirth cost coverage (up to 15,000 ETB)	1	1%
Educational cost coverage	1	1%
Hardship allowance	1	1%

In addition to medical coverage for work-related accidents, some companies reimburse medical expense fully or on a cost-sharing basis. ELICO Awash Tannery PLC provides medical expense coverage up to 6,000 birr. Modjo Tannery Share Company refunds 20% of medical expenses and employees are expected to cover the remaining 80%. Addis Ababa Tannery Share Company covers 75% of medical expenses for staff and 100% for management.

Some of the benefit packages are limited to few companies. For instance, childbirth cost coverage is limited to Addis Ababa Abattoirs Enterprise, the large water container is limited to Modjo Tannery Share Company, and milk provision is considered as a benefit in tanneries for staff that are in contact with chemicals. Free or subsidized meals may be limited to breakfast, lunch, or to the production staff. The rest of the benefit packages seems to be distributed evenly among the companies studied, benefiting both women and men.

Incentives/Rewards. A group of 131 respondents (68%) said they have incentive packages. Of these, a majority (83%) received a bonus, while the rest received financial incentives (13%) and certificates (4%). The majority (98%) of the respondents said that there is no difference in the rewards/incentives given to women and men. The remaining 2% said there is a difference in incentives/rewards associated with job position and nature of work.

Figure 1: Types of incentives and rewards

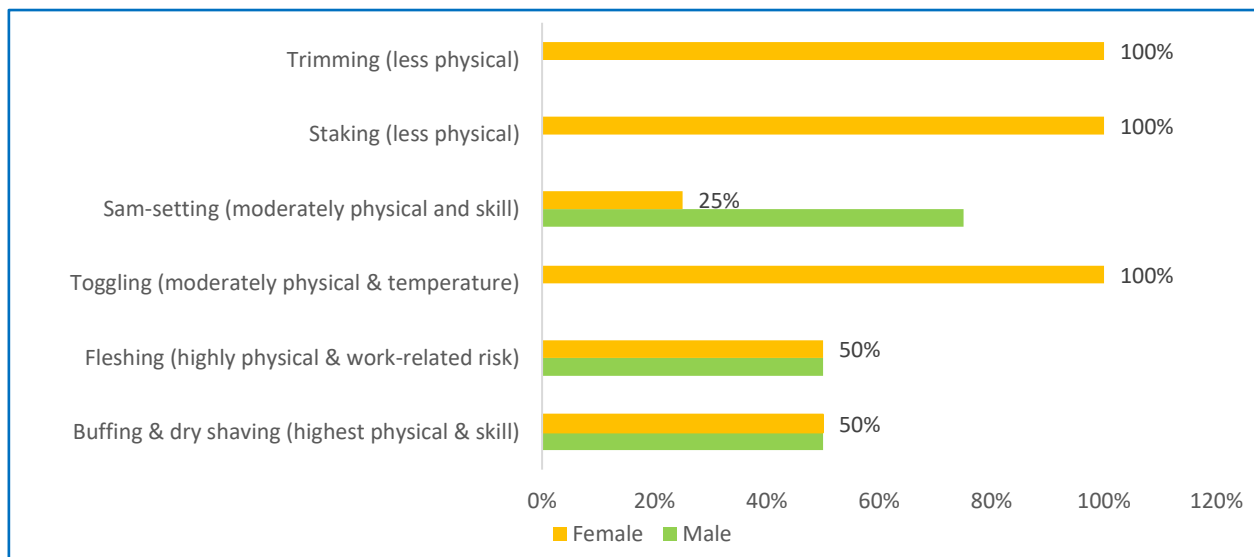


Financial incentives in tanneries are provided for regular attendance to both men and women employees. The study also identified that there is a piece-rate incentive for high performers in some tanneries (Batu and United VASN). According to the key informant of Modjo Tannery Share Company, this piece-rate incentive package was practised before 2013. However, the practice was stopped since the damage outweighed the benefit: in fact, the accident rate grew with employees trying to produce more. Similarly, the piece-rate incentive is not practised in Colba Tannery PLC. The tanneries that apply piece-rate incentives provide the package for performances that are above company standards. The piece-rate payment considers the physical nature of work, technical skills required, and work-related risks (slippery surface, temperature, etc.).

The more the job is physical, needs technical skills and has a risky work environment, the higher the incentive provided. In line with this, jobs in cowhide and wet-end processes, where there are fewer or no female employees, are likely to get higher incentive packages. In Batu Tannery, for instance, the shaving task, which needs high physical labour and more technical skills, is given the highest piece-rate incentive and is done only by males. Fleshing, which requires moderate physical labour and technical skills, gets the 2nd highest financial incentive, and the task is performed only by males. Vacuuming requires less labour and skills, therefore it gets the lower incentive package, and the task is done by women and men. On the other side, in tanneries such as United VASN that process goat/sheep skins, where there is an equal

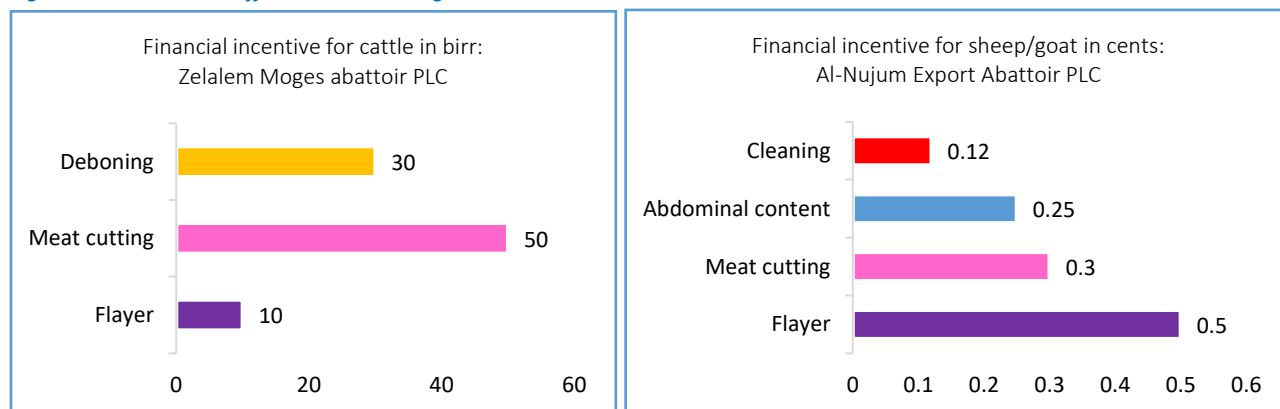
number of women and men employees, and where women are evenly distributed in various jobs, women have the opportunity to equally benefit from such incentive package. Among the jobs that are entitled to financial incentives, buffing and dry shaving are said to require more physical labour and technical skills: consequently, these tasks provide the highest incentive and are performed by an equal number of women and men employees (see Figure 2).

Figure II: Financial incentive packages in United VASN Tannery PLC



Financial incentives are also common in abattoirs. The incentive is given to flayers if they do not damage the skins (Addis Ababa Abattoirs Enterprise); for flaying, meat cutting, deboning, removal of abdominal content and cleaning (Al-Nujum Export Abattoir Share Company and Zelalem Moges Abattoir PLC); a hardship allowance is provided to employees engaged in slaughtering and by-product utilization (Addis Ababa Abattoirs Enterprise). The highest financial incentive is given to the production staff, starting with the flayers and gradually decreasing. Women do not equally benefit from this financial incentive, as they are mainly working in hygiene and cleaning units (see Figure 3 below).

Figure III: Production staff incentives in slaughterhouses



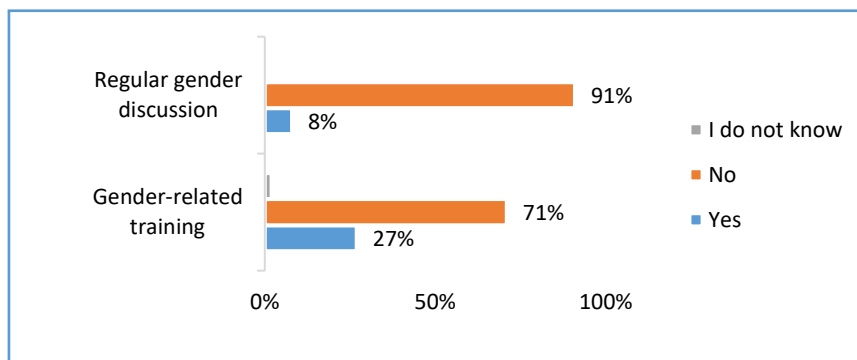
Hence, both within tanneries and slaughterhouses, women employees seem to get smaller financial incentive packages due to the job segregation based on the nature of the work. However, as of 30 March 2020, piece-rate or other financial incentives are no longer practised, in compliance with a workplace protocol issued by the Ministry of Social and Labour Affairs, which aimed to ease the economic impact of the COVID-19 pandemic and ensure the continuity of workplaces.¹³

2.4.2 Gender-Related Training, Discussion and Technology

Gender-related training and discussions. While the majority (71%) of the employees have not taken gender-related trainings, 52 of them (27%) said they did: 34 (65%) were women and 18 (35%) were men. The respondents who received various gender-related trainings are from Batu Tannery PLC (18), Addis Ababa Abattoirs Enterprise (11), Al-Nujum Export Abattoir Share Company (7), Colba Tannery PLC (5), Modjo Tannery Share Company (5), ELICO Awash Tannery PLC (2), Addis Ababa Tannery Share Company (1), United VASN Tannery PLC (2), and Luna Export Abattoirs PLC (1). The training topics include: GBV, sexual harassment, gender mainstreaming, gender concepts, gender equality, as well as saving and credit associations.

Figure IV: Gender-related trainings and discussions

However, even in the few companies that did provide one-time gender-related trainings, the discussion has not continued on a regular basis. The majority (91%) of the respondents confirmed that there is no regular discussion on gender in their companies. Only 16 respondents (8%), with 10 women making the group



predominantly female (63%), said that there is a regular gender discussion at the workplace. The companies that are said to have regular gender discussion are: Addis Ababa Abattoirs Enterprise (7), Luna Export Abattoir PLC (3), Batu Tannery PLC (3), ELICO Awash Tannery PLC (1), Colba Tannery PLC (1), and Modjo Tannery Share Company (1). During the KII sessions, it was identified that the discussion is related to the celebration of the International Women’s Day, which takes place every year on 8 March.

Before joining the organization, I used to work as a gender expert. When I joined the current organization, I prepared and submitted a TOR for the International Women’s Day celebration to be able to raise awareness on gender issues. However, my request was not accepted. (A female study participant from one of the tanneries)

Although there is no gender-specific discussion, we have a monthly meeting with the organization’s labour union to talk about our problems. (Female employees from Organic Export Abattoir and Modjo Tannery Share Company)

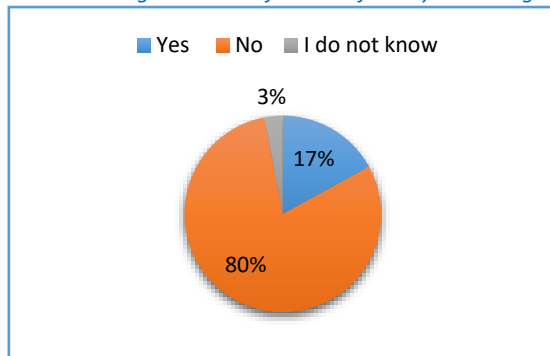
Women- or gender-friendly technology. Women are in a disadvantaged position in the leather value chain due to the physically demanding and laborious tasks. The use of women/gender-friendly technologies is expected to promote women’s participation, thus benefiting and contributing to the sector. In this context, women/gender-friendly technology does not necessarily mean technologies created/adapted for

¹³ Ministry of Social and Labour Affairs (2020). *COVID-19 workplace response protocol*. March 2020. Addis Ababa. Retrieved April 9, 2020, from https://www.ituc-csi.org/IMG/pdf/fdre_molsa_response_protocol_on_covid-19.pdf

women. It can be any leather-related technology/tool/equipment that can reduce the physical nature of work and increase women’s engagement.

The majority (80%) of the respondents said that there is no women-friendly technology being used in their companies. Out of the 33 (17%) who said their company uses women-friendly technology, 22 are women and 11 are men. The technologies identified as women-friendly were: forklifts, meat cutters, split machines, water sprayers, hydraulic chains, fleshing machines, and slaughtering technology. These technologies are mostly related to abattoirs, except forklifts and split machines that are linked with tanneries.

Figure V: Use of women-friendly technologies



The company uses a split machine, whose purpose is to reduce the size of skins. A smaller skin means... women can easily manage it. Currently, women employees work on the machine. (A male manager from Batu Tannery PLC)

2.5 Participation, Leadership and Decision-Making

Women in leadership positions. Globally, there are many factors constraining women’s ability to participate in management structures on an equal footing with men and take on positions of leadership. Institutional gender bias is a challenge for all women seeking equal participation in and access to leadership positions. Scepticism and mistrust towards women’s ability to lead, the stereotypes and prejudices about their role in society, as well as their perceived unfitness for decision-making, are other major challenges for all women. Lack of education and low levels of literacy make access to information difficult and commonly undermine the confidence and skills needed to lead.¹⁴

Similarly, a study on the dearth of women’s leadership in Ethiopia indicated various challenges experienced by women seeking leadership positions. These are due to gender biases, which can take many forms: refusing to listen to or consider women’s ideas; not trusting women’s capabilities; explicit preference for and opportunities given to male employees, even when female candidates have identical qualifications; not accepting decisions made by women; double burden of managing professional work and family life due to lack of support from spouses; lack of adequate skills, education and qualifications; lack of confidence and access to information; and lack of mentors or decision makers of the same gender to learn from.¹⁵

Ethiopia is 82nd out of 153 countries in the 2020 rankings of the Global Gender Gap Report and has closed 70.5% of its gender gap to date. It has achieved full parity in its Health and Survival sub-index and has attained the 16th position globally in terms of political empowerment. Political empowerment refers to the percentage of women in parliament, the percentage of women in ministerial positions, and female

¹⁴ Joanna Hoare and Fiona Gell (2009). *Women’s leadership and participation: Case studies on learning for action*. Oxfam GB, Practical Action Publishing Ltd, UK. Retrieved April 7, 2020, from <https://policy-practice.oxfam.org/resources/womens-leadership-and-participation-case-studies-on-learning-for-action-115530/>

¹⁵ Association of Women in Business (2018). *The dearth of women’s leadership in Ethiopia*. AWiB, February 2018. Addis Ababa, Ethiopia. Retrieved April 8, 2020, from <http://awib.org.et/newsite/the-dearth-of-women-s-leadership-in-ethiopia-seminar-series-report-report/>



heads of states in the last 50 years. Almost half (47.6%) of ministers are women, and a woman was elected president in 2018. In addition, 38.8% of parliament seats are occupied by women. Despite these remarkable results, Ethiopia ranks 103 for the percentage of senior officials and managers.¹⁶

According to the survey results, the majority (66%) of respondents said that women are not sufficiently represented in leadership or managerial positions. During KII sessions, it was identified that 2 out of 14 companies are owned by women, namely Organic Export Abattoir PLC and Alemshet Ayele Hide and Skin Trading. All the top managers of all the companies studied are men, except for Organic Export Abattoir PLC. In addition to this, a gender-balanced senior management membership is found only in Luna Export Abattoirs PLC. The company has 4 women out of 8 senior management team members.

Table 9
Women in leadership and decision-making positions

Women in leadership and decision-making positions	Women	Men	Total
Yes	36 (58%)	26 (42%)	62 (32%)
No	96 (76%)	30 (24%)	126 (66%)
I do not know	2 (50%)	2 (50%)	4 (2%)
Total			100%

During KII sessions, company managers recognized that women have many qualities that make them preferable for leadership positions, such as work discipline, punctuality, commitment, staying longer in a company, and delivering tasks. However, these qualities are not reflected in formal evaluation, selection or promotion criteria of companies.

There is no discussion between the management and staff on the importance of having women in leadership positions. Women are not given the opportunity to lead. They are thought to be unable to manage. (A female employee from AL-Nujum Export Abattoir Share Company)

Women are not only fewer in number in leadership positions, but also their presence seems to be concentrated in administration or non-production-related jobs. These positions include: finance manager, administration manager, plan and budget manager, commercial/sales manager, procurement head, research and development head, training head, etc. Women found in production departments seem to converge towards managing sections related to quality control, hygiene and sanitation, etc.

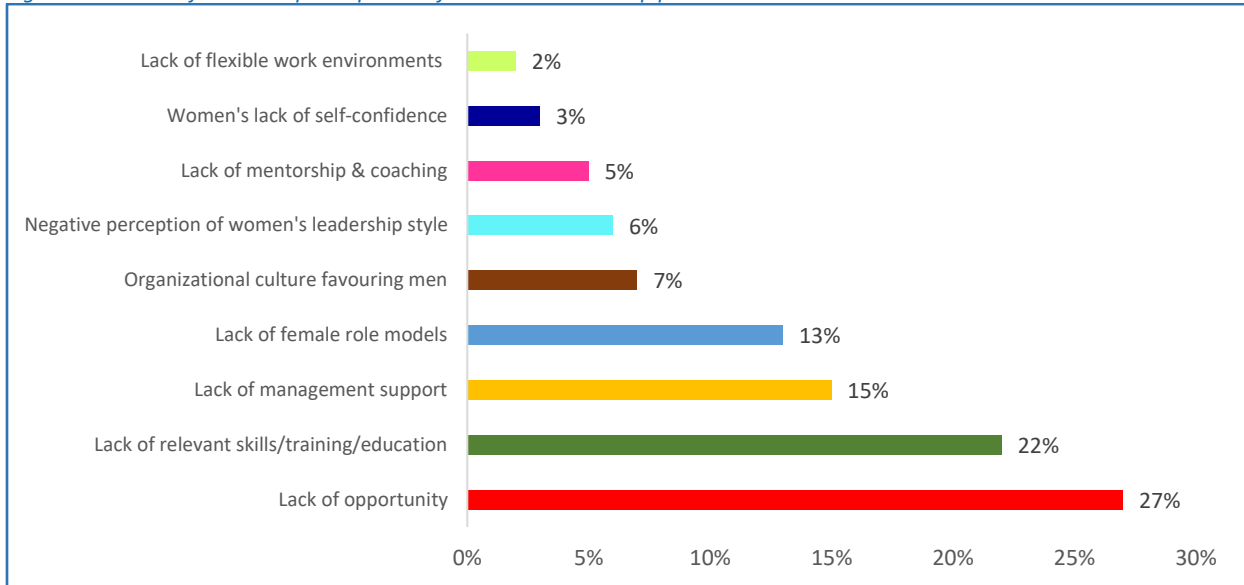
During the survey, four main reasons were identified for low women’s participation in decision-making positions. These are lack of opportunities (27%), lack of relevant skills, education and training (22%), lack of management support (15%), and lack of female role models (13%). Additional reasons identified from the KIIs and survey were: an organizational culture that favours men, an attitude problem that men exhibit towards a woman manager or negative perception of women’s leadership style, lack of self-confidence among women, and lack of flexible work environments.

There is a tendency among male employees to say no to their female supervisors and managers due to the negative perception they have of women’s leadership. (A male employee from Organic Export Abattoir PLC)

¹⁶ World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf



Figure VI: Reasons for limited participation of women in leadership positions



Yet, there are some efforts undertaken by companies to encourage women's leadership. These include the promotion of women employees who show a good performance and who have upgraded their education. However, not all women have the leisure to further their education due to childcare and other family-related responsibilities.

If a woman wishes to upgrade her education, she will not have the leisure to do it due to lack of time mainly associated with domestic responsibilities. (A female employee from ELICO Awash Tannery PLC)

Case stories: good practices in bringing women into leadership roles

When I joined the company, I had a diploma. Since then, I have advanced my education to graduate level with financial and other support from my company. (A male employee from Batu Tannery PLC)

We encourage women to upgrade their education by providing them with study and exam leaves. (A male manager from Batu Tannery PLC)

When I joined the company, I had a Degree in Chemical Engineering. Now, I have an MSC degree, and the full cost of my education was covered by my company. (A female manager from Batu Tannery PLC)

Our company is open to promote women to leadership positions, and I am one of them. I joined the company 4 years ago as a junior staff member, and now I am a supervisor. (A female employee from Batu tannery PLC)

Eight years ago, I joined the abattoir as a cleaner. While working, I continued my education by taking evening classes and was able to get my diploma. After that, the company promoted me from a cleaner to an accountant position. (A female employee from Luna Export Abattoir PLC)

I joined Zelalem Moges Slaughterhouse as a janitor. Back then, I enjoyed assisting the production staff after I was done with my work. This helped me learn about slaughtering from experienced employees. They showed me everything; they coached and mentored me. Seeing my interest, the general manager allowed me to work in the production unit. Now I work as a butcher, and I like my job. (A female employee from Zelalem Moges Abattoir PLC)

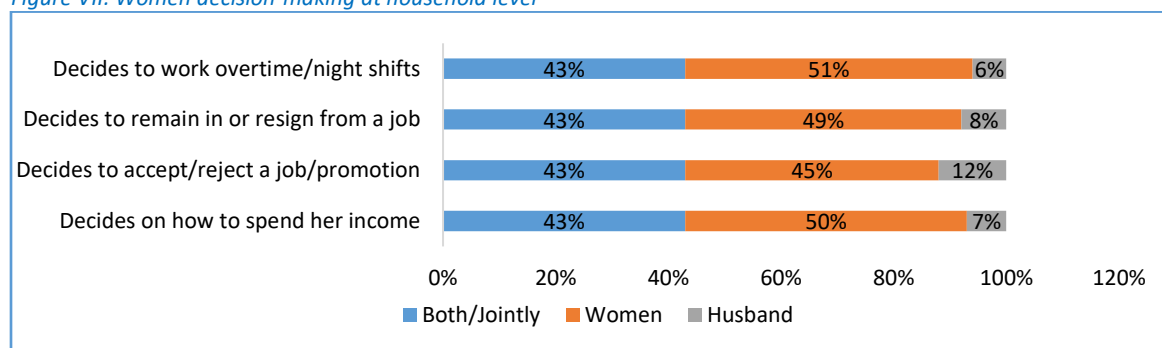


The company has brought women into leadership positions through promotions. Women are promoted to supervisor positions after completing their studies through distance learning. (A young male employee from Colba Tannery PLC)

Women are given priority in our company starting from recruitment. After joining the organization, they are empowered through various trainings, and they are promoted based on their performance. (A male manager at United VASN Tannery PLC)

Women decision-making at household level. At the household level, married women seem to have better decision-making opportunities on work-related issues. Almost half of the women respondents said that they decide either on their own or jointly with their husband about how to spend their income, whether to accept or reject a job/promotion, remain in or resign from a job, work overtime or night shifts. The number of women respondents who said their husband makes such decisions for them is very small, ranging from 6 to 12%.

Figure VII: Women decision-making at household level



2.6 Employment

To begin with, unequal enrolment of men and women in education translated into over-representation of male candidates in competitive examinations for job admission. Then, there are several reasons why women may find it harder than men to qualify for internal promotion. These reasons may include difficulty in attending post-education training, difficulty in taking on responsibilities because of family constraints, and supervisors’ preference for promoting men.¹⁷ According to the 2020 Global Gender Gap Report, Ethiopia’s labour force participation is skewed towards men: 87.8% of men are in active employment versus 77% of women.¹⁸

2.6.1 Sex-disaggregated data

Data disaggregated by sex or gender is one of the analytical tools that is used to mainstream gender. Having sex-disaggregated data is the first and simplest step in gender-related gap identification. In order to identify gender-related issues in employment and job retention, there need to be relevant sex-disaggregated data.

¹⁷ World Bank (2017). *Women, gender and the world of work*.

¹⁸ World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf



In line with this, 42% of the survey respondents said sex-disaggregated data are collected, 35% said there is no collection and the remaining 23% said they do not know. During KII sessions, it was identified that sex-disaggregated data are not collected by Al-Nujum Export Abattoir Share Company, Zelalem Moges Abattoir PLC, Alemshet Ayele and Michael Shiferaw Hide and Skin Trading. On the contrary, companies such as Luna Export Abattoir PLC and Addis Ababa Abattoirs Enterprise keep their sex-disaggregated data in a computerized and well-organized manner.

Table 10
Collection of sex-disaggregated data

Sex-disaggregated data	Women	Men	Total
Yes	58 (73%)	22 (27%)	80 (42%)
No	38 (57%)	29 (43%)	67 (35%)
I do not know	36 (80%)	9 (20%)	45 (23%)
Total			100%

The collected sex-disaggregated data are mainly used for reporting purposes. According to the survey respondents, these data are used for reporting (32), planning (22), decision-making (13), M&E (3), and not used for any purpose (2). Hence, there is a gap, because the sex-disaggregated data thus collected, kept and analysed are not used to inform business plans and management decisions with a gender lens.

2.6.2 Sex/gender as a factor for employment and differential treatment

Most of the survey respondents (80%) do not agree that gender or sex plays a role in employment, promotion or termination. However, 18% of the participants gave the opposite answer. Those respondents in the 18% share, who agree that gender or sex plays a role in employment, promotion or termination, provided two critical reasons:

- Preference for men when jobs are deemed heavy, physical and difficult, and specifically mentioning sex of the required employee in the vacancy (86%).
- The fact that women expect to receive requests for sexual favours in exchange for employment/promotion (14%).

Table 11
Sex or gender as a factor for employment and differential treatment

Sex/gender as a factor	Women	Men	Total
Yes	26 (74%)	9 (26%)	35 (18%)
No	105 (69%)	48 (31%)	153 (80%)
I do not know	2 (50%)	2 (50%)	4(2%)
Total			100%

I do not know the reason, but I have seen a case where under-qualified male employees got promoted over a qualified female applicant. (A senior female expert from one of the tanneries)

I upgraded my education and got a diploma; however, I was not promoted. This is because I am a woman. If I were a man, I would have the promotion by now. (A female employee from one of the tanneries)

The majority (85%) of the respondents said there is no differential treatment of women and men employees. However, 15% of the employees stated that differential treatment exists, as evidenced by maternity leaves, women-only trainings or the unnecessary pressure put on women in the workplace.



The first two reasons can be justifiable to enable women to fulfil their reproductive role and to build their capacity. However, the third reason can be considered as a differential treatment that needs employers’ attention. Another form of differential treatment that women employees encounter concerns pregnancy discrimination. As part of the health check-ups on recruitment, women are expected to undergo pregnancy tests. This could prevent women from securing the job, as the employer will not hire them (Al-Nujum Export Abattoir Share Company).

Table 12
Differential treatment of women and men in the workplace

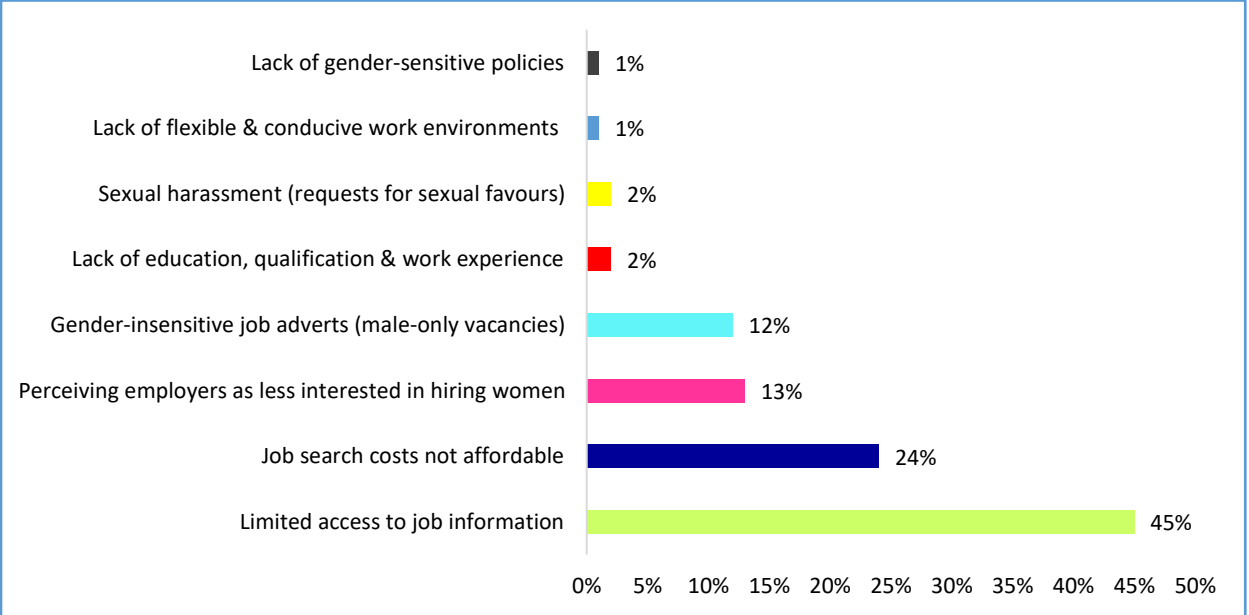
Differential treatment of women and men in the workplace	Women	Men	Total
Yes	20 (71%)	8 (29%)	28 (15%)
No	113 (69%)	51 (31%)	164 (85%)
Total			100%

Women are burdened with work more than men. Some men supervisors/immediate bosses have a gender-biased attitude and pressurize women with more work. For instance, when there is a power cut, men employees are allowed to take a break. However, women employees are pressured to engage in tasks regardless of their job title. As a result, women tend to resign from their job, especially single women. Married women try to withstand such differential treatment for the sake of their children and family. (Young female employees from Batu Tannery PLC)

2.6.3 Barriers to employment

According to the survey respondents, the main barriers faced by employees during job searching and after employment are: limited access to job information (45%), unaffordable job search costs (24%), perception of employers as being less interested in hiring women (13%), and gender-insensitive job advertisements that call for male applicant only (12%). The remaining 6% of the employees identified other barriers such as sexual harassment in the form of sexual favour requests in return for employment or promotion (2%), lack of educational qualification and work experience (2%), lack of flexible working hours and conducive work environments, including day-care centres (1%), and lack of gender-sensitive policies.

Figure VIII: Employment, retention and promotion barriers



Except for Addis Ababa Abattoirs Enterprise, none of the companies investigated has a gender structure in the form of a gender unit, gender officer or gender focal person to oversee the gender sensitiveness of employment and promotion. Addis Ababa Abattoirs Enterprise used to have a gender officer up until 3 years ago, when the officer retired. Since then, the position has not been filled, but the Addis Ababa city administration is expected to designate a replacement. Despite the lack of a gender structure, during KIIs, several companies, such as Modjo Tannery, Luna Export Abattoir and Al-Nujum Export Abattoir, indicated that the presence of such a structure would add value to their work and help them create gender awareness.

Irrespective of the presence or absence of a gender structure, companies get capacity-building resources in gender equality and women's empowerment from ELIA and LIDI. ELIA, in collaboration with partners, supports both tanneries and slaughterhouses in facilitating gender-specific trainings, on-the-job trainings, and creates access to market linkages for women-led SMEs. LIDI, via its women, children and youth directorate, supports companies through trainings on gender mainstreaming, leadership and assertiveness, and monitors the implementation of affirmative actions, starting from the recruitment process. In turn, LIDI and ELIA, together with other manufacturing industry institutes, receives support from the gender machinery of MoTI in the form of trainings, technical backstopping and monitoring visits.

The revised labour proclamation introduced in 2019 clearly states that priority shall be given to women if they get equal results to men when competing for employment, promotion or any other benefit. Some companies, including Luna Export Abattoir, Addis Ababa Abattoir Enterprise and United VASN Tannery, claim that they give priority to female applicants. However, none of the 14 companies involved in the study has a clear, written affirmative action policy and practice.

Access to job information is a challenge in Modjo City. We do not have a job noticeboard in the city where all employers could post their vacancies. Employers advertise their vacancies at the gates of their company. A common noticeboard in the city centre would help the youth to access job information easily and save them the job search costs. (A female employee from Luna Export Abattoir PLC)

Before joining the tannery where I currently work, I had applied to a beer factory. When I was submitting my Curriculum Vitae, the human resource manager asked me if we could meet for dinner to discuss my application. I turned down his offer and the job. (A female expert in one of the tanneries)

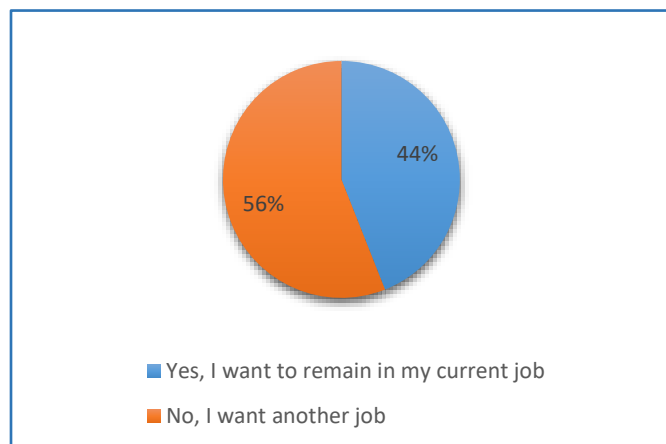
I am on the employment and promotion committee. As a member, I make sure women and men employees have equal employment or promotion opportunities. On top of this, if female and male applicants have the same results, women are given the job or the promotion. However, day labourer vacancies are advertised requiring only male applicants. (A male employee from one of the tanneries)

Gender-insensitive job adverts are among barriers for women to join abattoirs. Positions such as Flayer and Gardener are advertised seeking only men applicants. (A male employee from Organic Export Abattoir PLC)

I am working in an export abattoir. The company advertises vacancies for males only/females only, or for both, based on its interests. Even if you want to apply for some jobs, the vacancy limits you as it may require one of the sexes. (A female employee from Luna Export Abattoir PLC)

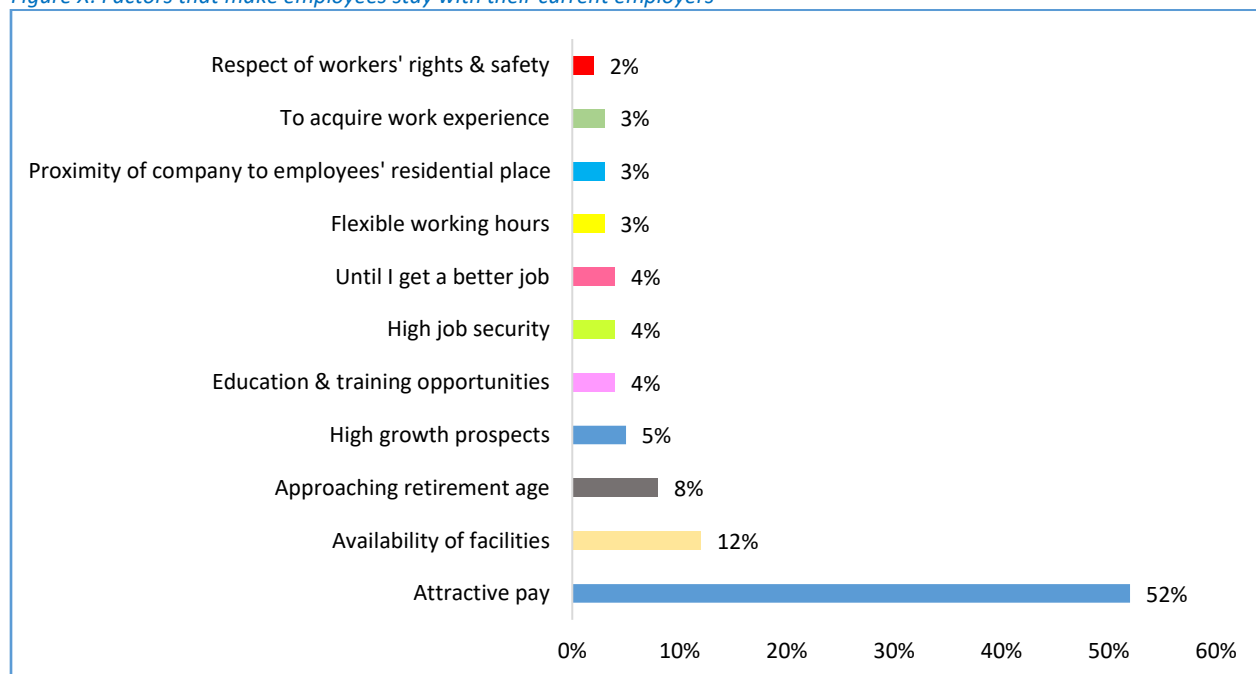
Respondents were asked if they prefer to stay with their current employers. More than half (56%) of the respondents would prefer to have another job, and the remaining 44% prefer to stay with their current employers.

Figure IX: Employees' preference to stay with their current employers



Respondents provided various reasons for their decision to continue working for their current employers. The majority (52%) said it is because of the attractive pay they are getting. Other reasons included the availability of facilities, such as free transport and subsidized meals (12%), as well as approaching retirement age (8%). Another 24% would like to continue working with their current employers because of high growth prospects, education and training opportunities, high job security, flexible working hours (mainly for abattoirs), proximity of the company to employees' homes, a chance to gain work experience, and respect of workers' rights and safety. The remaining 4% stay with their employers until they get a better job. Hence, having women/family-friendly facilities did not come out strongly as a reason.

Figure X: Factors that make employees stay with their current employers



The company does not have a growth plan aimed at supporting women employees. After being hired in a certain position, you may end up working in the same position until your retirement. (A female employee from Colba Tannery PLC)

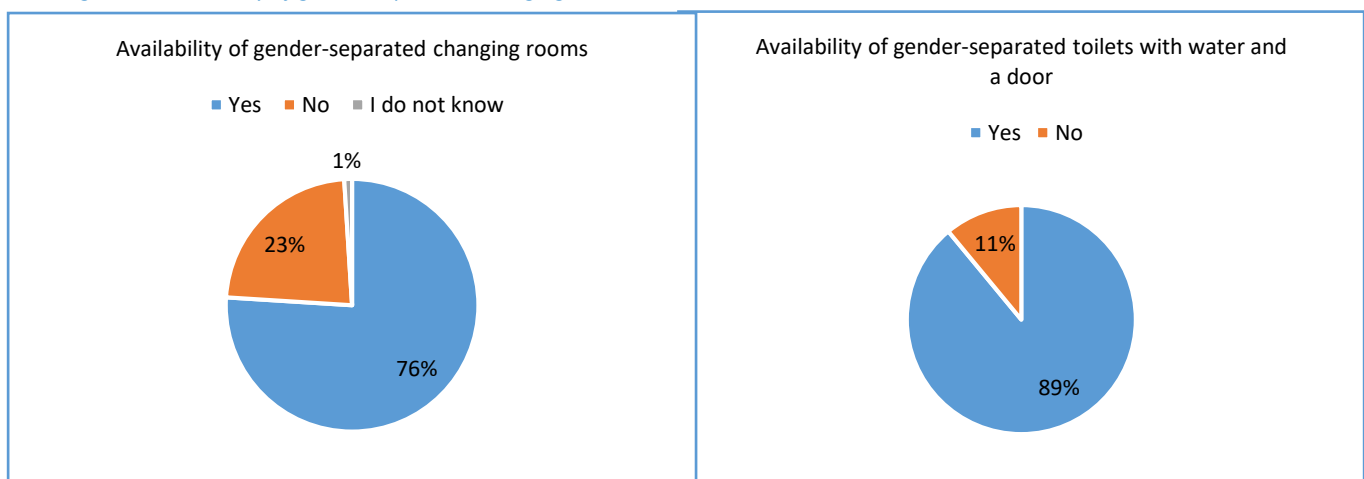
2.7 Women-Friendly Work Environment and Conditions

Many employees, both female and male, have family and childcare responsibilities: woman-friendly workplaces make provisions that enable these employees to meet both their family and work commitments. Women have come a long way in the workplace. However, despite the progress made, women are still facing setbacks based on gender biasness. Women face a lot of challenges in the workplace, especially if it is dominated by men. More than ever, worksites are working towards eliminating gender bias and balancing the scales of opportunity for both genders¹⁹. Women-friendly facilities include, but are not limited to, gender-separated toilets, showers and changing rooms; maternity, paternity and dependent/family leaves; day care and breastfeeding breaks.

2.7.1 Gender-separated toilets and changing rooms

Most respondents (89%) stated that they have access to gender-separated toilets equipped with water and a door. However, 11% of the employees said that this is not the case. Likewise, a majority (76%) of the respondents said that they have access to gender-separated changing rooms, while 23% said that this is not the case. During KIIs, it was noted that there are no gender-separated changing rooms in ELICO Awash Tannery PLC, Zelalem Moges Abattoirs PLC, Addis Ababa Abattoirs Enterprise, Michael Shiferaw H&S Trading, and Alemshet Ayele H&S Trading. In addition, there are no gender-separated toilets in Zelalem Moges Abattoir, Michael Shiferaw H&S Trading, and Alemshet Ayele H&S Trading.

Figure XI: Availability of gender-separated changing rooms and toilets



¹⁹ Plan International. *Women friendly work place*. Retrieved April 2, 2020, from <http://www.irm.edu.pk/wp-content/uploads/2012/04/Women%20Friendly%20Workplace.pdf>

We do not have separated changing rooms for men and women employees. I change my clothes in the same room as my male colleagues. I reported the issue repeatedly. I was told that the problem would be solved soon, but we have not seen any changes so far. (A female employee from Addis Ababa Abattoirs Enterprise)

Although there is a gender-separated changing room, it is very narrow, and only few employees can access it. As a result, employees are changing their work clothes around machinery rooms. (A female employee from Colba Tannery PLC)

2.7.2 Shift work

Nearly all investigated companies have a two-shift system: day and night. The night shift predominantly applies to production staff. The night shift runs from 5:00 pm to 1:00 am (United VASN Tannery PLC); from 6:00 pm to 2:00 am (ELICO Awash Tannery PLC); from 7:00 pm to 6:00 am (Batu Tannery PLC); from 8:00 pm to 12:00 am (Zelalem Moges Abattoir PLC); from 7:00 am to 4:00 pm (Modjo Tannery Share Company).

More than half (54%) of the survey respondents said women have the option to choose shifts. The remaining 41% said women do not have options and 4% do not know about the case. Similarly, some of the key informants of the study said that women are not assigned to night shifts, while others said they are being forced to work nights.

If women assigned to night shifts complain about it, they are changed to day shifts. They have the option to choose shifts. (A male manager from Addis Ababa Abattoirs Enterprise)

Women employees have to work in night shifts, regardless of their family situation. I know a woman employee who was penalized with a pay cut equal to 15 days' wages. (A female employee from ELICO Awash Tannery)

Women are forced to work overtime on holidays, without their consent. (A male employee from Organic Export Abattoir)

Women are not assigned to night shifts, and we are happy about this. (A female employee from Batu Tannery PLC)

Even if the company has a shift system, women are exempted from shift work (A male employee from Colba Tannery PLC)

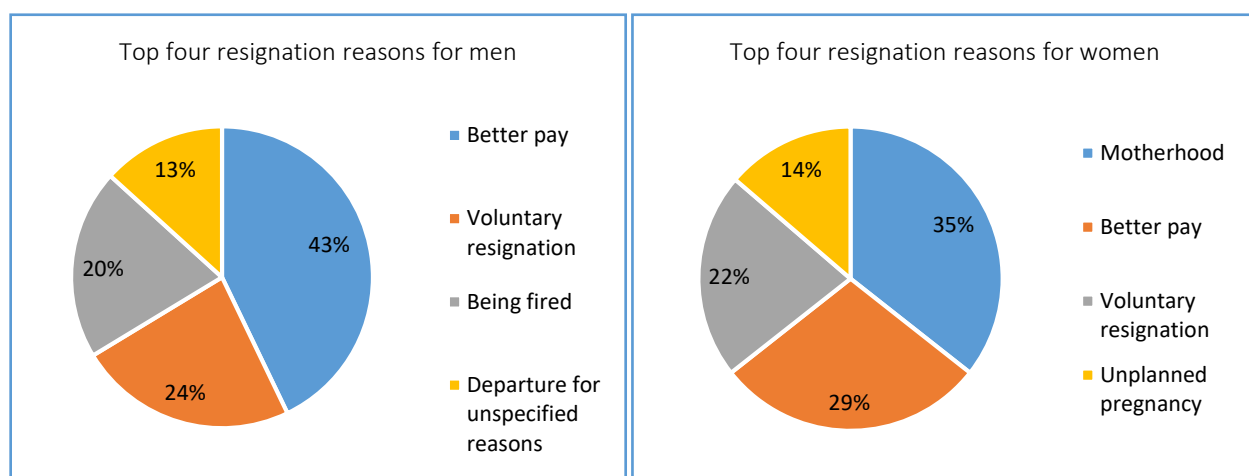
2.7.3 Motherhood and childcare facilities: reasons for resignation

The top 4 reasons for women to leave their job are motherhood or childbirth (26%), getting a better job (21%), voluntary resignation (16%), as well as lack of FP services and associated unplanned pregnancies (14%). On the other hand, the top four reasons for men resignation are getting a better pay (42%), voluntary resignation (23%), being fired (20%), and departure for unspecified reasons (13%).

The reasons mentioned for firing men are forged education credentials (Addis Ababa Abattoirs Enterprise), conflict with immediate supervisors (Batu and ELICO Awash Tannery PLCs), and absenteeism without notice (Organic Export Abattoir). On the other hand, the reasons mentioned for firing women are linked with overtime work on Sundays (Colba Tannery PLC) and use of forged education credentials (Addis Ababa Abattoirs Enterprise).



Figure XII: Reasons for women and men employees' resignation from work



Among the 13 resignation reasons given by female employees, 6 of them were specific to women. These are: motherhood/childbirth, absence of childcare facilities, lack of FP services and unplanned pregnancies, lack of flexible work arrangements to balance work and family responsibilities, GBV including sexual harassment, and work-related pressure. In addition, reasons identified through KIIs include: plans to get married, unsatisfactory salary and wish to travel to Arab countries.

On the other hand, among the 11 resignation reasons given by male employees, 4 of them were specific to men. These are: workplace accidents and associated disabilities, substance abuse, retirement, and starting their own business. In addition, reasons identified for men resignation through KIIs include unsatisfactory salary.

Table 13
Reasons for women and men employees' resignation

Reasons for women and men employees' resignation	Women		Men	
	Frequency	%	Frequency	%
Motherhood (childbirth)	124	26%	-	-
Getting a better-paying job	101	21%	151	42%
Voluntary resignation	76	16%	85	23%
Lack of FP services and unplanned pregnancies	67	14%	-	-
Absence of childcare facilities	45	9%	-	-
Being fired	19	4%	71	20%
Departure for unspecified reasons	17	4%	46	13%
Lack of flexible work arrangements to balance work and family responsibilities	12	3%	2	-
Workplace gender-based violence, including sexual harassment	12	3%	-	-
Work-related pressure	1	0.2%	-	-
Small salary	1	0.2%	1	0.3%
Health issues (sickness)	1	0.2%	2	1%
Workplace accident and associated disabilities	-	-	2	1%
Substance abuse	-	-	2	1%
Retirement	-	-	1	0.3%
Start their own business	-	-	1	0.3%

Many of my female colleagues resigned from their job due to issues associated with raising children and the absence of a housemaid. My children are grown-ups now, but we raised them with great difficulty. Women employees with young children should not go through the same challenges I have faced. The company needs to arrange day care for women and men employees. (A female employee from Batu Tannery PLC)

I know five female employees that were forced to quit their job after giving birth. They did not return to work, as they had no one to look after their children. (A female employee from Colba Tannery PLC)

When women get pregnant for the second or third time, they are told not to get pregnant repeatedly. Such direct comments are made in a way to make them feel less confident about their pregnancy. Due to remarks of this kind, pregnant women are more likely to quit their job. (A female employee from Colba Tannery PLC)

The revised labour proclamation introduced in 2019 indicates that the establishment of day care could be determined, among other things, by collective agreement. However, none of the companies under review has childcare or day-care facilities. Statements made during the KIIs revealed that some employers have a biased attitude towards day care, as they see it as an issue concerning women only. On the other hand, employers such as Addis Ababa Tannery Share Company and Luna Export Abattoirs seem to be open to the idea of establishing day-care facilities if the need arises.

Currently, all companies in the study give a paid maternity leave of 120 days, but there is a gap concerning breastfeeding breaks. Key informants reported repeated absenteeism and frequent requests to go home early by women employees returning to work after a maternity leave. However, in the majority of the investigated companies, women returning from maternity leave have not been given breastfeeding time during the first six months of their baby's life. Few companies that try to provide breastfeeding breaks are doing this in an informal manner, based on the goodwill of the managers and without incorporating specific provisions into their human resource policy. Companies that informally provide breastfeeding breaks are Organic Export Abattoir, Luna Export Abattoir, and Addis Ababa Tannery Share Company.

Nursing women are given the afternoon off for one month as a breastfeeding break. However, such practice is not supported by a policy. (Luna Export Abattoir PLC)

Breastfeeding breaks of up to 30 minutes are given informally, but they are not provided for in our HR policy or corporate agreement. (Addis Ababa Abattoirs Enterprise)

Although men employees are entitled to a paternity leave of 3 days based on the revised labour proclamation of 2019, they have rarely been given this time off. Out of the 14 companies under review, only Luna Export Abattoir PLC and Addis Ababa Abattoirs Enterprise provide a paternity leave of 6 and 10 days, respectively. According to key informants, paternity leave has never been given because male employees never asked for it.

Despite the presence of employee resignations, survey respondents acknowledge that measures are being taken by their employers to retain women employees. A high number of employees recognized their companies' efforts to offer equal pay for identical jobs (19%), paid maternity leaves (17%), and access to gender-separated toilets (17%). A small number of respondents acknowledged the presence of equal employment opportunities (12%), flexible working hours and practices (12%), gender-separated changing rooms (8%), as well as coaching and mentorship practices (6%). In addition, a limited number of respondents admitted that they have access to SRH/FP information and services [mainly condom distribution (2%)], and to anti-sexual harassment measures (1%). On the contrary, 2% of the respondents said that their companies have not taken any steps to hire, retain or promote women.

Table 14

Measures taken to retain women employees

Measures taken to retain women employees	Frequency	Percentage
Offering equal pay for the same job	108	19%
Giving paid maternity leaves	98	17%
Access to gender-separated toilets with water and a door	98	17%
Equal employment opportunities	70	12%
Flexible working hours and practices	70	12%
Gender-separated changing rooms	49	8%
Coaching and mentorship	35	6%
Giving breastfeeding breaks	14	2%
Access to SRH information and services (condom distribution)	14	2%
Anti-sexual harassment measures	8	1%
No measure is taken	7	2%
Total		100%

Flexible working hours are limited to abattoirs, where production (slaughterhouse) employees are allowed to go home as long as they are done with their day’s work. This means that slaughterhouse employees are released from duty from 12:30 pm at the earliest to 3:30 pm at the latest. However, there are busy times when these employees are expected to work until late in the evening; for instance, during Ramadan fasting, when there is a higher demand to meet.

The company provides flexible working hours for employees with children. While childless employees can work from 6:00 am to 4:00 pm, employees with kids are allowed to work from 8:00 am to 5:00 pm. (A female employee from Luna Export Abattoir PLC)

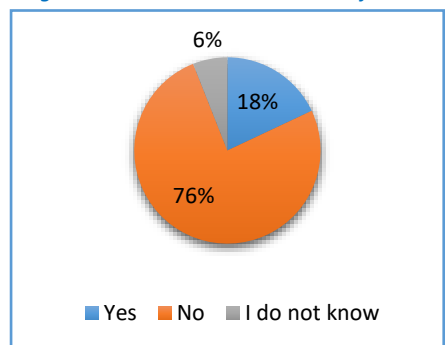
Normal working hours go from 7:00 am to 3:00 pm. However, production staff are allowed to go home earlier, when their work is done, usually after 12:00 pm. (Organic Export Abattoir PLC)

Pregnant women are allowed to work half-days through informal arrangements. (Organic Export Abattoir PLC)

2.8 Access to Sexual and Reproductive Health Services

While a majority (76%) of study participants said that they do not have access to SRH information and services, 18% of them stated that they do. These respondents have accessed SRH services either from company-based clinics or nearby health facilities. The specific services accessed by employees are FP information (16%), FP services (49%), STI and HIV services (32%), and cervical cancer screening (3%).

Figure XIII: Access to SRH and FP information and services



Modjo Tannery Share Company used to have an on-site clinic where employees had access to SRH/FP services, but it has been closed for over a year due to the retirement of the health officer and a shortage of medicines. Currently, the company is in the process of recruiting a health professional for the clinic. When the clinic was active, selected employees were trained as peer educators and tasked with facilitating discussions on FP, but not anymore.

Addis Ababa Abattoirs Enterprise, ELICO Awash Tannery PLC, and Organic Export Abattoir have company-based clinics. However, the

issue of FP/SRH services is not well integrated within the clinics. The same gap exists within companies



that have first-aid corners. Hence, both the clinics and first-aid corners could be used as entry points to reach employees via SRH information and services. For services that are beyond the on-site clinics and for companies without an on-site clinic, referral linkages could be established with nearby public or private health facilities.

2.9 Workplace Safety and Gender-Based Violence

2.9.1 Workplace safety

Except for Zelalem Moges Abattoir PLC, all the companies in the study have a health and safety committee or a safety expert. However, 28% of employees do not feel safe at their workplaces due to various reasons. The reasons given include the following: lack of gender-separated sleeping spaces for night shift workers, lack of proper safety tools, working in a finance department having a direct linkage with money, and working in slaughterhouses where there are sharp tools.

On the other hand, on average, 42% of respondents agree that women-specific health and safety measures are being practised. This indicates, though, that there is gap in the implementation of the revised labour proclamation's health and safety measures by the employers (see Table 15 below). Hence, health and safety committees/experts deal only with food and environmental safety, and fail to integrate the gender dimension of pregnancy and GBV as safety issues.

Table 15

Implementation status of women-specific health and safety measures as indicated in the revised labour proclamation

Women-specific health and safety measures, as indicated in labour proclamation	Frequency	Percentage
Not assigning women to jobs dangerous to their health	126	66%
Not assigning pregnant women to night shifts from 10:00 pm to 6:00 am	83	43%
Not assigning pregnant women to overtime work	85	44%
Transferring pregnant women to another job, if their current job is hazardous	68	35%
Not terminating women employment during pregnancy	45	23%

2.9.2 Awareness of gender-based violence

The study findings revealed that, on average, 62% of the respondents are aware of the different forms of GBV listed in Table 16, while 48% are not. This indicates that there is a significant gap in the respondents' understanding of the various forms of GBV.

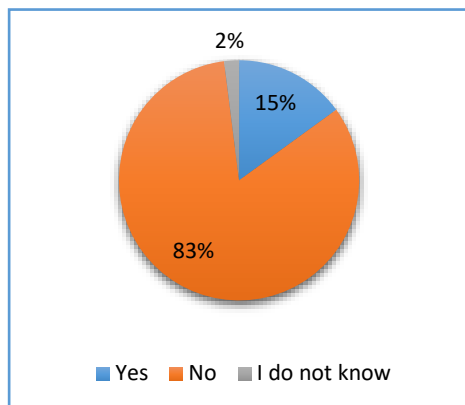
Table 16

Awareness of employees about the different forms of gender-based violence

Forms of GBV	Yes	No
Use of physical force resulting in bodily pain/harm/impairment	60%	40%
Forcing someone to engage in sexual activities against their will	67%	33%
Unwanted sexual comments and jokes of a sexual nature	63%	37%
Sexual harassment	65%	35%
Harmful traditional practices (FGM, early marriage)	65%	35%
Threats of violence and harm against women/men	63%	37%
Excluding women from financial decision-making in the family	60%	40%
Withholding money and financial information from husband/wife	55%	45%

2.9.3 Presence of workplace gender-based violence

Figure XIV: Presence of GBV in workplaces



Respondents were asked about the presence of GBV in their workplace, and 28 of them (15%) answered in the affirmative. The majority of these respondents are from Addis Ababa Abattoirs Enterprise (29%) and Batu Tannery PLC (18%). The remaining respondents, in a chronological survey order, are from Luna and Organic Export Abattoirs PLC (11% each); Colba, ELICO Awash, Modjo and Addis Ababa Tanneries (7% each); and Al-Nujum Export Abattoir Share Company (3%).

Although the number of employees who confirmed the presence of GBV in their workplace seems to be small, there is indication that this number is under-reported. Most of the key informants indicated that they hear rumours about workplace GBV, but cases are not formally reported.

I cannot say that there is visible GBV in our company. However, as a member of the employment and promotion committee, I suspect its presence. Women come to us after quarrelling with their immediate bosses. Usually they do not tell the reasons for the dispute. Sometimes they are punished by their immediate bosses without good cause. When our labour union tries to investigate the issue, we do not get any evidence. We also hear rumours that women are asked to accept dinner dates or to grant sexual favours in return for recruitment. (An employee from ELICO Awash Tannery)

There was an attempted rape that occurred during a night shift. Although the victim did not report it and denied what happened, security guards reported the incident, and it was substantiated by CCTV footage. The perpetrator was given a written warning. (A male manager from Batu tannery)

The table below indicates the different types of GBV identified by respondents. The dominant types of GBV are hitting, insult and intimidation, sexual harassment and promise of recruitment in return for sexual favours. There are also cases of unwanted sexual comments, men refusing to economically support their family after a divorce, stalking, attempted rape, rape, and forced exposure to pornographic pictures.

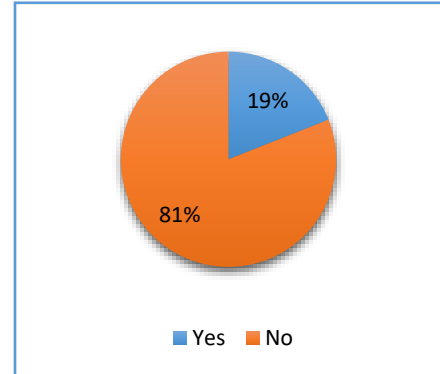
Table 17

Types of GBV that employees heard about

Types of GBV employees heard about	Percentage
Hitting	12%
Insult and intimidation	12%
Sexual harassment	12%
Promise of recruitment in return for sexual favours	12%
Sexual comments	11%
Men refusing to economically support their family	11%
Stalking	9%
Rape	7%
Attempted rape	7%
Exposure to pornographic pictures	7%
Total	100%

Figure XV: Respondents who met or heard about a GBV victim in the workplace

Employees who met a GBV victim or heard about a GBV case in the workplace: the study revealed that 19% of respondents have met a GBV victim or heard about cases of GBV in their workplace, where 91% of the victim were women employees and 9% were men. The identified cases of GBV involve sexual harassment in the form of unwanted sexual comments, unwanted physical touching, hitting, stalking, insult and intimidation, and forced exposure to pornographic pictures. There are also cases of men employees refusing to economically support their family after a divorce and promises of recruitment/promotion in return for sexual favours.



A friend of mine, who works for the same company as I do, was forced into non-consensual sex by her male colleague. She reported the incident to the human resource department. As a result, the employee was given a written warning and was penalized with a 3-day salary cut. She was also assigned to a different shift from the perpetrator. (A female employee from Batu Tannery PLC)

There was a rumour that a female employee had been forced to have a sexual relation with a department head without her consent. The case was not formally reported. After the incident, she resigned from her job giving a health-related reason. (A female employee from Colba Tannery PLC)

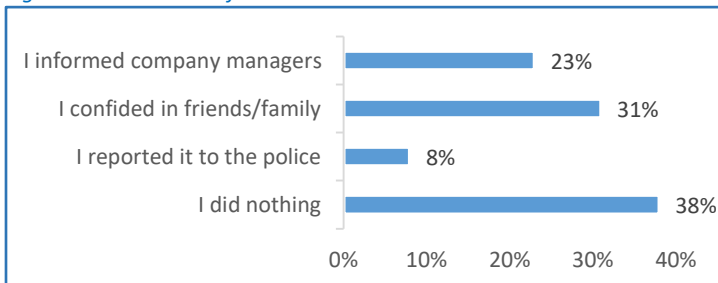
Personal experience of GBV. The survey results showed that 9% of the employees have personally encountered different types of GBV. The majority of the perpetrators are said to be immediate bosses (67%), followed by co-workers (33%). Hitting, insult and intimidation, and sexual harassment (in the form of unwanted sexual comments, requests for sexual relations and stalking) were among the forms of GBV that respondents personally experienced (See Table 18 below).

Table 18
Types of GBV experienced by employees

Types of GBV that employees experienced	Percentage
Hitting	30%
Insult and intimidation	20%
Unwanted sexual comments	30%
Requests for unwanted sexual relations	10%
Stalking	10%
Total	100%

All direct victims of GBV are women, and most of them reacted to the incident either by doing nothing (38%) or by confiding in friends or families (31%). Workplace GBV is under-reported, since only 23% of victims informed their companies.

Figure XVI: Reactions of GBV victims



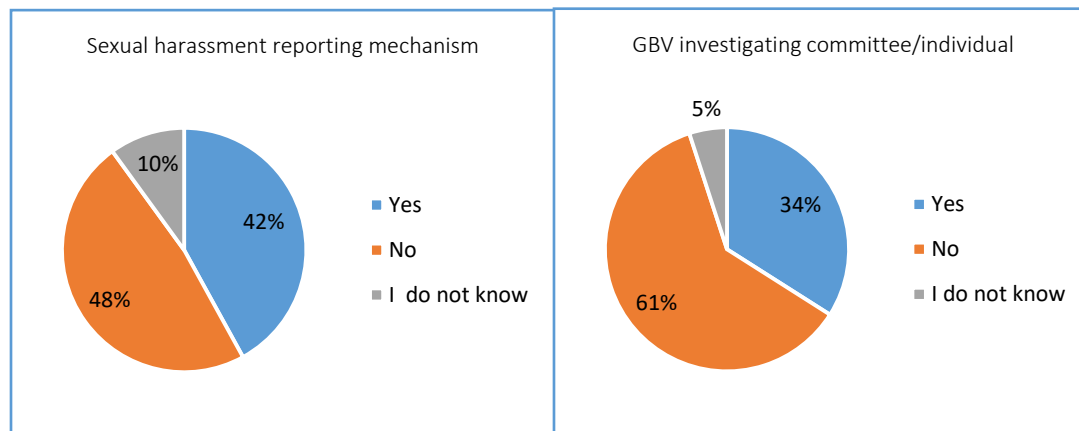
I joined the tannery 6 months ago. There was a man working next to me in the same room. He kept pestering me to have sex with him. After work, he sometimes followed me home. I did not report the issue at the time. I did not know to whom to report it, and I was not sure this was something worth reporting. He later resigned from the company due to reasons unknown to me. (A young female employee from Batu Tannery PLC)

I am working in the administration department. A married male colleague of mine has been consistently asking me to have sexual relations with him. He raises the question in the office when there is no one around. He follows me during lunchtime and tries to flirt with me. Even if I repeatedly said no, he keeps insisting on the same request. I told this only to my family. I do not know what else to do about it. (A female employee from Luna Export Abattoir PLC)

2.9.4 Sexual harassment reporting and investigation mechanism

The majority (48%) of the respondents said that there is no workplace policy on GBV or sexual harassment, and 10% said that they do not know about the policy, if one actually exists. Likewise, the majority (61%) of the respondents indicated that there is no committee/individual assigned to investigate GBV cases and 5% said that they do not know if there is one.

Figure XVII: Sexual harassment reporting and management



Except for Addis Ababa Abattoir Enterprise, Luna Export Abattoir PLC and Addis Ababa Tannery Share Company, the remaining 11 companies in the study do not have any sexual harassment policy. The three companies incorporated tools to combat sexual harassment as part of their collective agreement. Most companies have claimed to refer to the revised labour proclamation while dealing with workplace GBV. However, the relevant proclamation content has not been adapted to their internal human resource policy. In addition to the sexual harassment policy, companies have not put in place other gender-related policies, nor have they included the gender dimension into their existing internal policies.

Furthermore, only five companies have established labour unions, which are instrumental in workplace GBV prevention and response work. Unions are found in Modjo Tannery Share Company, Addis Ababa Tannery Share Company, ELICO Awash Tannery PLC, Colba Tannery PLC, and Luna Export Abattoir PLC.

Luna Export Abattoir PLC, Modjo Tannery Share Company and Addis Ababa Abattoir Enterprise have one thing in common: they have introduced labour unions and collective agreements. Luna Export Abattoir PLC has established a labour union and has a signed collective agreement as of February 2020.

Luna's collective agreement covers several matters, including: medical coverage for work-related accidents; reassignment for pregnant women if their work endangers the health of the foetus, with supporting evidence from a health facility; education and training opportunities; a maternity leave of 120 days and a paternity leave of 6 days; establishment of a staff saving and credit association; benefit packages such as housing allowance/residential house for management; and sexual harassment. GBV or sexual harassment is identified as a major offence subject to disciplinary action that will result in dismissal without warning.

Respondents were asked about the measures being taken by their employers in case of workplace GBV incidents. A majority (34%) of the participants said no measure is taken. However, the remaining respondents indicated that sanctions are applied, such as warnings (22%), termination/dismissal (20%), salary cuts (9%), demotion (7%), legal measures based on company policy (6%), and suspension (2%).

Table 19
GBV measures taken by employers in case of GBV incident

GBV measures taken by employers, in case of GBV incident	Frequency	Percentage
No measure is taken	80	34%
Warning	51	22%
Termination/dismissal	46	20%
Salary cuts	21	9%
Demotion	16	7%
Legal measures based on company internal policy	14	6%
Suspension	5	2%
Total		100%

2.9.5 Factors that encourage gender-based violence

According to the survey participants, the dominant factors that contribute to the occurrence of workplace GBV are the absence of a workplace policy against GBV or sexual harassment (21%), poor GBV prevention and response mechanisms (21%), and victims' fear of stigma and discrimination (20%). Additional factors identified include: limited knowledge of existing sexual harassment policies (14%), failure to report cases of GBV (13%), and other determinants (11%) ranging from substance abuse to dressing code.

Table 20
Factors that encourage workplace GBV

Factors that encourage GBV	Frequency	Percentage
Absence of a workplace policy against GBV/sexual harassment	72	21%
Poor GBV prevention and response mechanisms	71	21%
Fear of stigma and discrimination	69	20%
Limited knowledge of existing workplace policies against GBV/sexual harassment	50	14%
Failure to report cases of GBV	46	13%
Others: dressing code, alcohol and other substance abuse, absence of a gender office/officer, lack of work ethics	36	11%
Total		100%

It is clear that sexual activity, whether consensual or non-consensual, happens in the company compound. I am saying this since you can see and find used condoms in toilets and shower rooms. If I see sexual harassment happening, I prefer to mediate rather than report it to the concerned department. If I report it, I know the perpetrator will lose his job, which in turn will affect his family life. I do not want to be a reason for putting someone's family in danger. (A male respondent from Addis Ababa Abattoirs Enterprise)

In case I see GBV happening in the workplace, I will not report it to the company. If I do, I fear that I will be in trouble. (A female employee from Batu Tannery PLC)

Even if I know that an unwanted sexual comment is considered as sexual harassment, I have never reported it to the company. (A female employee from Batu Tannery PLC)

3. Needs and Priorities

When women and men employees were asked about their needs and priorities, they identified both similar and different needs. Their similar needs focused on improvement of salary and benefit packages. At the same time, there were special needs identified by women employee only. These women-specific needs seem to be related to their sex and gender roles. In addition to improvement of salary and benefits, women employees expect their companies to arrange access to day-care facilities and SRH/FP planning services.

Table 21

Needs and priorities identified by women and men employees

Needs identified by women	Needs identified by men
Increase in salary and benefit packages	Increase in salary and benefit packages
Promotion	Promotion
Timely distribution of safety clothing	Timely distribution of safety clothing
Improvement in food quality at staff cafeteria	Improvement in food quality at staff cafeteria
Saving and credit association	Saving and credit association
Day-care or childcare centre/facility	-
SRH/FP information and services	-

I have a dream that soon we will have a day-care centre on company premises. It would definitely help women employees with small children to balance their family and work responsibilities. (A female employee from Zelalem Moges Abattoir PLC)

4. Conclusion and Recommended Strategies for Action

4.1 Conclusion

Gender mainstreaming in the leather industry will bring women's empowerment and gender equality by improving labour relations, working conditions and environments; upgrading/modernizing certain processes; and promoting women's role in business services and MSMEs. Addressing gender issues as a cross-cutting theme benefits employers in three major ways: it helps to enhance employees' performance and company productivity; it helps to increase employees' retention by becoming "employers of choice"; and it helps companies to build their corporate reputation among clients, investors, government institutions, and the larger community.

Study participants stressed that women can contribute to and benefit from the leather sector, if given the opportunity and the required technical support. However, women employees are held back from realizing their full potential in the workplace due to various barriers and challenges. Among key barriers are:

- Unbalanced domestic sharing of childcare and family management responsibilities;
- Gender-insensitive job advertisements, gender-based occupational segregation and lack of female role models in traditionally male-dominated jobs;
- Risk of workplace gender-based violence, especially sexual harassment;
- Lack of reproductive health and family planning information and services;
- Lack of women- or family-friendly workplace facilities such as day-care centres, breastfeeding breaks, gender-separated toilets/showers/changing rooms, flexible work schedules;
- Limited women's participation in leadership and decision-making positions, and lack of coaching and mentorship;
- Lack of women- or gender-friendly technologies; and
- Lack of gender-sensitive workplace policies and guidelines.

On the other hand, issues associated with men employees are:

- Risk of workplace accidents and associated disability due to their proximity to various machineries;
- Exposure to substance abuse and alcohol, leading to dismissal and a contributing factor to sexual harassment; and
- Limited use of paternity leaves as per the revised labour proclamation.

Despite the presence of the above gender issues, there are various good practices that need to be acknowledged and promoted. Among these are, in particular, promoting women when they upgrade their education and providing them with flexible work arrangements and breastfeeding time. However, these good practices are implemented informally, based on the goodwill of managers, they are not part of corporate internal policies, and they are not reflected in vacancy advertisements to attract qualified women from the market.

Two SMEs manufacturing leather goods and shoes will be established through the LISEC project in Modjo City. The recommendations of this study will be extended to SMEs engaged in the leather goods and footwear segment that are in the process of being set up.



4.2 Recommended strategies for action

Recommendation 1. Build capacity of partners in gender responsiveness

<p>Gender structure:</p>	<ul style="list-style-type: none"> Assist partner companies to have a gender expert or assign a gender focal person to lead the facilitation of gender mainstreaming at company level. Establish company-level gender working groups to facilitate gender mainstreaming within partner companies. The gender working group is expected to consist of a gender officer or focal person, a human resource manager, a health and safety committee head or safety expert, a general manager, a labour union head, a clinic head or first-aid corner facilitator, a legal expert, and a male-gender champion. Identify male gender champions and build their capacity to support the gender responsiveness of workplaces, as well as to challenge male-dominated organizational cultures and practices. Acknowledge and award the best-performing company, gender working group, gender focal person and male gender champion that contribute to visible gender-related changes in workplaces. 	<p>UNIDO</p>
	<ul style="list-style-type: none"> Ensure the allocation of a gender budget by partner companies to implement activities that can empower women employees and bring gender equality, while sustaining efforts in gender mainstreaming beyond the project period. 	<p>Project steering committee (MoTI, LIDI, MoA)</p>
<p>Trainings:</p>	<ul style="list-style-type: none"> Develop/adapt gender training and gender mainstreaming materials to train the staff of partners in the LISEC project to effectively apply gender analysis recommendations. Build the capacity of gender working groups through practical training and on-the-job backstopping in order to empower women and mainstream gender. Integrate a gender component in all LISEC-related trainings. Facilitate further gender learning by creating linkages with government stakeholders, such as the women's and children's affairs office and the labour affairs office of Modjo City. Ensure equal representation of women in all technical and capacity-building trainings by applying a fixed quota (at least 30% and if possible 50%). 	<p>UNIDO</p>
	<ul style="list-style-type: none"> Follow up gender working groups to apply learnings by developing action plans and by ensuring systematic gender integration within companies. Ensure that gender is a regular topic on employees' and management's discussion agenda of partner companies. Include a gender dimension in new employee induction processes to inform staff about gender-sensitive provisions of the company. 	<p>Implementing partner company</p>
	<ul style="list-style-type: none"> Arrange on-the-job trainings on skills needed for a specific job profile where women are severely under-represented. 	<p>LIDI</p>

Recommendation 2. Strengthen women employment, retention and promotion

<ul style="list-style-type: none"> • Provide technical support for partner companies to review and update human resource (HR) manuals through a gender lens. The support is expected to help put in place clear and gender-sensitive hiring, promotion and retention guidelines, including the use of equal opportunities and affirmative action strategies. • Monitor all proposed recommendations to ensure that the promotion and implementation of gender-sensitive practices are done properly among all beneficiaries. 	<p>UNIDO</p>
<ul style="list-style-type: none"> • Explore non-conventional job advertising strategies and channels to reach out to more women candidates (such as using the local radio, reaching out to women networks, headhunting, etc.). • Promote internship opportunities as well as apprenticeship schemes targeting women. • Target and incentivize companies that agree to improve their infrastructure to accommodate women's needs with skilled workers. • Abolish sex-specific vacancy announcements. Instead of limiting profiles to male or female applicants only, include the required qualities such as physical strength. • Encourage and support women to apply/compete for jobs in traditionally male-dominated fields, whether related to production or non-production activities (e.g. flyer, machinery operator, driver, meat distributor, motor mechanic, etc.) 	<p>Implementing partner company</p>

Recommendation 3. Promote women- and family-friendly work environments and conditions

<p>Gender-sensitive internal policies:</p>	<ul style="list-style-type: none"> • Assist partners in revisiting and updating their internal policies to visibly mainstream good practices related to breastfeeding breaks and flexible work arrangement for women, especially pregnant women. • Advise and follow up partner companies to adapt and introduce the women-specific health and safety provisions of the revised labour proclamation into their internal policies. 	<p>UNIDO</p>
	<ul style="list-style-type: none"> • Introduce family or dependent leaves within the HR manual to assist married employees in balancing their domestic chores and childcare responsibilities with their work. Although the burden of the domestic role is on women, by giving men the same leave, the company could positively influence its men employees to share childcare responsibilities. 	<p>Implementing partner company</p>
<p>Women- or gender-friendly facilities:</p>	<ul style="list-style-type: none"> • Develop a model day-care/childcare facility at Modjo City for leather goods and shoe MSMEs; and advocate the establishment of a day-care/childcare facility or breastfeeding space within each partner company. • Promote the use of women/gender-friendly technologies to assist women to hold positions that are male-dominated and offer a better income. • Promote the replication of good practices among partner companies (e.g. childbirth expense coverage of Addis Ababa Abattoir Enterprise). 	<p>UNIDO</p>
	<ul style="list-style-type: none"> • Ensure the presence of a conducive work environment for women by having gender-separated changing rooms, gender-separated toilets, gender-separated shower rooms, and not forcing women to work during night shifts and on Sundays/holidays. • Provide flexible working hours and flexible conditions, including breastfeeding breaks, in an institutionalized manner. • Provide paternity leaves for men employees. 	<p>Implementing partner company</p>

	<ul style="list-style-type: none"> • Ensure gender sensitiveness of work-related social events by allowing men employees (especially those in leadership positions) to participate in domestic-like tasks typically performed by women. 	
--	--	--

Recommendation 4. Enhance women participation in leadership and decision-making

Coaching, mentoring and training:	<ul style="list-style-type: none"> • Empower beneficiary women to take leadership positions by facilitating leadership and assertiveness skill training. • Ensure equal representation of women in all technical and capacity-building trainings by applying a fixed quota (at least 30% and if possible 50%). 	UNIDO
	<ul style="list-style-type: none"> • Provide women with equal and/or priority access to managerial or supervisory positions. This should help women exercise leadership traits. • Arrange a job rotation for interested women during low-work seasons to departments of their choice to help them learn more about the many facets of the business. • Identify interested and promising young women employees and provide them with targeted coaching and mentoring by women in leadership positions. 	Implementing partner company
Participation:	<ul style="list-style-type: none"> • Support the integration of gender criteria into the performance management of directors, managers, section heads, supervisors, foremen, etc. 	UNIDO
	<ul style="list-style-type: none"> • Strengthen the collection, analysis and use of sex-disaggregated data to identify and address gender-related gaps such as staff gender balance and number of women in leadership. The data must be disaggregated by sex, age, educational background, leadership level, etc. • Continue and strengthen the practice of promoting women who upgraded their education in order to inspire other women. • Ensure women participate equally and actively alongside with men and are enabled to take up leadership positions by setting gender targets. • Allow women to assume leadership positions, especially in departments with a high female concentration (e.g. selection, trimming and finishing in tanneries). • Provide women employees with equal on-the-job training opportunities to enhance their skills by applying a fixed quota (at least 30% and if possible 50%). 	Implementing partner company

Recommendation 5. Address workplace GBV and sexual harassment

Prevention:	<ul style="list-style-type: none"> • Provide GBV prevention and response training for the gender working group. • Assist partner companies to develop a sexual harassment policy with a clear reporting and grievance handling system, using ILO sample workplace sexual harassment policy. • Develop/adapt and use Information Education Communication (IEC) materials to assist partner companies in their GBV prevention efforts. 	UNIDO
--------------------	---	--------------



	<ul style="list-style-type: none"> Integrate GBV within partner companies' health and safety guidelines, training materials and awareness-raising sessions. Use the "16 days activism against GBV" and a monthly "Orange the World" day of action for continued awareness-raising efforts on GBV. 	Implementing partner company
Response:	<ul style="list-style-type: none"> Support the establishment of a standard format for recording and reporting GBV incidents on a monthly basis. The format will help track GBV incidents by type, measures taken and improvements made. Encourage multi-sectoral GBV response by creating linkages with "GBV one-stop shops" located in selected government hospitals such as Gandhi, in international organizations such as Marie Stopes, as well as with the police, safe houses, women lawyers' associations, etc. 	UNIDO
	<ul style="list-style-type: none"> Track, document and report monthly all GBV incidents using the format developed by UNIDO. 	Implementing partner company

Recommendation 6. Enhance access to SRH and FP information and services

SRH information:	<ul style="list-style-type: none"> Assist employees of partner companies to have access to various SRH related information (in the form of fliers, audio drama, posters, etc.) by creating linkages with institutions working on the issue. 	UNIDO
SRH services:	<ul style="list-style-type: none"> Integrate FP counselling and services within company-based clinics and first-aid centres. Create formal referral linkages with nearby public or private health facilities to enable employee access to FP services. 	Implementing partner company

References

Federal Democratic Republic of Ethiopia (2019). *Labour proclamation No. 1156/2019 (No. 89)*. September 2019. Addis Ababa, Ethiopia. Retrieved April 3, from <https://www.molsa.gov.et/download-category/proclamations/>

Plan International. *Women friendly workplace*. Retrieved April 2, 2020, from <http://www.irm.edu.pk/wp-content/uploads/2012/04/Women%20Friendly%20Workplace.pdf>

International Labour Office (2017). *Women, Gender and Work (Vol. 2): Social choices and inequalities*. Lansky, Mark; Ghosh, Jayati; Meda, Dominique; Rani, Uma (editors); Geneva: ILO, 2017. Retrieved April 3, 2020, from https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_488475.pdf

Ministry of Industry (2016). *Ethiopia leather value chain strategy, 2006-2020*. November 2016. Retrieved April 6, 2020, from <file:///C:/Users/User.DESKTOP-UI1FMQF/Downloads/Ethiopia%20Leather%20Value%20Chain%20Strategy.pdf>

UNIDO. *Women in industry series: women, industry and technology*. Series no. 3. Retrieved April 7, 2020, from <https://open.unido.org/api/documents/4806186/download/WOMEN%2C%20INDUSTRY%20AND%20TECHNOLOGY.%20SAMPLE%20CASES.%20WOMEN%20IN%20INDUSTRY%20SERIES%20NO.3%20%2821124.en%29>

Haya Stier and Meir Yaish (2014). *Gender at work: occupational segregation and gender inequality in job quality: a multi-level approach*. Work, employment and society magazine, 2014, Vol. 28(2) 225-246. Sagepub.co.uk. Retrieved April 5, 2020, from <https://journals.sagepub.com/doi/10.1177/0950017013510758>

World Bank (2017). *Women, gender and the world of work*.

World Economic Forum. *Global Gender Gap Report 2020*. Geneva. Retrieved April 4, 2020, from http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

Joanna Hoare and Fiona Gell (2009). *Women's leadership and participation: Case studies on learning for action*. Oxfam GB, Practical Action Publishing Ltd, UK. Retrieved April 7, 2020, from <https://policy-practice.oxfam.org/resources/womens-leadership-and-participation-case-studies-on-learning-for-action-115530/>

Association of Women in Business (2018). *The dearth of women's leadership in Ethiopia*. AWiB, February 2018. Addis Ababa, Ethiopia. Retrieved April 8, 2020, from <http://awib.org.et/newsite/the-dearth-of-women-s-leadership-in-ethiopia-seminar-series-report-report/>

Ministry of Social and Labour Affairs (2020). *COVID-19 workplace response protocol*. March 2020. Addis Ababa. Retrieved April 9, 2020, from https://www.ituc-csi.org/IMG/pdf/fdre_molsa_response_protocol_on_covid-19.pdf



Annexes

Annex 1: SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • The UNIDO-LISEC project has mainstreamed gender as a cross-cutting issue with gender-sensitive indicators, and committed to further mainstream gender via a gender analysis and its gender expert. • Treating childbirth coverage as an employee benefit package in one abattoir. • Presence of incentive packages for women and men employee. • Presence of flexible working hours in abattoirs. • Women’s access to a paid maternity leave of 120 days. • Presence of gender-separated toilets and changing rooms in most companies. • Promotion of women employees to leadership positions for upgrading their education and having good performance. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of gender-sensitive internal policies, such as a workplace policy against sexual harassment, a gender-sensitive HR policy and a collective agreement. • Absence of a gender expert, gender focal person or gender structure to facilitate gender mainstreaming. • Limited knowledge and skills of implementing partners in gender equality and mainstreaming. • There is a gap in sex-disaggregated data collection, analysis and use. • Presence of job segregation by sex. • Absence or limited access to paternity leaves, breastfeeding breaks, and day-care facilities. • Lack of women/gender-friendly technology. • Limited representation of women in leadership and management positions. • Lack of access to SRH information and services. • Presence and under-reporting of workplace gender-based violence.
<p>Opportunities</p> <ul style="list-style-type: none"> • The gender analysis by the LISEC project helped in gaining a better understanding of gender issues and identifying strategic actions for implementation. • Willingness and openness of most implementing partners to address workplace-related gender inequality. • Strong linkages of the project with gender directorates of MoTI and LIDI. 	<p>Threats</p> <ul style="list-style-type: none"> • COVID-19 virus and associated state of emergency may delay implementation of recommended strategic actions such as training. • The leather value chain is male-dominated and there is a generally held belief that it is not a good place for women employment.

Annex 2: Employee Survey Questionnaire

Informed Consent Form for Interview Participants

Good morning/Good afternoon Sir /Madam.

I am _____, a data collector from LIDI/MoTI (on behalf of UNIDO), conducting a gender analysis survey to inform the UNIDO-LISEC project. You are invited to participate in this study to share information related your organization's gender mainstreaming and women's empowerment experience. Your participation in this study is voluntary. There are no risks associated with this research. Your interviews will be strictly confidential. Your name will not appear in any report of results. No one will use the information in any way that could cause problems for you. The interview will take approximately 40-50 minutes.

If you have questions at any time about the study or the procedures, you may contact UNIDO-LISEC Project National Gender Expert, Ms. Seble Daniel, through the phone number: + 251-911-31 52 02. If you have read this form and agree to take part in this study, please put your name and signature below.

Interviewee ID: _____

Signature _____

Thank you very much for your participation!!!

SURVEY INFORMATION

Company Name _____

Company Address: Region _____ Zone _____ City _____
Sub-city _____ Woreda _____ Kebele _____

Name of the Enumerator _____

Interview Date (day/month/year) _____

Interview starting time _____ Interview end time _____

I. RESPONDENT'S PROFILE

1.	Sex/gender of respondent	(01) Male	(02) Female	___ ___
2.	Age of respondent	(put number of years)		___ ___
3.	Highest education level completed by the respondent	(01) No education (02) Religious education (03) Primary education (1-4) (04) Primary education (5-8) (05) Secondary education (9-10) (06) Preparatory (11-12)	(07) TVET (08) Diploma (09) Degree (under graduate) (10) Master's (post graduate) (11) PhD (12) Other, please specify _____	___ ___



4.	Respondent's marital status	(01) Single (02) Married (03) Living with partner (04) Divorced	(05) Widowed (06) Separated (07) Refuses to answer	___ ___
5.	Do you have any type of disability?	(01) Yes (02) No	(03) Refuses to answer	___ ___
6.	If yes, what type of disability do you have? (Select multiple choices, if applicable)	(01) Mobility/physical disability (02) Visual disability (03) Hearing disability (04) Intellectual disability	(05) Psychological disability (06) Other, please specify _____ (07) Refuses to answer	___ ___
7.	If yes, can you specify the cause of your disability?	_____		
8.	What are the terms of your employment in the current company?	(01) Permanent employment (02) Temporary employment (03) Day labourer	(04) Intern/Apprentice (05) Other, please specify _____	___ ___
9.	Respondent's pay grade level	(01) Level 1 (02) Level 2 (03) Level 3	(04) Level 4 (05) Other, please specify _____ (06) I don't know	___ ___
10.	Number of years the respondent has worked in the industry/sector		(put number of years)	___ ___
11.	Number of years the respondent has worked in the company		(put number of years)	___ ___
II. GENDER-BASED DIVISION OF LABOUR/GENDER ROLES AND RESPONSIBILITIES (including gender-based job/occupational segregation)				
1.	Who takes care of the household/domestic chores (cooking, cleaning, looking after children, etc.)?	(01) Myself (02) My husband (03) My daughter (04) My son (05) My father	(06) My brother (07) My sister (08) My mother (09) Other, please specify _____	___ ___
2.	Who takes a leave from work to accompany sick children to a health facility?	(01) Myself (02) Other, please specify _____		___ ___
3.	Is there job/occupation segregation based on gender/sex?	(01) Yes (02) No (03) I don't know		
4.	How does the company encourage women employees to take traditionally male-dominated positions/jobs?	1. _____ 2. _____ 3. _____ 4. _____		
5.	How does the company encourage men employees to take traditionally women-dominated positions/jobs?	1. _____ 2. _____ 3. _____ 4. _____		
6.	Does the company collect sex/gender-disaggregated data?	(01) Yes (02) No	(03) I don't know	___ ___



7.	If yes, for what purpose does the company use the sex/gender-disaggregated data? (<i>Select multiple choices, if applicable</i>)	(01) Not used for any purpose (02) Gender-related gap identification (03) Identify women employees' situation (04) Planning (05) Implementation	(06) Decision-making (07) Monitoring and evaluation (08) Reporting (09) I don't know (10) Others, please specify	___ ___
----	--	---	--	---------

III. ACCESS TO AND CONTROL OVER RESOURCES, ASSETS, BENEFITS, SERVICES, INFORMATION

3.1 Benefits: salary, incentives, rewards and punishments

1.	Do you observe a pay gap between women and men for the same job/position in your company?	(01) Yes (02) No	(03) I don't know	___ ___
2.	If yes, who is paid higher?	(01) Men paid higher (02) Women paid higher		___ ___
3.	If yes, what are the reasons for the difference in pay?	1. _____ 2. _____ 3. _____ 4. _____		___ ___
4.	What types of benefit packages do you get from your employer? (<i>Select multiple choices, if applicable</i>)	(01) Medical expense coverage (02) Free breakfast, lunch or dinner (03) Residential place/housing allowance (04) Free transportation service/allowance (05) Sanitary materials (sanitary pads, tissues, etc.) (06) Day-care facility (07) Others, please specify		___ ___ ___ ___
5.	Does the company have a reward system to motivate/incentivize its employees?	(01) Yes (02) No	(03) I don't know	___ ___
6.	What type of employee incentives/rewards are used by your company to improve productivity disaggregated by sex/gender? (<i>Select multiple choices, if applicable</i>)	For Women (01) Bonus for high performance (02) Financial incentives for regular attendance (03) Certification (official acknowledgment in writing) (04) Corporate punishment (salary cut, firing, etc.) for absenteeism (05) Corporate punishment for not working overtime, in night shifts and on weekends, etc. (06) Others, please specify _____	For Men (01) Bonus for high performance (02) Financial incentives for regular attendance (03) Certification (official acknowledgment in writing) (04) Corporate punishment (salary cuts, firing, etc.) for absenteeism (05) Corporate punishment for not working overtime, in night shifts and on weekends, etc. (06) Others, please specify	___ ___ ___ ___
7.	Do you think there is a difference between the incentive system for women and men employees?	(01) Yes (02) No	(03) I don't know	___ ___
8.	If yes, what are the reasons, in your opinion?	1. _____ 2. _____ 3. _____ 4. _____ 5. _____		___ ___

3.2 Training, information, technology

1.	Has your employer ever offered you on-the-job training in the past 12 months (2019)?	(01) Yes (02) No	(02) No	
2.	Has your employer ever offered you training to strengthen your knowledge/skills with regard to gender issues?	(01) Yes (02) No	(03) I don't know	___ ___



3.	Is there a regular discussion, meeting and networking on gender issues in your company?	(01) Yes (02) No	(03) I don't know	___ ___
4.	If yes, what was the name of the gender training course/s?	1. _____ 2. _____ 3. _____ 4. _____		
5.	Does the company proactively employ technologies to increase women's participation in the sector?	(01) Yes (02) No	(03) I don't know	___ ___
6.	If yes, can you list the women-friendly technologies being used?	1. _____ 2. _____ 3. _____ 4. _____		

IV. PARTICIPATION, LEADERSHIP AND DECISION-MAKING (GENDER-POWER RELATION) OF WOMEN/MEN

4.1 Representation, Participation, Leadership and Decision-making (organization level)

1.	What is your current position in the company? <i>(Select multiple choices, if applicable)</i>	(01) Owner (02) General/Executive manager (03) Vice-president/Deputy manager (04) Finance and admin manager (05) Human resource manager (06) Planning manager/Process manager	(07) Sales manager (08) Production manager (09) Department head (10) Technician (11) Expert (12) Accountant Other, please specify _____	___ ___ ___ ___ ___ ___
2.	Are women well represented in managerial positions within your company?	(01) Yes (02) No	(03) I don't know	___ ___
3.	If no (if under represented), what are the main reasons? <i>(Select multiple choices, if applicable)</i>	(01) Lack of female role models (02) Lack of opportunities (03) Lack of relevant skills/training/education (04) Women's lack of self-confidence/assertiveness (05) Lack of mentorship and coaching tailored for women (06) Negative perception towards women's leadership/management style (07) Organizational culture which favours men (08) Lack of management support (09) Lack of a flexible work environment to balance work and family responsibilities (10) Others, please specify _____		___ ___ ___ ___ ___ ___
4.	What is your company doing to bring women to leadership/management positions?	1. _____ 2. _____ 3. _____ 4. _____		

4.2 Women decision-making power (household level) *to be filled only by female employees*

1.	Who, in your household, makes decisions on how to spend your income?	(01) Me (02) Husband/partner (03) Both (jointly) (04) Another male household member (05) Another female household member (06) Other, please specify _____		___ ___
2.	Who, in your household, makes decisions on whether you accept/reject a job promotion/leadership position?	(01) Me (02) Husband/partner (03) Both (jointly) (04) Another male household member (05) Another female household member (06) Other, please specify _____		___ ___



3.	Who, in your household, makes decisions on whether to remain in or resign from your job?	(01) Me (02) Husband/partner (03) Both (jointly) (04) Another male household member (05) Another female household member (06) Other, please specify _____	___ ___
4.	Who, in your household, makes decisions on whether you can work overtime/weekends/night shifts?	(01) Me (02) Husband/partner (03) Both (jointly) (04) Another male household member (05) Another female household member (06) Other, please specify _____	___ ___

V. WORKING CONDITIONS: EMPLOYMENT/RETENTION/CAREER GROWTH, WORK ENVIRONMENT, ACCESS TO SRH SERVICES, GBV, AND MIGRATION PATTERNS

5.1 Employment, job retention and career growth

1.	Was the gender/sex of employees ever a factor in hiring, termination and promotion decisions by the employer?	(01) Yes (02) No	(03) I don't know	___ ___
2.	If yes, please explain the reasons.	1. _____ 2. _____ 3. _____		
3.	Do you think there is a differential treatment of women and men employees in the workplace?	(01) Yes (02) No	(03) I don't know	___ ___
4.	If yes, please explain these differences and the reasons behind them.	List of differential treatments 1. _____ 2. _____ 3. _____ 4. _____	Reasons for differential treatment 1. _____ 2. _____ 3. _____ 4. _____	
5.	What are the major barriers you or people you know have faced during job search in the leather sector? (Select multiple choices, if applicable)	(01) Limited access to job Information (02) Job search cost is not affordable (03) Perceiving employers as less interested in employing women (04) Not knowing how to approach employers (05) Gender-insensitive job adverts (06) Other, please specify _____		___ ___ ___ ___ ___ ___
6.	What are the barriers to women's employment, retention and promotion in your company, in general?	Employment barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	Job retention barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	Promotion barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____
7.	What are the barriers to women's employment, retention and promotion in male-dominated departments/jobs/activities within your company?	Employment barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	Job retention barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	Promotion barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____



8.	What are the barriers to men's employment, retention and promotion in women-dominated departments/jobs/activities within your company?	Employment barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	Job retention barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	Promotion barriers 1. _____ 2. _____ 3. _____ 4. _____ 5. _____
----	--	---	--	--

5.2 Work environment

1.	What measures are being taken to recruit, retain and promote women in your company? (Select multiple choices, if applicable)	(01) Offering an equal pay for identical jobs (02) Flexible working hours and practices (03) Coaching and mentorship (04) Equal employment opportunities (05) Gender-sensitive job adverts (06) Anti-sexual harassment measures (07) Availability of childcare and breastfeeding facilities (08) Availability of transport facilities for breastfeeding employees (and access to a day-care facility for employees with young children) (09) Breastfeeding breaks/time (10) Paid maternity leave (11) Access to reproductive health and family planning services (12) Access to gender-separated toilets/washrooms (13) Access to gender-separated toilets/washrooms with water (14) Access to gender-separated toilets/washrooms with door (15) Access to gender-separated changing rooms (16) I don't know (17) Others, please specify _____	___ ___
2.	Does the company have gender-separated changing areas?	(01) Yes (02) No	(03) I don't know ___ ___
3.	Does the company have gender-separated toilets with water?	(01) Yes (02) No	(03) I don't know ___ ___
4.	Does the company work in shifts?	(01) Yes (02) No	___ ___
5.	If yes, how many shifts does the firm operate on?	(01) There are no shifts (02) One (03) Two	(04) Three (05) I don't know (06) Others, please specify _____ ___ ___
6.	If yes, which shift is preferred by women?	(01) Day (02) Night	(03) Morning (04) Afternoon ___ ___
7.	Do women have the option to choose one shift over the other?	(01) Yes (02) No	(03) I don't know ___ ___
8.	Would you like to get a different job, or are you happy to stay in this job for now?	(01) Yes, I want another job (02) No, I want to stay in my current job	___ ___
9.	What are the three most important factors that make you decide to stay in your current job (with your employer)?	(01) Attractive pay (02) Gender-sensitive provisions are respected in the company (e.g. maternity leaves, breastfeeding corners and breaks...) (03) Workers' rights and safety are respected (04) High growth prospects	(05) High job security (06) Availability of facilities (transportations, feeding programmes, etc.) (07) Trainings or education opportunities (08) It would help me become self-employed (09) Other, please specify _____ ___ ___



10.	What are the reasons for women employees to leave/resign from their job? (Select multiple choices, if applicable)	01. Being fired (discipline related) 02. Voluntary resignation 03. Motherhood (childbirth) 04. Unplanned/unwanted pregnancy 05. Lack of family planning services 06. Getting a better-paying job 07. Lack of flexible work arrangements to balance work and family life 08. Absence of workplace childcare facilities (including for breastfeeding) 09. Workplace gender-based violence (including sexual harassment) 10. Left without giving a reason 11. I don't know 12. Others, please specify _____	___ ___ ___ ___ ___ ___
11.	What are the reasons for men employees to leave/resign from their job? (Select multiple choices, if applicable)	01. Being fired (discipline related) 02. Voluntary resignation 03. Fatherhood 04. Unplanned/unwanted pregnancy of my partner 05. Lack of family planning services 06. Getting a better-paying job 07. Lack of flexible work arrangements to balance work and family life 08. Absence of workplace childcare facilities (including for breastfeeding) 09. Workplace gender-based violence (including sexual harassment) 10. Left without giving a reason 11. I don't know 12. Others, please specify _____	___ ___ ___ ___ ___ ___
5.3 Access to sexual and reproductive health (SRH) services			
1.	Do employees have access to sexual and reproductive health (SRH) services?	(01) Yes (02) No (03) I don't know	___ ___
2.	If yes, what type of SRH services do women employees have access to? (Select multiple choices, if applicable)	(01) Family planning services (02) Safe abortion services (03) HIV and AIDS services (04) Sexually transmitted diseases/ infections (05) Cervical cancer screening (06) Other, please specify _____	___ ___ ___ ___ ___ ___
3.	If yes, where do women/men employees access these health services?	(01) At the on-site (company-based) clinic (02) Through referral to nearby public health facilities (03) Through referral to nearby private health facilities (04) I don't know (05) Others, please specify _____	___ ___ ___ ___
5.4 Workplace safety and gender-based violence: understanding, presence/magnitude, prevention and response			
1.	Do you feel safe and secure in your workplace?	(01) Yes (02) No	___ ___
2.	If no, explain the reasons _____		
3.	Which of the following women-specific workplace health and safety measures are practised in your company? (Select multiple choices, if applicable)	(01) Not assigning women to tasks that are dangerous to them and their health (02) Not assigning pregnant women to night shifts (from 10:00 pm to 6 am) (03) Not assigning pregnant women to overtime work (04) Transferring pregnant women to another place of work when their job is hazardous to maternal (and foetal) health (05) Not terminating women's employment contract during pregnancy (06) Others, please specify _____	___ ___ ___ ___ ___ ___



4.	Do you think there is GBV in your company?	(01) Yes (02) No	(03) I don't know	___ ___
5.	If yes, how do you perceive the level of GBV in your company?	Hitting		___ ___
		Insult and intimidation	(01) Very high	___ ___
		Rape		___ ___
		Attempted rape	(02) High	___ ___
		Sexual harassment	(03) Low	___ ___
		Unwanted sexual comments (whistling, winking, etc.)	(04) Very low	___ ___
		Forced exposure to pornographic images/videos		___ ___
		Stalking	(05) I don't know	___ ___
		Men employees refusing to economically support their family after a divorce		___ ___
		Promise of recruitment/promotion in return for sexual favours		___ ___
6.	In your understanding, do the following constitute a case of gender-based violence (GBV)?	Use of physical force resulting in bodily pain /harm/ impairment	(01) Yes	___ ___
		Forcing someone to perform sexual acts against their will	(02) No	___ ___
		Unwanted sexual comments and jokes of a sexual nature	(03) I don't know	___ ___
		Sexual harassment		___ ___
		Harmful traditional practices (FGM, early marriage, etc.)		___ ___
		Threats of violence and harm against women/men		___ ___
		Excluding women from financial decision-making in the family		___ ___
		Withholding money and financial information from husband/wife		___ ___
7.	Have you ever heard of (met) a GBV victim in your workplace?		(01) Yes (02) No	___ ___
8.	If yes, who was he/she?	(01) Male (02) Female	(03) Both	___ ___
9.	What form of GBV did the victim suffer? (Select multiple choices, if applicable)	(01) Hitting		___ ___
		(02) Insult and intimidation		___ ___
		(03) Rape		___ ___
		(04) Attempted rape		___ ___
		(05) Sexual harassment		___ ___
		(06) Unwanted sexual comments (whistling, winking, etc.)		___ ___
		(07) Forced exposure to pornographic images/videos		___ ___
		(08) Stalking		___ ___
		(09) Men employees refusing to economically support their family after divorce		___ ___
		(10) Promise of recruitment/promotion in return for sexual favours		___ ___
		(11) Others, please specify _____		___ ___
10.	Have you ever faced GBV in your current organization?	(01) Yes (02) No (03) Refuses to answer		___ ___

11.	If yes, which form of GBV have you experienced? (Select multiple choices, if applicable)	(01) Hitting (02) Insult and intimidation (03) Rape (04) Attempted rape (05) Sexual harassment (06) Unwanted sexual comments (whistling, winking, etc.) (07) Forced exposure to pornographic images/videos (08) Stalking (09) Men employees refusing to economically support their family after divorce (10) Promise of recruitment/promotion in return for sexual favours (11) Others, please specify _____ (12) Refuses to answer			___ ___
12.	If you have ever been a victim of GBV, who was the perpetrator?	(01) Co-worker (02) Immediate boss/supervisor (03) Customer/client of your organization (04) Refuses to answer (05) Other, please specify _____			___ ___
13.	How did you react to the act of GBV you faced? (Select multiple choices, if applicable)	(01) I told my manager/supervisor about it (02) I reported it to the company gender officer/department (03) I reported it to the human resource department (04) I reported it to the police station (05) I told my friends/parents/family about it (06) I went to a health centre (07) I did nothing (08) Others, please specify _____ (09) Refuses to answer			___ ___
14.	Does your company have a sexual harassment reporting and management policy/procedure?	(01) Yes (02) No	(03) I don't know		___ ___
15.	In the event of sexual harassment, is there a committee/individual assigned to investigate such cases in the company?	(01) Yes (02) No	(03) I don't know		___ ___
16.	In case of sexual harassment, what type of disciplinary measures are taken in your company? (Select multiple choices, if applicable)	(01) Warning (verbal and/or written) (02) Demotion (03) Salary/pay cut (04) Suspension (05) Termination/Dismissal (06) No measure is taken (07) I don't know (08) Other, please specify _____			___ ___
17.	In your view, what are the factors that encourage GBV in your workplace? (Select multiple choices, if applicable)	(01) Absence of a workplace policy against GBV (02) Limited knowledge of workplace policy against GBV (03) Fear of stigma/discrimination by victims (04) Failure to report GBV and sexual harassment (05) Poor GBV prevention mechanisms (06) Poor responses to GBV cases (07) Other, please specify _____			___ ___
5.5 Migration patterns of employees					
1.	Were you born in the area where your company is located?	(01) Yes (02) No			___ ___
2.	If no, how long has it been since you moved to the area where your company is located?	(01) Less than 3 months (02) Less than 6 months (03) Less than 1 year	(04) Less than 2 years (05) Less than 3 years (06) More than 4 years		___ ___



3.	If no, why did you move to the area where your company is located?	(01) To search for a job (02) To get a job offer (03) Others, please specify _____	___ ___
4.	Were you interested in migrating (from Ethiopia to foreign countries) before you got this job?	(01) Yes (02) No	___ ___
5.	If yes, why?	1. _____ 2. _____ 3. _____	
6.	Are you still interested in migrating from Ethiopia to foreign countries?	(01) Yes (02) No	___ ___
7.	If yes, why?	1. _____ 2. _____ 3. _____	
8.	Where do you expect to find yourself in three years' time?	(01) Working in this company (02) Working in another company within the same sector (03) Working in a non-leather industry sector (04) Running my own business (self-employment) (05) Migrating to a foreign country to look for a job (06) Getting married, having children and staying home to raise them (07) Unemployed (08) Others, please specify _____	___ ___

VI. REVIEW OF POLICIES, REGULATIONS, PROCEDURES AND PRACTICES WITH A GENDER LENS

1.	Does the company have gender-related policies/strategies/guidelines aimed at hiring/promoting/empowering women?	(01)Yes (02)No	(03) I don't know	___ ___
2.	If yes, have you ever received guidance or information about the company's gender policy/strategy/guidelines?	(01) Yes (02) No		___ ___
3.	Does the company ever require pregnancy tests/use of contraceptives as a condition for employment?	(01) Yes (02) No	(03) I don't know	___ ___
4.	Does the company ever change the employment status, position, wages, benefits or seniority of women employees during a maternity leave?	(01) Yes (02) No	(03) I don't know	___ ___
5.	Do you know of any female employees who have been terminated or forced to resign because they were pregnant?	(01) Yes (02) No	(03) I don't know	___ ___
6.	Do women employees get time off (breaks) for breastfeeding?	(01) Yes (02) No	(03) I don't know	___ ___
7.	Are women forced to work overtime without their consent?	(01) Yes (02) No	(03) I don't know	___ ___

VII. CULTURAL/SOCIAL NORMS, VALUES, COMMONLY HELD BELIEFS/ATTITUDES, PERCEPTIONS, STEREOTYPES, PREJUDICES RELATED TO GENDER

1.	It is ok for women to work in the leather sector.	(01) Strongly agree (02) Agree	(03) Strongly disagree (04) Disagree	___ ___
2.	Women can handle tasks that are dominated by men in your company.	(01) Strongly agree (02) Agree	(03) Strongly disagree (04) Disagree	___ ___
3.	If married women make up the majority of the staff, the company has to bear additional costs due to maternity leaves and frequent absences for childcare.	(01) Strongly agree (02) Agree	(03) Strongly disagree (04) Disagree	___ ___



4.	A man should be responsible and share in domestic duties when his wife is busy with her factory job or business.	(01) Strongly agree (02) Agree	(03) Strongly disagree (04) Disagree	___ ___
5.	Companies should consider domestic responsibilities of women employees as part of their functioning and invest in women-friendly work environments (childcare facility, breastfeeding breaks, flexible working hours, etc.)	(01) Strongly agree (02) Agree	(03) Strongly disagree (04) Disagree	___ ___
6.	Bringing women to leadership positions will help the company improve performance and productivity.	(01) Strongly agree (02) Agree	(03) Strongly disagree (04) Disagree	___ ___
7.	In the leather value chain, which of the following do you think is most attractive to women employees?	(01) Extension services focused on livestock rearing and feeding (02) Livestock trading (03) Raw hide and skin trading (04) Working in slaughterhouses (05) Working in tanneries (06) Shoe/footwear and glove making (07) Manufacture of leather goods (bags, belts, etc.) (08) Other, please specify _____		___ ___
8.	Please give a reason/justification as to why the specific task is attractive to women employees.	1. _____ 2. _____ 3. _____ 4. _____		

VIII. NEEDS and PRIORITIES OF WOMEN/MEN

1.	List needs/priorities of women that must be addressed to boost women's productivity in the company.	1. _____ 2. _____ 3. _____ 4. _____
2.	List needs/priorities of men that must be addressed to boost men's productivity in the company.	1. _____ 2. _____ 3. _____ 4. _____

IX. STRATEGIC INTERVENTIONS TO ADDRESS CHALLENGES, PROMOTE GENDER EQUALITY AND WOMEN'S EMPOWERMENT

1.	What do you think should be done to address challenges women employees face at your company level?	1. _____ 2. _____ 3. _____ 4. _____
2.	What do you think should be done to empower women and bring gender equality at your company level?	1. _____ 2. _____ 3. _____ 4. _____



Annex 3: Key Informant Interview Guide

1.	What are the three main products/services of the company?
2.	What are the main activities of the company?
3.	What is the company's legal form? (government-owned, foreign-owned, public limited, private limited, partnership, etc.)
4.	What is ownership status of the company? (fully owned by men, women, jointly owned, partially owned by women)
5.	Who is the top manager of the company (male/female)?
6.	Does the company provide internship opportunities for newly graduated women?
7.	Are you willing/interested to hire trained women in traditionally male-dominated sectors of your organization? If yes, why?
8.	Do you think that having a women-friendly work environment contributes to the productivity of the company (e.g. equipped with a day-care facility, free from sexual violence, with access to reproductive health services, fitted out with separate washrooms/toilets complete with water/changing rooms, etc.)? - If yes, how? If no, how? - Do you have any of these installations/facilities? - If yes, what motivated the company to put them in place?
9.	Why do women employees resign and quit their job in your company (explain the reasons)?
10.	Does your company give equal employment opportunities to women and men? - If yes, how? If no, why?
11.	What strategies/measures does the company use to recruit/retain/promote women employees?
12.	Do you think women are equally represented in managerial and decision-making positions? - If yes, what helped to achieve this? - If no, why is this so?
13.	Is there job/occupation segregation by sex/gender? - How do you see this? - Why is this? - What has been done to change this?
14.	Do you have a gender structure (gender officer/focal person/unit) in the company? - If yes, what has been the added value? - If not, why?
15.	Does the company have a gender-related policy/strategy/guideline aimed at hiring/promoting/empowering women? - If yes, what is the implementation status?
16.	Does your company have health and safety measures (e.g. provision of protective clothing and equipment)? -What is being done in this regard?
	Has the company identified needs/priorities of women? - What needs have been identified and addressed?
17.	Does the company collect sex/gender-disaggregated data? -If yes, for what purpose does the company use the sex/gender-disaggregated data?
18.	What are the most critical challenges/barriers women employees face, different from men, in the company?
19.	Is there any GBV that you heard happened in your company? - What reporting and management mechanisms are in place to deal with such issues? - What disciplinary measures have been taken? - Are unwanted pregnancies common among young workers (due to GBV and other reasons)?
20.	Does the company ever require pregnancy tests/use of contraceptives as a condition for employment?



21.	What do you think should be done in order to reduce challenges women employees face and encourage them to stay/grow in your company? (e.g. GBV in the workplace)
22.	How are existing policies, regulations, procedures affecting the participation and benefits of women in the company?
23.	What efforts/initiatives were carried out by your company to facilitate women's empowerment (staffing, leadership, etc.)?
24.	Do you have any recommendations for improving the participation and benefits of women in your company?
25.	Do you have partners/stakeholders supporting your efforts to mainstream gender in the company? - If yes, can you list their names? - If yes, can you list on what gender-related areas their support focuses on?
26.	Does the company give women a choice with regard to work shifts?



Annex 4: Individuals Contacted for Key Informant Interview

SN	Name	Company	Position
1.	Gizaw Bechere	Modjo Tannery	Vice Manager
2.	Gebremedihin Zana	Colba Tannery	Human Resource Manager
3.	Emebet Eshetu	Colba Tannery	Labour Union Head
4.	Tewodros Assefa	Organic Export Abattoirs PLC	Administration Manager
5.	Reta Negatu (Dr.)	Luna Export Abattoirs PLC	Slaughterhouse Operations Manager
6.	Tesfaye Gezahegn	Luna Export Abattoirs PLC	Administration and Logistics Manager
7.	Daniel Akalu Nigussie	United VASN Tannery	Acting Plant Manager
8.	Denekew Tafere	United VASN Tannery	Human Resource Manager
9.	Wahib Sherif	Al-Nujum Export Abattoir	Site Manager
10.	Michael Shiferaw	Michael Shiferaw H&S Trading	Owner and Manager
11.	Tekalign Wondimu	Michael Shiferaw H&S Trading	Warehouse Expert
12.	Enatnesh Etalemahu	Michael Shiferaw H&S Trading	Cashier
13.	Dr Andualem Zenebe (Dr.)	Zelalem Moges Abattoir PLC	Production Manager
14.	Gashaw Bebelte	Alemshet Ayele H&S Trading	General Manager
15.	Fedlu Mohammed	Batu Tannery PLC	Factory Manager
16.	Kibatu Bireda	Batu Tannery PLC	Human Resource Manager
17.	Mulu Kassa	ELICO Awash Tannery PLC	Human Resource Officer
18.	Alemayehu Gebre	Addis Ababa Tannery Share Company	Administration Manager
19.	Demeke Kiros Woldu	Addis Ababa Abattoirs Enterprise	Human Resource Development and Management Director
20.	Daniel Getachew	Ethiopia Leather Industry Association	Secretary General
21.	Lemlem Deboch	Leather Industry Development Institute	Women, Children and Youth Affairs Directorate Director
22.	Eyerusalem Damtie	Ministry of Trade and Industry	Women, Children and Youth Affairs Directorate Director



Zequala building, Jomo Kenyatta St. (in front of Bambis Supermarket), 7th Floor,
Addis Ababa - P.O. Box 5580 or 14771 - Email; A.CALABRO@unido.org
Telephone: +251115571589/514245) - Fax: +251115512733 - website: www.unido.org