House Rules and Key Zoom Functionalities

House Rules for All Participants:

1. Please **keep yourselves muted** to avoid unnecessary disruptions during presentations; you may **unmute yourself when invited to speak**.

2. Please use a **good microphone and be seated in a quiet room** – this allows interpreters to hear you clearly.

3. Kindly **disable your videos** – this ensures that all participants experience optimal video and audio quality: you may **enable your video when speaking**.

4. When taking the floor, **please introduce yourselves, your organisation and title, and the language you would like to speak in**. Then **pause for a few seconds** for the interpreters to prepare.

5. ***All participants **must choose a language channel** – i.e. English, French, or Spanish, where applicable.
   - You may select "Mute Original" to listen only to the interpreter

6. The entire workshop will be recorded, but the recording will only be used for notetaking purposes. **All discussions during breakout rooms are confidential and will not be circulated.**

7. You will be **split into breakout rooms** for discussions on specific topics. Please **write to "Edison Yap" if you wish to access French or Spanish interpretation**.

8. A **countdown timer will appear between 30 – 60 seconds** before the end of the breakout discussion. You will then be moved back to the main room.

Key Functionalities to Note:

Click on this to **"Mute"** yourself

Disable your video by clicking **"Stop Video"**

Here, the English channel is selected.

Click on **"Interpretation"** to reveal three language channels:
- English (EN), French (FR), and Spanish (ES)
- You **must select one of three options**
- To listen ONLY to the interpreter, select "Mute Original"
- For interpretation to proceed smoothly, please **speak loudly and not too quickly**

Click on **"Chat"** to access the conversation box.

Click here to speak to "Everyone" or privately with specific individuals

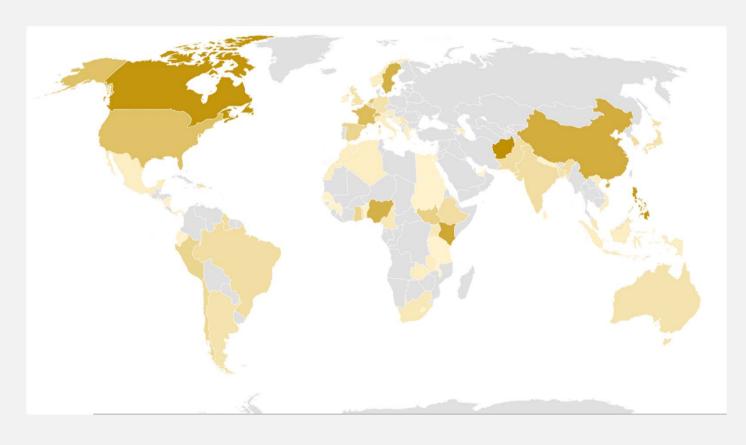# Opening remarks

Vanessa Erogbogbo, ITC

Maria Gustafsson, SIS

4. Roll call of participants

337 experts from 74 countries!

All types of stakeholders
represented:
- International organisations
- Government bodies
- Women's business associations
- Businesses of all sizes
- Research
- Investors
- National Standards Bodies
- etc

5. Confirmation of chair (Doc. N002)

Nominated chair: Vanessa Erogbogbo, ITC

Anyone opposed to confirming Vanessa as chair?

6. Agenda (doc. N001)

CODE of CONDUCT
for the **technical** work

Work for the net benefit of the international community	We recognize that the development of International Standards is for the net benefit of the international community, over and above the interests of any individual or organization. We are committed to advancing International Standards within their agreed scope and we will not hinder their development.
Uphold consensus and governance	We will uphold the key principles of international standardization: consensus, transparency, openness, impartiality, effectiveness, relevance, coherence and the development dimension.
Agree to a clear purpose and scope	We are committed to having a clear purpose, scope, objectives and plan to ensure the timely development of International Standards.
Participate actively and manage effective representation	We agree to actively participate in standards development projects. We will make our contributions to the work through the official procedures in accordance with the ISO/IEC Directives.
Escalate and resolve disputes	We will identify and escalate disputes in a timely manner to ensure rapid resolution. We will uphold the agreed dispute resolution processes.
Behave ethically	We will act in good faith and with due care and diligence. We will avoid collusive or anticompetitive behaviour. We will promote a culture of fair and ethical behaviour.
Respect others in meetings	We are committed to respecting others and the professional culture of international standardization within ISO. In meetings we are committed to: ► Conducting ourselves in a professional manner ► Respecting others and their opinions ► Accepting group decisions ► Ensuring that the views of all (including those whose first language is not that of the meeting) are heard and understood

Roles of the leadership

- Neutral

- Decides the process

- Facilitate consensus between experts

- Chair decides when the best possible consensus has been reached

- SIS gives guidance on ISO rules and has the responsibility to make sure that they are followed

- We are here to listen, understand and to push for solutions!

Definition of consensus

> **consensus**
> general agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments.
> NOTE Consensus need not imply unanimity.

The responsibility for assessing whether or not consensus has been reached rests entirely with the leadership. This includes assessing whether there is sustained opposition or whether any sustained opposition can be resolved without compromising the existing level of consensus on the rest of the document. In such cases, the leadership will register the opposition and continue the work.

Sustained oppositions

- Sustained oppositions are views
  - expressed at minuted meetings
  - maintained by an important part of the concerned interest; and
  - which are incompatible with the group's consensus.

- The notion of "concerned interest(s)" will vary depending on the dynamics of the committee and shall therefore be determined by the committee leadership on a case by case basis.

- Those expressing sustained oppositions have a right to be heard and the following approach is recommended when a sustained opposition is declared:
  - The leadership shall first assess whether the opposition can be considered a "sustained opposition", i.e. whether it has been sustained by an important part of the concerned interest.
  - If this is not the case, the leadership will register the opposition (i.e. in the minutes, records, etc.) and continue to lead the work on the document.
  - If the leadership determines that there is a sustained opposition, it is required to try and resolve it in good faith.
  - However, a sustained opposition is not akin to a right to veto.
  - The obligation to address the sustained oppositions does not imply an obligation to successfully resolve them.

What does that mean for our discussions?

- Everyone has the right to be heard

- Everyone needs to be willing to compromise

- It is important to bring out substantial issues as soon as you see them – do not wait!

- Be concrete – what do you want to change?

- Silence = agreement

- Leadership determines the process and when the best possible consensus has been reached

- Documents, especially those showing discussions and comments are confidential as well as the discussions themselves

Translation & Interpretation
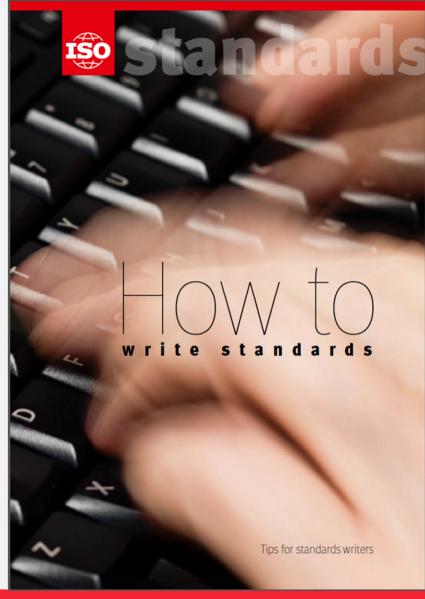
- Interpretation into French and Spanish available during both workshops

- Draft and other key documents will not be translated during the process for several reasons:
  - Not enough time in the schedule
  - Official translations of ISO deliverables are done by the national standards bodies – so if we do translations of the draft during the process we cannot guarantee that that is how the final translations will be worded

- Translation of the finished IWA after publication recommended

How to write standards – "ISO language"

- ISO documents are functional documents, important to use **plain language**
  - Easy to understand
  - Clear and concise
  - Easier to translate
  - Use lists where appropriate

- Shall/shall not = requirement

- Should/should not = recommendation

- May/need not = permission

- Can/cannot = possibility / capability

Must - only to be used for external constraints

How to
write standards

Tips for standards writers
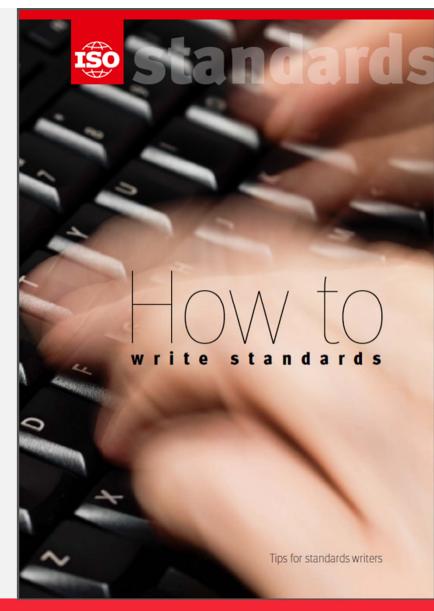
How to write standards – Terms and definitions

- Terms and definitions
  - Definition should be able to replace the term in the context
  - Only one phrase
  - But notes to entry allowed to give further information
  - Cannot contain requirements, recommendations or permissions

- All terms need to be mentioned in the document

- All definitions are for the purpose of the specific document

- Do not define terms that are easily understood and/or used in the normal way, e.g. as defined in a dictionary

ISO standards

How to write standards

Tips for standards writers

8. Initial Analysis and Results from Informal Consultations

Ownership	Management and Control	Fronting, Certification and Verification	Informal Businesses and Cooperatives	One vs Multiple Definitions

• 51% ownership –used often
• Concerns with 51%:
  ○ Difficult to achieve in some developing countries;
  ○ Scaling up of businesses might dilute women's % ownership.
  ○ Consider ownership by founding women?
• Alternative percentages used by stakeholders (35%, 70%, etc.).
• Some stakeholders do not consider ownership at all.
	• "Management" and "control" put forth as important filters/indicators.
	• Irrespective of ownership threshold, women should be genuinely managing and controlling the business.
	• When "management" and "ownership" considered with < 51% threshold, necessitates use of a different term, e.g. "women-led business".
		• Fronting is a common issue
		  ○ Verification as mitigation.
		• Certification can be a difficult and tedious process for women entrepreneurs.
		• Therefore, some women businesses choose not to be certified.
		• Non-certification can lead to exclusion from women-specific programmes or incentives
			• Many woman-owned businesses in the informal sector.
			• Difficult to determine ownership in informal context – some proposed using "management" and "control" as alternative or supplementary criteria.
			• Need to consider cooperatives in the definition
				One definition
				• More internationally comparable.
				• Might not work well across many contexts.
				Multiple definitions
				• Allows for flexibility
				• Ability to cater to needs and objectives of different stakeholders
				• This also means that each term will employ different metrics/definitions: e.g. woman-owned, woman-led, woman-founded.

9. Presentation of the proposed IWA (Doc. N 003)

10. Development of the IWA

Women-owned business
Virginia Littlejohn,
Quantum Leaps, Inc.

Why a 51% definition of ownership is needed

The USA and WEConnect have supported the 51% definition for decades because:

❑ **It measures women entrepreneurial contributions** to the economy

❑ **Enables them to be taken seriously** by government agencies and corporations that want to source from women-owned businesses

❑ **Prevents the creation of "fronts"** by means of a rigorous certification process:
  ▪ **Fronts** try to pass themselves off as being women-owned, but are male-owned
  ▪ **Certification requires that management and day-to-day operations** are controlled by one or more women
  ▪ Ensures that **women-owned businesses can lead the business strategically,** and have industry expertise, knowledge of Profit and Loss Statements (P&Ls), the ability to hire and fire, etc.
  ▪ **Requires that the company is operated independently** from non-certified businesses, franchises or sales representatives

❑ Women's Business Enterprise National Council **(WBENC) certifies companies in the USA** that meet the 51% definition of ownership, management and control, and calls them "women's business enterprises" or WBEs

❑ **WEConnect International** certifies WBEs in 46 countries, using a similar methodology

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Women-led business
Financial Alliance for Women

Women-led business definition

A business that is at least 30% owned by one or more women, whose management and day-to-day operations are controlled by one or more women, and [woman CEO has technical expertise; or has at least 30% of the board of directors comprised of women, where a board exists; or XXX] and that is operated independently from other non-certified businesses [and where a woman must also be a signatory of the company's legal accounts]

CONSIDERATIONS:

- Using a "women-led" definition helps to expand what in some contexts may be an ownership definition that is too restrictive
  - ➢ Particularly relevant to businesses that are growing and/or start-ups

- Incorporating not just ownership, but also management can help go beyond ownership to financial decision-making power and day-to-day operations

- Tracking ownership, management, and board of directors can be burdensome and time consuming
  - ➢ Is 30% the right level?
  - ➢ In some cases, the "largest share" may be more appropriate

- This definition excludes businesses with women in the C-suite that do not have ownership participation

- Legal representation may be a simpler way to measure control or management but will not be as exact

Women-founded business

Amparo de San José,
IES Business School

Startups and scaleups Female imprint: leadership, ownership and gender considerations
Exception to women led & owned companies

Prepared for ISO/IWA 34 – First workshop
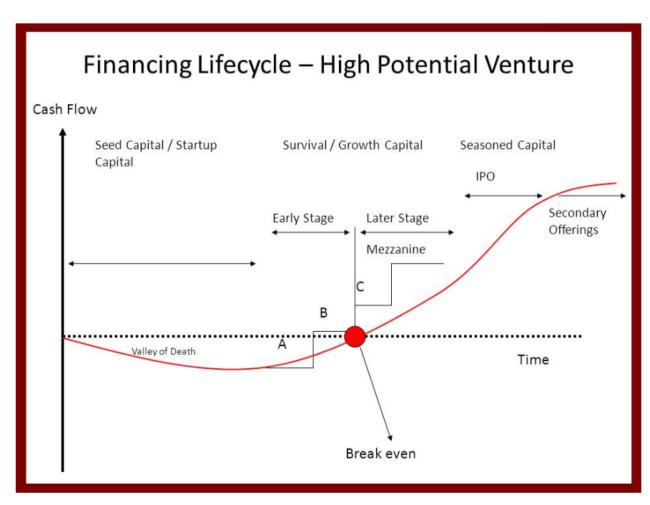
Organized by:

International Organization for Standardization
Organisation internationale de normalisation
Международная организация по стандартизации

By: Amparo de San José, adesanjose@iese.edu; www.linkedin.com/amparosanjose

When ownership does not mean control

- High-growth ventures funding path
- Building scaleups with venture capital
- From business angels to series A, B (from a few million euros to hundreds)... until debt arrives
- Entrepreneurs get diluted, they lose majority positions
- Entrepreneurs remain in control
- Investors want to exit the company to get financial returns

Financing Lifecycle – High Potential Venture

Cash Flow

Seed Capital / Startup Capital

Survival / Growth Capital

Seasoned Capital

IPO

Early Stage

Later Stage

Secondary Offerings

Mezzanine

C

B

A

Valley of Death

Time

Break even

Female imprint in scaleups:
Exceptions to women led and owned companies

When venture capital investors (business angels, venture capital funds, private equity funds and other external investors) became shareholders of the company, if:

- Women in the founding team own the majority of equity of shares, or equal, once non-founding shareholders are excluded:
  - No matter the percentage women founders retain
- When the CEO and founder is a woman (no matter the percentage within the founding team)

Notes:

- Leadership of the CEO (operational authority): A startup / scaleup is led by a women if the CEO is a women founder (regardless of the equity share and even without)

- Relevance of the C-level team (strategy definition and operational authority): A startup is led by women if the majority of C-level positions are held by women, being the CTO or CFO one of those

- Women investors: If "external" investors are women (either directly or as partners in venture capital funds) the gender leadership of a startup remain the same

Reflections from day 1

Informal businesses
Adriana Sierra Leal, ILO

Women-led cooperatives
*Ifigeneia Douvitsa,
International Cooperative
Alliance*

Women-led informal business

Informal sector business

▶ Private unincorporated business

▶ Goods and services **mainly** meant for sale/barter

▶ **Size,** registration, registration of employees

Informal woman entrepreneur

▶ Make strategic and operational decisions

▶ Work on own account or in partnership with others

Women-led business

▶ 30% owned by one or more women

▶ Women control aanagement and day-to-day controlled or 30% of board of directors

▶ # Ownership

Key to defining women-owned and women-led businesses in formal settings. Ownership does not always coincide with leadership.

▶ # Decision-making

Key to defining women-owned and women-led businesses in informal settings.

* There are already definitions on informality that define the scope.

:QE ¼:Z ⅗# ¸

How to define women cooperatives?

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Control and management
Virginia Littlejohn,
Quantum Leaps, Inc.

Management and Control of Women's Businesses

Management and control of businesses owned or led by women are crucial because:

❑ **They measures whether firms are truly truly women-owned or led, or "fronts."**

❑ **Enable women's firms to be taken seriously** by government agencies and corporations that want to source from women-owned and women-led businesses.

❑ **Prevent the creation of "fronts" by means of a rigorous validation process** such as that provided by Women's Business Enterprise National Council in the USA, which includes, for example:
- The woman owner or another **woman must hold the highest title**
- **Gathering and reviewing documents** relating to legal, financial and governance issues, including shareholders' agreements and composition of the Board
- **Control** meaning the primary power to direct the management of a business enterprise as evidenced through governance documents and day-to-day operations
- **Managerial control of basic business functions,** e.g., authority to sign payroll checks and leases, to negotiate contracts, etc.
- Ensures that **women-owned businesses can lead the business strategically,** and have industry expertise, knowledge of Profit and Loss Statements (P&Ls), the ability to hire and fire, etc.
- **Requires that the company is operated independently** from non-certified businesses, sales representatives or restrictive franchises.

Independence
Judith Fessehaie, ITC

Independence

The following factors shall be demonstrated to determine independence:

- the woman owner(s) expertise and skills shall be indispensable to the running of the business;
- the woman owner(s) shall be able to operate the business without substantial reliance on outside resources; and
- the woman owner(s) shall control or cause to be controlled all major business decisions affecting the business.

Test criteria:

- Business's relationship with a non-female business that involves any long-term contract or lease agreements.
- Business's status as a party to any contract or lease agreement on terms at variance with industry standards or prudent business practices.
- Interlocking ownership of the business and non-woman business in the same industry.
- Common directors, officers, or members between the business and non-woman businesses.
- Business's use of employees, equipment, expertise, facilities, etc., "shared" with or obtained from a non-woman owned business.
- The receipt by the non-women of financial benefits (i.e. profits, wages, etc.) shall be commensurate with the duties performed.
- A business´s business that cannot operate without licenses, permits and/or insurance held by another business shall not be considered as independent.

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Ownership

- Sole Proprietor: The woman shall own 100% of the company assets.

Corporation: The woman owner(s) shall own at least [30] % of each class of voting stock and [30] % of the aggregate of all outstanding stock.

- Partnership (General): The woman owner(s) shall own at least [30] % of the partnership interests.

- Partnership (Limited): The woman owner(s) shall own at least [30] % of the general partnership interest and at least [30%] control among the general partners.

  In addition, the women limited partners shall own at least [thirty percent (30%)] of the limited partnership interests and receive at least [thirty percent (30%)] of the profits and benefits

- Limited Liability Companies: The woman owner(s) shall own at least [30%] of membership interests and at least [30%] of the management and control among the members. The woman owner(s) shall also participate in all risks and profits of the business at a rate commensurate with their membership interests.

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Reflections from day 2

How to write standards – "ISO language"

- **Shall**/shall not = requirement

- **Should**/should not = recommendation

- **May**/need not = permission

- **Can**/cannot = possibility / capability

Must - only to be used for external constraints

How to
write standards

Tips for standards writers

Neutrality principle

All documents containing requirements for products, processes, services, persons, systems and bodies shall be written in accordance with the "neutrality principle", such that conformity can be assessed by a manufacturer or supplier (first party), a user or purchaser (second party), or an independent body (third party).

ISO/IEC
Directives, Part 2
Principles and rules for the structure and drafting of ISO and IEC documents

Directives ISO/IEC, Partie 2
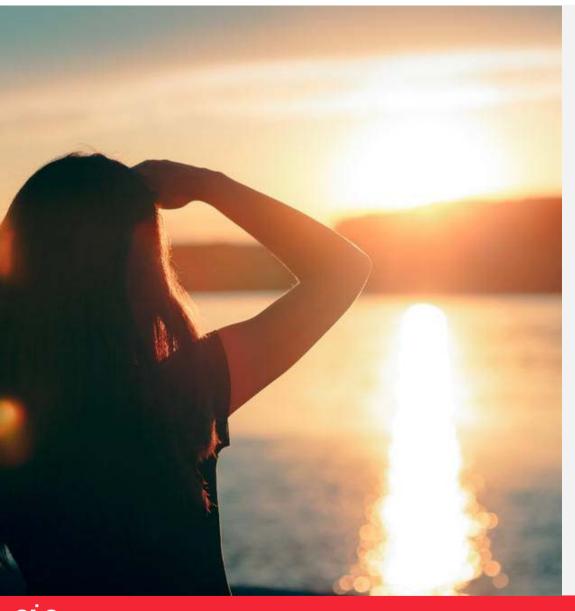*Principes et règles de structure et de rédaction des documents ISO et IEC*

Eighth edition, 2018

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Way forward

- Updating of draft
  - Small groups to help on specific topics

- New draft circulated for comments via correspondence (template will be provided)

- At the workshop in December all discussion will be based on those comments
  - So make sure you use this opportunity to provide input!

- Compiled comments circulated

- Proposed solutions to comments circulated

- December 14th-16th Second workshop
  - Final agreement on IWA text

Commenting template will be used for providing comments

Template for comments and secretariat observations

Date:	Document:	Project:

MB/NC[1]	Line number (e.g. 17)	Clause/ Subclause (e.g. 3.1)	Paragraph/ Figure/ Table/ (e.g. Table 1)	Type of comment[2]	Comments	Proposed change	Observations of the secretariat

Any other business

Closing remarks

Thank you!

Q&A for 45 min