

INTERNATIONAL WORKSHOP AGREEMENT

**IWA
34**

First edition
2021-03

Women's entrepreneurship — Key definitions and general criteria

STANDARDSISO.COM : Click to view the full PDF of IWA 34:2021



Reference number
IWA 34:2021(E)

© ISO 2021

STANDARDSISO.COM : Click to view the full PDF of IWA 34:2021



COPYRIGHT PROTECTED DOCUMENT

© ISO 2021

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 General requirements	4
5 Criteria for determination	4
5.1 General	4
5.2 Ownership	4
5.2.1 Determination of ownership	4
5.2.2 Ownership criteria for women-owned businesses	5
5.2.3 Ownership criteria for women-led businesses	5
5.2.4 Ownership criteria for women-led cooperatives	6
5.3 Management	6
5.3.1 Criteria	6
5.3.2 Operational authority	7
5.4 Control	7
5.5 Independence	8
5.5.1 General	8
5.5.2 Independence criteria for women-owned businesses	8
5.5.3 Independence criteria for women-led businesses	8
5.5.4 Independence criteria for women-led cooperatives	9
5.6 Dilution by investment	9
Annex A (informative) Workshop contributors	10
Bibliography	16

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

International Workshop Agreement IWA 34 was approved at a workshop hosted by the Swedish Institute for Standards (SIS), in association with the International Trade Centre (ITC) SheTrades Initiative, held virtually in December 2020.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Gender equality contributes to faster economic growth, productivity, and innovation. Equal access to education, employment, entrepreneurship, trade opportunities, and leadership positions enlarges the pool of labour and talent available to the economy and contributes to productivity and innovation.

Gender equality can help enterprises succeed. Enterprises with supplier-diversity programmes outperform other ones. Finally, gender equality is a precondition to reduce poverty. Expanding women's opportunities contributes to increasing household income, asset accumulation, and spending on child welfare.

There are numerous initiatives at global, regional and domestic levels focused on women's economic empowerment. However, the lack of clear and universally agreed definitions to describe enterprises owned or led by women has created challenges across the women entrepreneurial ecosystem. Particularly, these challenges revolve around collection of gender-disaggregated data, research, policymaking, international comparability, and access to capacity building, finance and markets. Creating a definition for enterprises owned or led by women and guidance on its use will allow for clear and targeted efforts in advancing women's economic empowerment and will contribute to the overall achievement of the United Nations Sustainable Development Goals (SDGs) for 2030, including several gender-specific targets under SDG 5 on gender equality.

Stakeholders worldwide have been using various definitions to describe enterprises owned or led by women. These definitions have often been adapted to context-specific factors, such as cultural norms, policy and legal frameworks, the nature of the initiative, and the ease of verification. Some definitions have been found to be difficult to apply in informal or cooperative sectors, or to not adequately capture the growth stages of an enterprise.

The nuances among the definitions rest primarily on the terminology, women's percentage of ownership, and women's level of management and control of the enterprise. For example, multiple terminologies exist, including "women-owned", "women-led", "women-driven", and "women-influenced" enterprises. Often, various stakeholders apply different sets of criteria to their definitions. Moreover, some stakeholders have not adopted a definition at all, which often slows down the implementation of targeted programmes.

In this context, this document establishes clear and universally agreed terms and definitions for use in programmes and initiatives aimed at women's economic empowerment. This allows stakeholders to use an internationally recognized definition appropriate to their specific objectives and social, cultural and economic context. Recognizing the challenge in establishing one common definition, this document provides a selection of terms and definitions.

This document was developed virtually over two workshops, with a commenting round between the workshops. A list of the experts who participated in one or both workshops and/or submitted written comments in the commenting round is given in [Annex A](#). However, many more registered to the process and were kept informed throughout and had the possibility to provide input if they chose. In total, 368 experts from 77 countries registered to this process.

[STANDARDSISO.COM](https://standardsiso.com) : Click to view the full PDF of IWA 34:2021

Women's entrepreneurship — Key definitions and general criteria

1 Scope

This document establishes a set of common definitions related to women's entrepreneurship, such as those for women-owned business and women-led business. This document also defines women-led cooperatives and women-led informal enterprises. These definitions can be used, for example, in women's economic empowerment programmes (such as procurement and trade programmes) and for the collection of internationally comparable data on women's entrepreneurship (including the impact on local and national economies). This document also provides criteria for evaluating important factors related to these definitions, such as ownership, management, and control, as well as how to handle dilution by investment.

NOTE If an enterprise cannot be categorized according to the definitions given in this document, it does not necessarily mean that the enterprise is male-owned or male-led.

This document does not provide recommendations on how to initiate programmes based on the definitions and criteria, for example on public procurement. In addition, this document does not address issues such as how to promote conformity assessment.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 26000, *Guidance on social responsibility*

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1

women-owned business

business (3.10) that is more than 50 % owned by one or more women, whose *management* (3.5) and *control* (3.7) lie with one or more women, where a woman is a signatory of the business's legal documents and financial accounts, and which is operated independently from businesses that are not owned by women

3.2

women-led business

business (3.10) that is at least 25 % owned by one or more women, whose *management* (3.5) and *control* (3.7) lie with one or more women, which has at least one third of the board of directors comprised of women, where a board exists, where a woman is a signatory of the business's legal documents and financial accounts, and which is operated independently from businesses that are neither led nor owned by women

3.3

women-led cooperative

cooperative (3.11) in which more than 50 % of the total number of votes are held by women, where the majority of the board of directors are women, and where the majority of leadership positions, if applicable, are held by women

3.4

women-led informal enterprise

informal enterprise (3.19) whose *management* (3.5) and *control* (3.7) lie with one or more women

Note 1 to entry: The woman/women make(s) the important strategic and operational decisions about the economic unit for which her/their work is performed and about the organization of her/their work, she/they is/are not accountable to or supervised by other persons, and she/they is/are not dependent on a single other economic unit or person for access to the market, raw materials or capital items.

3.5

management

ability to direct basic functions and day-to-day activities of the *enterprise* (3.12), including, but not limited to, signature responsibility for insurance and/or bonds, investments, the ability to sign payroll checks and letters of credit, the authority to negotiate contracts and financial services

3.6

operational authority

ability to manage the day-to-day activities of the *enterprise* (3.12)

3.7

control

power, as evidenced by the governance documents when applicable, to direct or cause the direction of the *management* (3.5) or policies and the ability to make decisions on strategy and the direction of the *enterprise* (3.12) without any provisions which restrict the ability of the woman/women from exercising this power

3.8

managerial control

demonstrated ability to make independent and unilateral decisions regarding the *enterprise* (3.12) necessary to guide the future and destiny of the enterprise

3.9

independence

ability of the *enterprise* (3.12) to perform in the enterprise's area of specialty/expertise without substantial reliance on finances and other resources (e.g. equipment, automobiles, facilities) of enterprises that are neither led nor owned by women

Note 1 to entry: "Substantial reliance on finances and other resources" does not include those related to investment or start-up capital.

Note 2 to entry: The enterprise can rely on finances and/or resources of enterprises that are neither led nor owned by women, if these are obtained at market value.

3.10

business

undertaking carried out for profit in the course of which products are acquired or supplied whether at a price or otherwise

Note 1 to entry: *Pass-through entities* (3.18) or sales representatives are not included by this term.

[SOURCE: ISO 22059:2020, 3.1, modified — The note to entry has been added.]

3.11**cooperative**

autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled *enterprise* (3.12)

[SOURCE: Statement on the Cooperative identity, International Cooperative Alliance^[3]]

3.12**enterprise**

institutional unit in its capacity as a producer of goods and services

Note 1 to entry: An enterprise can be a *corporation* (3.17), a quasi-corporation, or an unincorporated enterprise.

Note 2 to entry: Enterprises include all types of organizations defined as *women-owned businesses* (3.1) *women-led businesses* (3.2), *women-led cooperatives* (3.3) and *women-led informal enterprises* (3.4).

Note 3 to entry: This definition includes social enterprises, and both for-profit and non-profit enterprises.

[SOURCE: Glossary of the 1993 SNA, United Nations Statistical Commission^[4], modified]

3.13**sole proprietor**

individually owned *business* (3.10) whose assets are wholly owned by a single individual

3.14**general partnership**

ongoing, formalized cooperation between an *enterprise* (3.12) and one or more other enterprises, including other enterprises, usually concerning particular services or activities

Note 1 to entry: A general partnership will usually have a contractual basis. Partners may make different contributions, e.g. expertise, funding, training, materials in kind, premises.

Note 2 to entry: Cooperation between two or more enterprises within a single administrative unit is excluded.

Note 3 to entry: Time-limited cooperation on a specified project is excluded and counted as a cooperative project.

Note 4 to entry: A one-way relationship, whether paid or unpaid, where one partner is only supplying and the other only receiving services, is excluded.

[SOURCE: ISO 2789:2013, 2.5.5, modified — The original term "partnership" has been replaced with "general partnership", and the words "library"/"libraries" and "organization"/"organizations" have been replaced with "enterprise"/"enterprises" throughout the definition.]

3.15**limited partnership**

separate legal entity which behaves like a *corporation* (3.17) but whose members enjoy limited liability

Note 1 to entry: In effect, the partners are simultaneously both shareholders and managers.

3.16**limited liability company**

private *business* (3.10) whose owners are legally responsible for its debts only to the extent of the amount of capital they invested

3.17**corporation**

large *business* (3.10) or group of businesses authorized to act as a single entity and recognized as such in law

3.18**pass-through entity**

business (3.10) entity whose income is taxed as the owner's personal income at the individual rate rather than as business income

3.19

informal enterprise

enterprise (3.12), owned by an individual or a household, that is not constituted as a separate legal entity independently of its owner, that is not legally registered in the *business* (3.10) registry and for which no complete accounts are available that would permit a financial separation of the production activities of the enterprise from the other activities of its owner(s)

Note 1 to entry: Informal enterprises are private unincorporated enterprises, excluding quasi-corporations.

Note 2 to entry: The goods or services produced are mainly meant for sale or barter.

Note 3 to entry: "Registration in the business registry" does not include, for example, registration in listings of informal enterprises.

EXAMPLE Informal enterprises can be characterized by one or more of the following:

- lack of licenses;
- lack of registered address;
- lack of bank account;
- lack of relevant documentation;
- lack of registration;
- lack of tax identification;
- lack of a complete set of accounts.

4 General requirements

When evaluating an enterprise based on the definitions and criteria in this document, the evaluation shall be independent of:

- regional or country context;
- women's level of education;
- sector of activity;
- participation in trade;
- any other elements that are illegitimate grounds for discrimination described in ISO 26000.

5 Criteria for determination

5.1 General

This clause sets criteria for determination of different factors that are important in evaluating whether an enterprise is women-owned or women-led. These criteria can be used both by enterprises wanting to demonstrate that they correspond to one of these categories, and by other organizations wanting to carry out an assessment of one or more enterprises.

5.2 Ownership

5.2.1 Determination of ownership

Ownership shall be determined based on titles related to, and beneficial ownership of, stock, membership interests, or other equity in an enterprise.

More specifically:

- the ownership of the enterprise by the woman/women shall be real, substantial and beyond pro-forma ownership as reflected in its ownership documents;
- the woman/women shall share in all risk and profits commensurate with her/their ownership interest;
- the woman/women shall not be (a) minor(s) and the securities/funds that constitute the majority ownership shall not be held in trust that she/they do(es) not have control over;
- the woman/women shall demonstrate that she/they has/have contributed capital and/or expertise.

Contribution of capital and/or expertise by the woman/women to acquire her/their ownership interest shall be real and substantial and be in proportion to the interest(s) acquired. Insufficient contributions shall include, but shall not be limited to, promises to contribute capital or expertise in the future, a note payable to the enterprise or its owners who are not women, or the mere participation as an employee.

5.2.2 Ownership criteria for women-owned businesses

Ownership by one or more women shall be determined as follows, based on the business type.

- Sole proprietor: The woman shall own 100 % of the business's assets.
- Corporation:
 - The woman owner(s) shall own more than 50 % of equity and voting rights.
 - Any voting agreements among the shareholders shall not dilute the beneficial ownership, the rights, or the influence of the woman owner(s) of the stock or classes of stock of the corporation.
 - The woman owner(s) shall possess the right to all customary incidents of ownership (e.g. ability to transfer stock, title possession, enter binding agreements).
- General partnership: The woman owner(s) shall own more than 50 % of the general partnership interests.
- Limited partnership:
 - The woman owner(s) shall own more than 50 % of the general partnership interest and shall have more than 50 % control among the general partners.
 - In addition, the women limited partners shall receive more than 50 % of the profits and benefits, including tax credits, deductions and postponements distributed or allocable to the limited partners.
- Limited liability companies:
 - The woman owner(s) shall own more than 50 % of membership interests and shall have more than 50 % of the control among the members.
 - The woman owner(s) shall also participate in all risks and profits of the business at a rate commensurate with her/their membership interests.
- Holding companies: The woman owner(s) shall own more than 50 % of the holding company.

5.2.3 Ownership criteria for women-led businesses

These criteria apply for women-led business. Ownership by one or more women shall be determined as follows based on the business type.

- Sole proprietor: The woman shall own 100 % of the business's assets.

- Corporation:
 - The woman owner(s) shall own at least 25 % of each class of voting stock and 25 % of the aggregate of all outstanding stock.
 - Any voting agreements among the shareholders shall not dilute the beneficial ownership, the rights, or the influence of the woman owner(s) of the stock or classes of stock of the corporation.
 - The woman owner(s) shall possess the right to all customary incidents of ownership (e.g. ability to transfer stock, title possession, enter binding agreements)
- General partnership: The woman owner(s) shall own at least 25 % of the general partnership interests.
- Limited partnership:
 - The woman owner(s) shall own at least 25 % of the general partnership interest and at least 25 % control among the general partners.
 - In addition, the women limited partners shall own at least 25 % of the limited partnership interests and shall receive at least 25 % of the profits and benefits, including tax credits, deductions and postponements distributed or allocable to the limited partners.
- Limited liability companies:
 - The woman owner(s) shall own at least 25 % of membership interests and at least 25 % 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 her/their membership interests.

5.2.4 Ownership criteria for women-led cooperatives

The statutes of a cooperative are a key identifier of a women-led cooperative. The statutes of a women-led cooperative shall stipulate that more than 50 % of the total number of votes and membership shall be held by women, as well as that the majority of the board of directors shall be women and that the majority of leadership positions, if applicable, shall be held by women.

5.3 Management

5.3.1 Criteria

5.3.1.1 Women-owned and women-led businesses

The following criteria shall be applied when proving management of a business by one or more women. She/they shall:

- possess documents that clearly indicate her/their ability to direct basic business functions, e.g. authority to sign payroll checks and letters of credit, signature responsibility for insurance and/or bonds, authority to negotiate contracts and financial services;
- be able to make the day-to-day, as well as major, decisions on matters related to policy and operations;
- be able to hire and fire managers who are charged with running the business;
- hold one or more of the highest (defined) officer positions in the business (President, Chief Executive Officer, Chair of the Board, Managing Member or Managing Partner, or equivalent);
- have operational authority and managerial control and oversight [unless the woman/women chair(s) the board];

- be the signatory of the banking accounts and legal documents [unless the woman/women chair(s) the board].

5.3.1.2 Women-led cooperatives and women-led informal enterprises

When proving management by one or more women for cooperatives and/or informal enterprises she/they shall have the power to direct or cause the direction of the management and policies of the enterprise and to make both day-to-day and major decisions on matters related to operations.

5.3.2 Operational authority

Operational authority shall be evidenced by the woman/women having:

- responsibility for decision making;
- sufficient knowledge of the enterprise to manage and evaluate the work of subordinates;
- managerial control whereby the woman/women make(s) independent and unilateral decisions necessary to guide the enterprise.

5.4 Control

The following criteria shall be used in determining the control by one or more women of an enterprise.

- Governance:
 - The organizational and governing documents shall not contain any provision that restricts the ability of the woman/women from exercising managerial control and operational authority of the enterprise.
 - In reviewing governance documents and issues, special attention shall be given to:
 - the composition of the enterprise's governing body (e.g. board of directors or management committee);
 - the functioning of the governing body;
 - the content of shareholder's agreements, bylaws, operating agreements, general partnership agreements, limited partnership agreements or state incorporation statutes, and the extent to which such agreements, bylaw(s), or statutes affect the ability of the woman/women to direct the management and policy of the enterprise.
 - A woman/women shall hold one or more of the highest (defined) officer positions in the enterprise (President, Chief Executive Officer, Chair of the Board, Managing Member or Managing Partner, or equivalent).
- Operation and management:
 - The woman/women shall possess the power to direct or cause the direction of the management and policies of the enterprise and the ability to make decisions on strategy and the direction of the enterprise. The enterprise shall not be subject to any formal or informal restrictions that limit the customary discretion of the woman/women.
 - A previous and/or continuing employer-employee relationship between or among present owners shall be demonstrated to ensure that the female owner who is/has been an employee has management responsibilities and capabilities.
 - In the event that the actual management of the enterprise is contracted or carried out by individuals other than the woman/women, those persons who have the ultimate power and expertise to hire and fire the managers can, for this purpose, be considered as controlling the enterprise.

5.5 Independence

5.5.1 General

The following criteria shall be used in determining the independence.

- The woman's/women's expertise and skills shall be indispensable to the running of the enterprise.
- The woman/women shall be able to operate the enterprise without substantial reliance on outside resources (excluding financial support for start-ups and funds from investors).
- The woman/women shall control or cause to be controlled all major decisions affecting the enterprise.

Recognition of the woman/women as a separate and distinct entity by governmental taxing authorities shall not be a sole determinant of any enterprise's assertions of independence. Criteria shall include, but shall not be limited to, those given in [5.5.2](#) to [5.5.4](#).

5.5.2 Independence criteria for women-owned businesses

When evaluating the independence of a women-owned business, the following criteria shall be taken into account:

- the 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-women-owned businesses in the same industry;
- common directors, officers, or members between the business and non-women-owned businesses;
- the business's use of employees, equipment, expertise, facilities, etc., shared with or obtained from a non-women-owned business;
- the receipt by a non-women-owned business of financial benefits (e.g. profits, wages) shall be commensurate with the duties performed;
- the business shall have the autonomy to fulfil all applicable legal requirements necessary to legally conduct its affairs.

5.5.3 Independence criteria for women-led businesses

When evaluating the independence of a women-led business, the following criteria shall be taken into account:

- the 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-women-owned or non-women-led businesses in the same industry;
- common directors, officers, or members between the business and non-women-owned or non-women-led businesses;
- the business's use of employees, equipment, expertise, facilities, etc., shared with or obtained from a non-women-owned or non-women-led business;
- the receipt by a non-women-owned or non-women-led business of financial benefits (i.e. profits, wages, etc.) shall be commensurate with the duties performed;
- the business shall have the autonomy to fulfil all applicable legal requirements necessary to legally conduct its affairs.

5.5.4 Independence criteria for women-led cooperatives

When evaluating the independence of a women-led cooperative, the following criteria shall be taken into account:

- the cooperative is not accountable to or supervised by other non-women-owned or non-women-led enterprises, nor are they fully and solely dependent on other non-women-owned or non-women-led enterprises for access to the market, materials or capital items;
- the cooperative's status as a party to any contract or lease agreement on terms at variance with industry standards or prudent management practice;
- common directors, officers, or members between the cooperative and non-women-owned or non-women-led enterprises;
- the cooperative's use of employees, equipment, expertise, facilities, etc., shared with or obtained from a non-women-owned or non-women-led enterprise;
- the cooperative shall have the autonomy to fulfil all applicable legal requirements necessary to legally be recognized as such (where applicable);
- the receipt by a non-women-owned or non-women-led enterprise of financial benefits (e.g. profits, wages) shall be commensurate with the duties performed.

5.6 Dilution by investment

Growing start-ups need continuous rounds of external investment to finance their growth. This means that the female founders' ownership share becomes diluted with the entrance of business angels, venture capital funds or other types of equity investors. In these circumstances, a business can still qualify as women-led, where the following criteria are met:

- one or more women shall own at least 25 % of the equity once non-founding shareholders are excluded;
- the criteria regarding management and control in [5.3](#) and [5.4](#) shall be met.

Annex A (informative)

Workshop contributors

Country	Representation	Name
Algeria	Catalyse/Wiba	Abdenmour, Chafia
Algeria	WIBA/ETPBH F.H	Habache, Fairouz
Argentina	Agencia Argentina de Inversiones y Comercio Internacional	Affranchino, Clara
Argentina	ProCórdoba Agency	Arias, Viviana
Argentina	Universidad Nacional de Luján	Rosenfeld, Adriana
Argentina	Red Sustenta	Siboldi, Marisa
Australia	Femeconomy	Collins, Jade
Austria	UNIDO	Schuber, Carmen
Azerbaijan	Association for Women Entrepreneurship Development in Azerbaijan (AWEDA)	Aliyev, Khatai
Azerbaijan	Association for Women Entrepreneurship Development in Azerbaijan (AWEDA)	Hasanli, Gunay
Azerbaijan	Association for Women Entrepreneurship Development in Azerbaijan (AWEDA)	Jafarli, Said
Bangladesh	Bangladesh Women Chamber of Commerce and Industry (BWCCI)	Ahmad, Selima
Bangladesh	Business Initiative Leading Development (BUILD)	Ara Begum, Ferdaus
Bangladesh	Business Initiative Leading Development (BUILD)	Ghosh, Chaity
Belgium	European Commission	Kahiluoto, Joanna
Belgium	International Cooperative Alliance (ICA)	Kumar, Santosh
Belgium	Amfori	Laryea, Guggi
Benin	LAREG	Akpaki, Anikè
Bosnia and Herzegovina	Chamber of Commerce and Industry of the Republic of Srpska	Kokot, Dragana
Brazil	Rede Mulher Empreendedora (RME)	Costa, Adriele
Brazil	SEBRAE - Brazilian Small Business Development Agency	Henriques, Renata
Brazil	IRME	Neves, Marina
Brazil	ABNT	Romano, Thalita
Burundi	Barka Enterprises	Muhorakeye, Glorioso
Cameroon	Standards and Quality Agency (ANOR)	Mbah, Emmanuel Chesami
Canada	Ryerson's Diversity Institute	Cukier, Wendy
Canada	Ryerson's Diversity Institute	Hassannezhad, Zohreh
Canada	Women's Enterprise Organizations of Canada	Kirkland, Alison
Canada	GreenCompete Inc.	Lavoie, Marie-Josée
Canada	PARO Centre for Women's Enterprise	Lockyer, Rosalind
Canada	University of Ottawa Telfer School of Management	Orser, Barbara
Canada	Standards Council of Canada	Parkouda, Michelle
Canada	WBE Canada	Pencak, Silvia

Country	Representation	Name
Canada	Réseau des Femmes d'affaires du Québec	Vachon, Ruth
Canada	Standards Council of Canada	White, Gabrielle
Chile	ProChile	Alvarez, MariaJose
Chile	Inter-American Development Bank (IDB)	Inostroza, Trinidad
Chile	ProChile	Sáez, Andrea
China	China Council for the Promotion of International Trade Commercial Sub-council	Zhang, Huanxin
China	Zhejiang Institute of Economics and Trade	Huang, Jie
China	Shenzhen University	Liu, Weili
China	Commerce Statistical Society of China	Zhao, Min
China	China Council for the Promotion of International Trade Commercial Sub-council	Cui Ning
China	China Council for the Promotion of International Trade Commercial Sub-council	Wang, Xi
China	China Council for the Promotion of International Trade Commercial Sub-council	Yao, Xin
China	China Council for the Promotion of International Trade Commercial Sub-council	Liu, Yaping
China	Shaanxi Think Tank Science and Technology Research Institute	Shan, Yingji
China	China Council for the Promotion of International Trade Commercial Sub-council	Qiao, Zhenzhen
Dominican Republic	Former Directorate General of Government Procurement/ former Inter-American Network of Government Procurement	Guzmán Santos, Yokasta
Dominican Republic	Organization of Eastern Caribbean States (OECS)	Simon, Andrena
Dominican Republic	Dominicano Institute for Quality	Suero, Mercedes
Dominican Republic	Prolider	Gutiérrez, Catalina
Egypt	Egyptian Organization for Standardization and Quality (EOS)	Omar, Ghada
Ethiopia	Center for Accelerated Women's Economic Empowerment (CAWEE)	Abdo, Wafa
Ethiopia	Center for Accelerated Women's Economic Empowerment (CAWEE)	Haile, Nigest
Ethiopia	Ethiopian Chamber of Commerce and Sectoral Associations	Iyew, Tiruwork
Ethiopia	AWEP Ethiopia's Chapter	Tesfai, Abeba
Fiji	Marama Pte Ltd	Pickering, Elisabeth
France	OECD	Legendre, Clarisse
France	OECD	Sargsyan, Gueram
France	Dirigeantes	Tene, Thierry
Gambia	Gambia Public Procurement Authority	Pa Modou, Ann
Germany	jbd diversity consulting	Jablonski, Hans W
Ghana	Ele Agbe Company Limited	Adjahoe-Jennings, Comfort
Ghana	National Board for Small Scale Industries	Agyenim Boateng, Isaac
Ghana	Goldranch Trading Enterprise	Gyebi, Gifty
Greece	International Co-operative Alliance	Douvitsa, Ifigenia
Guyana	Guyana National Bureau of Standards	McCalmon, Nickasi

Country	Representation	Name
Guyana	WADN	Parris-Aaron, Maxine
Guyana	Women Agro Processor Development Network	Benn, Rosamund
India	Utopia Freight Logistics Private Limited	Budhiraja, Amit
India	Catalyst for Women Entrepreneurship (CWE)	Eashwar, Sucharita
India	Individual contributor (ex-Tata Consultancy Services)	Keeni, Gargi
India	Ammara Exports	Sanober, Aysha
India	United Nations Development Programme	Sathnur, Ashwini
Indonesia	Parahyangan Catholic University	Talim, Banowati
Ireland	Enterprise Ireland	Daly, Sheelagh
Italy	Apid Imprenditorialità Donna	Chinnici, Giulia
Italy	Apid Imprenditorialità Donna	Ghiggia, Marialuigia
Jamaica	Women Entrepreneurs Network of the Caribbean	Miller Simpson, Ethnie
Japan	Japanese Standards Association (JSA)	Endo, Tomoyuki
Japan	Japanese Standards Association (JSA)	Kotani, Yukiko
Kenya	Kenya Bureau of Standards	Nkatha, Betty
Kenya	Kenya Bureau of Standards	Kimitei, Allan
Kenya	Kenya Bureau of Standards	Kitao, Tania Monica
Kenya	Tesconsult kepsa	Ndekei, Gloria
Kenya	Kenya Bureau of Standards	Ngotho, Mary
Kenya	Ninfea Limited	Njeru, Lilly
Kenya	HEVA Fund	Njuguna, Wakiuru
Kenya	Mums in Business Forum	Osok, Rose
Kenya	Kenya Bureau of Standards	Rotich, Sheila
Lesotho	Lesotho National Council of Women	Mokhathali, Mabataung
Malawi	The Federation of National Associations of Women in Business in the Common Market for Eastern and Southern Africa (FEMCOM COMESA)	Negash, Ruth
Malaysia	Alliance for Financial Inclusion (AFI)	Kamil, Nik Mohd Zainul Kamarun
Mexico	OWIT Mexico/Ulead International	Orozco, Ingrid
Morocco	Ericsson	Bourass, Jamila
Morocco	DCR	Kathir, Ouafa
Myanmar	Department of Research and Innovation	Khine, Soe Soe
Netherlands	Women Entrepreneurship Platform (WEP)	Lambert, Charlene
Netherlands	PPRC	ter Wiel, Astrid
Netherlands	Public Procurement Research Center	van der Krift, Jonna
Netherlands	Ministry of Foreign Affairs	van Velthoven, Adriaan
Netherlands	Accenture	Zerp, Peter
Netherlands	Borski Fund	Brummelhuis, Simone
Nicaragua	Red de Empresarias de Nicaragua	Stadthagen, Marina
Nigeria	Quiddas Integrated Company Limited	Achike, Queendaline
Nigeria	Zillion International Business Limited	Akpos, Emadiji Florence
Nigeria	Afifen Nigeria limited	Binitie, Alero
Nigeria	De-Farm "N" Farm Global Limited	Chikezie, Ijeoma
Nigeria	MegPassion Limited	Eberechukwu, Egoh Margaret

Country	Representation	Name
Nigeria	Olivia Patrick Global Concept Limited	Emeka, Uzochukwu
Nigeria	Nigerian Export Promotion Council	Ifeoma, Comfort
Nigeria	Nigerian Export Promotion Council	Kwamegh, Sarah
Nigeria	Dee Ogbodu Investment Limited	Ogbodu, Doris
Nigeria	Erith Ventures Limited	Ogbodu, Esther
Nigeria	YTV Foods/AWEP	Ogundipe, Oluyemisi
Nigeria	Nigerian Network of Women Exporters of Services	Okpala, Nkiru Joy
Nigeria	Nigerian Export Promotion Council	Onu, Ifeyinwa
North Macedonia	Foundation for Management and Industrial Research	Andonova, Emilija
North Macedonia	Ministry of Economy	Todorova, Elizabeta
Norway	European Centre for Women and Technology - ECWT	Fabry, Eva
Pakistan	Association for Academic Quality (AFAQ)	Mushtaq, Khawaja Asif
Pakistan	Peepu	Gul, Saba
Pakistan	Pakistan WENET	Hyder, Yasmin
Pakistan	Association for Academic Quality (AFAQ)	Mahmood, Tariq
Panama	Centro Empresarial Panama	Navarro, Lourdes
Peru	Ministry of Women and Vulnerable Population (MIMP)	Barrientos, Cindhy
Peru	INACAL - Instituto Nacional de Calidad	Gálvez, Clara
Peru	INACAL - Instituto Nacional de Calidad	Castillo, Gloria
Peru	Muspay Ideas	Castillo, Heidi
Peru	The Peru Export and Tourism Promotion Board – PROMPERÚ	Tovalino, Stephanie
Philippines	Grace Management and Training Consultancy Services	Abutin, Raquel
Philippines	DTI	Arriola, Elisa
Philippines	University of Santo Tomas	Binag, Christina
Philippines	National Privacy Commission	Esguerra, Janssen
Philippines	Philippine Women's Economic Network	Geotina- Garcia, Aurora
Philippines	Southern Luzon State University - Lucena Campus	Germedia, Jeroshi
Philippines	Department of Trade and Industry	Metre, Jasmin
Philippines	Surigao del Sur State University - Bislig Campus	Pantaleon, Anastacio Jr
Philippines	Industrial Technology Development Institute	Parcon, Rachel
Philippines	New Era University	Pascua, Sheryll
Philippines	Crea 8 Innov 8 Marketing/Women's Business Council of the Philippines	Punzalan, Dulce Blanca
Philippines	Department of Labor and Employment - Bureau of Local Employment	Reyes, Daniella Dominique
Republic of Korea (South Korea)	Global Competitiveness Empowerment Forum (GCEF)	Kang, Angela Joo-Hyun
Senegal	Union des Femmes Chefs d'Entreprise du Senegal (UFCE Senegal)	Gomis Gakou, Nicole Françoise
Serbia	Portal Kvalitet	Joksimović, Marija
Serbia	Association of Business Women in Serbia and Executive Agency for SME, Brussels, Enterprise Europe Network Project	Popovic Pantic, Sanja
Singapore	Business and Professional Women's Association (Singapore) - Third Chapter	Teo, Teresa
South Africa	Department of Small Business Development	Appel, Craig