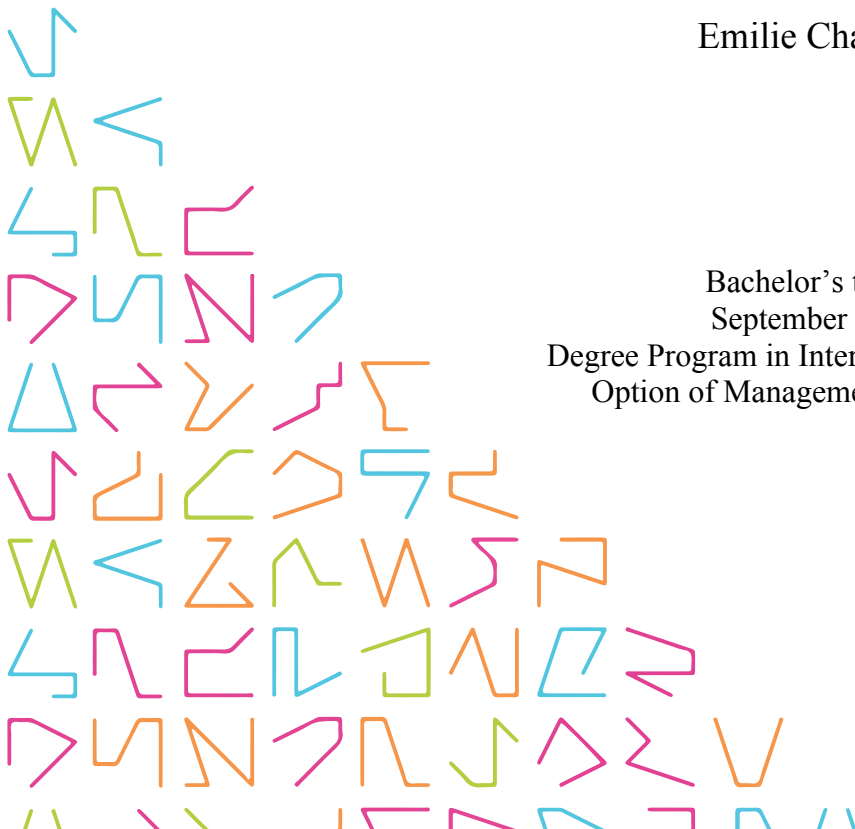


INSERTION, INTEGRATION AND INCLUSION OF SOUTH AMERICAN WOMEN

Relation and Coordination between Socio-cultural Parameters, Economic Growth and Gender Issues in the Andean Region, Fostering Women's Empowerment

Emilie Chauvin

Bachelor's thesis
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Degree Program in International Business
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ABSTRACT

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The purpose of this Bachelor's thesis has been to explore the relation between social and cultural factors, economic growth and gender issues in South America, in order to foster sustainable development and local women's empowerment through their insertion, integration and inclusion. Gender equality is a fundamental human right. Women should all have equal access to and control on different life spheres. Moreover, empowering women is an indispensable tool for advancing development and reducing poverty. Empowered women contribute to the health and productivity of whole families and communities and to improved prospects for the next generation. However, despite positive evolution during the last decades, big gender gaps still remain. The importance to reduce these gender gaps is underscored by its inclusion as one of the eight Millennium Development Goals. In developing regions such as South America, gender gaps are sustained by strong socio-cultural factors and practices.

The thesis focuses on a sample of South American countries, situated on the Andes mountain range region and founders of The Andean Community (Comunidad Andina): Chile, Bolivia, Peru, Ecuador and Colombia. The Andean Community is a South American organization founded in 1969, to boost industrial, agricultural, social, and trade unity. The Community currently includes Colombia, Ecuador, Peru and Bolivia. Chile was a part of the Community until 1976. Moreover, all five countries share a strong common history of civilizations and culture, particularly through the Incas.

The research was conducted by gathering theories, statistics and scientific knowledge, and through qualitative research, interviewing twenty-seven local women from all ages, social classes, countries, origins and family situations; and one Diversity & Inclusion professional working at a global level (Appendices).

The results suggest a proper coordination and monitoring of globalization through various business models is necessary to sustainably empower South American women and reduce poverty. Moreover, a real cultural change is necessary in order to support all incentives taken by government, companies, organizations or individuals. Interviews have shown a genuine lack of awareness.

Keywords: South American women's empowerment, social inclusion, economic growth, gender gap, development, diversity, culture, inclusive business

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September 2017

FOREWORD

It seems important to me to lead off this research work, sharing my personal experience with you. It is an experience that led me to a deep reflection on this topic, which particularly concerns me and will continue inspiring me for a long time, in my personal as well as my professional, development.

What we commonly call an end-of-studies practical training, was for me a way more incredible and important experience than a simple practical training. We could eventually think that, as an end-of-studies practical training, we are accomplishing something marking a closing, a new chapter. The situation is completely different for me, as I find it inadequate to call my practical training experience, a closing. I achieved a lot during my 6 months' internship for Sodexo LatAm in Diversity and Inclusion in Santiago de Chile, but closed nothing. The feeling I have about the whole experience is actually the exact opposite. I closed nothing and discovered everything. I finally got to somehow be in touch with topics that shape and will shape my personal and professional interests, with topics I really feel like are narrowly linked to my professional future; and to have started the long path which will lead me to become the professional I want to be. I feel full of new concepts, ideas, ambitions and objectives.

It is with this state of mind I completed my internship and left Santiago and Chile for a 9 months hitch-hiking and bus trip through 13 countries, many mountains, oceans, seas, lakes, volcanos, cities, villages, indigenous communities; meeting a lot of fellow travelers as well as a considerable amount of locals, particularly women and kids. I had been thinking for many months about an interesting topic for my thesis, and very naturally, came up to my mind is should research and work on something I am passionate about. Little by little, I was able to polish my ideas and ended up doing a research work about the influence, connections and necessary coordination between cultural and social identity elements, development, economic growth and quality of life, with the objective to reduce gender gaps in South America and empower women. Moreover, the work encompasses the influence global business and gender gap reduction has on local cultures.

GLOSSARY

Acculturation: Refers to an individual’s confrontation with two distinct cultures, resulting in social and cultural changes and associations of elements from the original culture and the new culture.

CEPAL: “Comisión Económica para América Latina y el Caribe” or United Nations Economic Commission for Latin America and the Caribbean.

CRUCH: Consejo de Rectores de las Universidades Chilenas.

Empowerment: Refers to the expansion of assets and capabilities of people in situation of discrimination or inferiority; to participate in, negotiate with, influence, control, and hold accountable institutions that affect their lives.

Culture: Refers to the set and combination of values, beliefs, traditions, practices, art, moral, habits, behaviors, knowledge and all other abilities that establish and make up the vision and lifestyle of a group of people, a community, or a particular society.

Gender Equality: Gender Equality refers to equal chances or opportunities for groups of women and men to access and control social, economic and political resources, including protection under the law.

Gender Equity: Gender Equity is the process of being fair to women and men by allocating resources, programs and decision-making fairly according to men’s and women’s different needs, preferences and interests.

GDP: Gross Domestic Product.

Inclusion: Refers to the process and state of being respected, supported and valued by a group. Inclusion requires a focus on every individual’s personal needs and necessary conditions to achieve their full potential. Inclusion as a part of organizational culture, supports a diversity in the workforce.

Informal Labor Market: According to The World Bank, informal labor market “basically includes all jobs in unregistered and/or small-scale private unincorporated enterprises that produce goods or services meant for sale or barter. Self-employed street vendors, taxi drivers and home-base workers, regardless of size, are all considered enterprises. However, agricultural and related activities, households producing goods exclusively for their own use (e.g. subsistence farming, domestic housework, care work, and employment of paid domestic workers), and volunteer services rendered to the community are excluded.” (The World Bank, 2016).

Insertion: Refers to the process and action that leads a person to find and access a place recognized by society and be an integral part of it. Insertion can be declined into various

types such as professional insertion, educational insertion, social insertion, global insertion. Professional insertion refers to entering in contact with the labor market or readapting to the labor market.

Integration: Refers to the process that leads a person to adapt to the values and standards of a system, a group, community or society. It assumes in first part, the person's own will, personal and individual action (integrability of a person) and in the other hand, the capacity of the group, system, society to integrate (capability to be inclusive).

IPEC: International Programme on the Elimination of Child Labour.

LGBTQI: Lesbian, Gay, Bisexual, Transgender, Queer, Intersexual.

MIMP: Ministerio de la Mujer y Poblaciones Vulnerables (Ministry of Women and Vulnerable Populations).

NINI: Word derived from Spanish sentence "Ni estudian, ni trabajan", used to describe those who neither study, work, or receive training.

PISA: "The Programme for International Student Assessment (PISA) is a triennial international survey which aims to evaluate education systems worldwide by testing the skills and knowledge of 15-year-old students." (OECD, 2017).

1 INTRODUCTION

Still today, no country in the world, no matter the level of development, offers a societal organization allowing men and women to participate equally in economical, social, civic, cultural and political life. Yet, women represent over half of the world's whole population and still, their input to the economic activity is below its potential. The last decades have marked a significant evolution, nevertheless the labor markets remain divided by gender and the process towards gender equity got somehow frozen. Male participation in labor force market remains above female participation. Women perform the biggest part of the unpaid work and female presence in high level positions remains low. Moreover, big salary gaps are still common, just as much as discrimination, particularly in the labor market.

In South America, during the past few years, a positive evolution has been noticeable. Education has enabled more than a half of the female population to enter labor markets. South American women are reaching globally leading proportions of representatives in politics, with first female political leaders starting from early 90's. Women are starting to gain more influence, to reach a higher level of empowerment; the key factor to social transformation, political stability and economical growth. Yet, discrimination remains. Out of 20,000 women surveyed in Colombia and Chile 64% felt discriminated at work and only 34% were happy about their professional situation. The increasing participation of women in the labor force, and more generally in the society –through their insertion, integration and inclusion, plays an important role in reducing poverty in South America. It also results in many other positive consequences and opportunities. South American women's increased participation in the global world would readjust their positioning and highlight their very special capacities, practices and knowledge. The South American socio-cultural background that characterizes its women, has a lot to offer to the rest of the world.

In order to leave no one behind, to achieve a full and authentic empowerment of South American women, to give them the chance to have a genuine control of their own future and “to transform the power relationship between genders” (Batliwala, 2007); it is necessary to reset and develop the current socio-cultural environment and processes by providing better tools and settings.

“Humans are by nature social animals”, according to Aristotle. Our nature impels us to live in nothing else, except society. Our main qualities, such as our ability to learn, analyze and think, are unique to human society. These abilities develop through social interactions. We have a natural and instinctive need to belong, to insert ourselves, to feel as part of a group or community, to be integrated; and to be fully accepted by that group or community, to be included. The concepts of insertion, integration and inclusion can be declined into various dimensions (sociology, education, geopolitics, etc.) and are frequently used in economics. They are applicable to different scales, to countries on different development levels, for young workers, for women, for minorities or for any group or individual in situation of exclusion from the labor market. By their psychological strength on individuals, communities and society; insertion, integration and inclusion are processes that foster and stimulate empowerment.

The current global environment delivers an enormous amount of opportunities and factors enhancing insertion, integration and inclusion. Our society is experiencing two significant overlapping phenomena. On one side, all the countries in the world participate in globalizing dynamics. On the other, we are assisting to a revolution of information. We are experiencing a second capitalist revolution, called: globalization. Globalization, is a key factor favoring world's economic growth, especially in developing countries and so South America. It can have very positives consequences for women, such as better access and quality of education, technology, information, communication. Still it seems the movement privileges western culture and political norms, and present them as models to the rest of the world, while ignoring and marginalizing women from native communities and women from poorer areas . Other threats also exist such as the loss of local cultures and traditions, at the expense of the socio-cultural environment and organizational cultural diversity.

Culture is a concept originated from social sciences. Culture is considered as a 'miniature society' (Silverman, 1970, *The Theory of Organizations*). Thus, to anchor culture in its social environment, the sociocultural term is meant to designate sociological phenomena, explained through the prevailing cultural parameters. Culture is a complex concept, but according to Hofstede, culture is an acquired process of “mental programs”, by analogy with computer programs. He defines culture as “the collective programming of the mind which distinguishes the members of one group or class of persons from another”.

South American cultures are based on, and characterized by the juxtaposition of various cultural traditions and backgrounds: the native cultures of so-called “indigenous” people, who were present on the continent before the arrival of Europeans; the European cultures, brought mainly by Spanish, Portuguese and French migrants; African cultures, derived from slavery; and the North American cultures, through global mass culture such as traditional and social medias. In South America, gender relations are culturally shaped by a code of conduct, based on the notion of "honor". The oldest woman of the family is the representative of family honor and of the hierarchical position of her family in the community. Their wide cultural background, values and identity enhance their global empowerment potential. However, boundaries still exist. It is on the same continent we observe the highest domestic violence murder rates and the highest proportions of teenage pregnancies are reported.

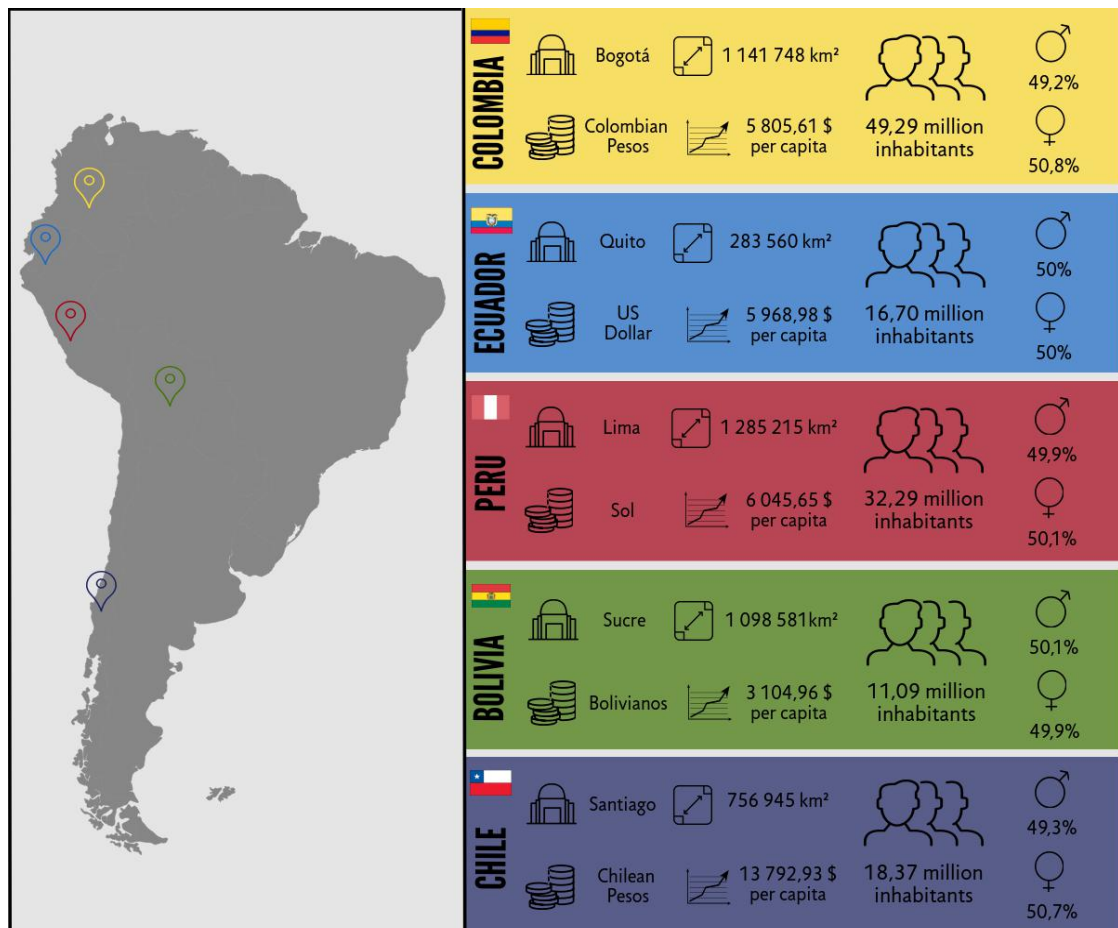
If South American women’s social and economical situation is lagging behind, economic growth decelerates, just as much as progress in women's rights, which has consequences on South America’s development. The statistics show that over a billion women in the world, can not reach their full economic potential due to barriers such as unequal access to recognition and opportunities, unequal access to education, lack of aid and protection from communities and governments to integrate the global economy and society.

After evaluating and stating the continent’s strong historical background, analyzing the current socio-economical situation in concerned countries and presenting the cultural background and heritage that has shaped South American’s societal and organizational behavior and created a significant gender gap; we will explore future possibilities and opportunities for Andes region women’s empowerment, always considering cultural and global dimensions. It is important to remember to see beyond stereotypes and presumptions we may have about the region and the culture.

Yes, gender equality is a fundamental human right. Nonetheless, it is also the elementary basis for a peaceful, thriving, developed, sustainable world.

2 THE ORIGINS OF SOUTH AMERICAN SOCIAL AND CULTURAL IDENTITY

South America, one of the world's regions with highest risks of natural disasters, is a continent in the southern hemisphere of the globe, between Central America and Antarctica, caught up between the Atlantic and Pacific oceans (picture 1).



PICTURE 1. General information and demographic data of Colombia, Ecuador, Peru, Bolivia and Chile (capital city, currency, area, gdp per capita, total inhabitants, percentage of men and women) (The World Bank, 2016, modified)

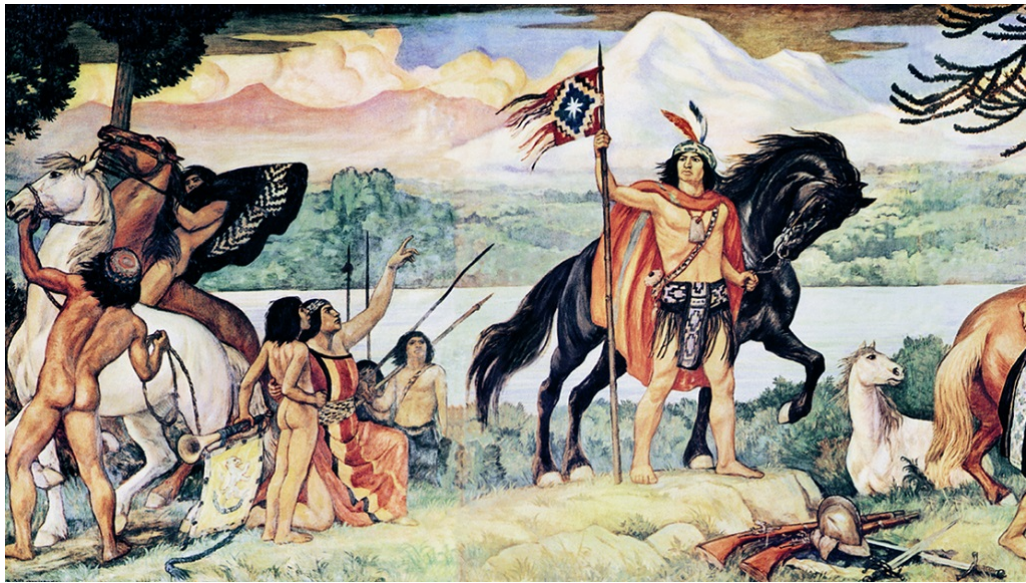
The region is home of striking contrast between two extremes: a modern, democratic and wealthy population; and a traditional population, often excluded from power, affected by poverty. It has a very broad local history, until 1492, followed by a modern history starting from the discovery of the continent by Christopher Columbus in 1492, signing the beginning of colonization by Europeans during the sixteenth century. From the sixteenth century until the nineteenth century, the century of independence, Europe had a dominant

role on the continent. Historical events have long-term impacts on present. It is a very strong history that has shaped the cultural identity of generations, of a whole society. Cultural identity impacts gender roles, women's status, opportunities and so, their empowerment. Indeed, culture constitutes societies. Societies are not only blending of individuals; they are direct outcomes of cultures. Culture is a symbolic structure allowing groups and communities to define who they are by identifying themselves and behaving according to a set of values, beliefs, social attitudes and expectations, practices, codes, representations and institutions. Culture allows groups to discern themselves from other groups and permits to define groups' relations with other agents. It is necessary to analyze the Andes region's history to understand its current political, social and economic situation and highlight the actual stakes.

2.1 A strong native background

South America outlines an important history of Inca civilization, rich in history and culture, called the Pre-Hispanic era. Remnants older than 15,000 years BC have been discovered in high mountain areas of Peru and Bolivia, close to the Titicaca Lake, and close to San Agustín in southern Colombia. In the Cordillera de los Andes, all the way from north to south, ceramics from 3000 years BC have been found.

The Inca civilization was the most prominent culture, the widest empire ever known in the Americas, as well as the largest in the world at that time. It extended practically throughout the whole western part of the continent, mainly in the Andean region. The Andes region refers to the area around the over 4000km long Andes mountain range, going from southern Colombia to central Chile, covering whole Ecuador, Peru and Bolivia. Living in the rough Andean environment, the Incas had conquered people and terrain and were able to exploit landscapes in such diverse settings as plateaus, mountains, deserts, and humid tropical jungle. In addition to the Incas, Quechuas and Aymaras are two other important civilizations of pre-Hispanic times; both of which still have existing communities nowadays. It is known that both in Inca society and in other native social organizations that lived in the Andes region, the position and role of women, apart from being recognized and exalted, was considered necessary and complementary to men, in all aspects: political, military, religious and familiar (picture 2).



PICTURE 2. Chilean natives before Spanish conquest (Veoverde, 2014)

According to the cosmological schemes elaborated by the Incas, women and men represented inseparable forces, whose complementarity made possible the constitution of the universal order. According to religious schemes, the role of the goddesses was to provide the necessary products for subsistence, while their male counterparts, were mostly responsible for natural phenomena (avalanches, storms, earthquakes etc.).

While young boys were attending school, young girls stayed at home with their mothers, to learn the family and home tasks. The daughters of the privileged classes were admitted in the houses of “the chosen women” where they learned with expert female teachers, to become Virgins of the Sun.

The Inca society attached great importance to marriage. According to the social class, the marriage agreement changed: men from the village had to have a single wife and so be monogamous, men from privileged classes were polygamous. The relationships were confirmed by “trial marriage”, a step to confirm both were getting along and effective in their tasks. It was the moment for men to ascertain the skills of their future wives, who must cook the family food, take care of the home duties, raise kids, weave the family’s clothes and help the husband in the agricultural work. After the definitive marriage, separation was very difficult, except in cases of female adultery or infertility.

Within the native societies, woman had a very specific duty, determined by gender division, which did not only concern labor world, but invaded all the spheres of life. In spite of everything, men were considered superior to women.

In 1492, Christopher Columbus and his troops were the first people from outside the continent to enter South America, an event that marked a significant historical change. Conquerors from Portugal, Spain, France, Holland, Italy and England were sailing across oceans, departing on daily basis. Starting from 1498, with the foundation of Venezuela and the establishment of the city of Santa Marta in Colombia in 1525, countries and cities were founded and the Inca Empire fully conquered. The time was characterized by a great violence, torture of native civilizations and a lack of respect towards the ancient cultures, due to their different beliefs, lifestyles and physical appearance.

The conquest led to a gigantic colonization movement, despite the abundant indigenous revolutions and resistances, which led South Americans to distrust Western countries.

2.2 The Western influence

At the beginning of the 19th century, the colonial spaces experience strong changes. Venezuela, as the pioneer of South America, began its journey towards independence from Spain in 1806 and resulted in a rise of the spirit of independence in many neighbor countries. The continent faced many battles, revolutions, wars and confrontations: the Revolution of La Paz, of Alto Peru, of Callao, and many others. All movements share a common protagonist, Simon Bolivar, the uncontested leader of the independence movement of South America, together with San Martin.

Simultaneously, a powerful economical and social transformation era was on-going: railways linking the main inland cities to the harbors were constructed, urban and harbor infrastructures modernized, banking and postal systems implemented. These transformations were the very first acts of what generated later globalization.

The decline of Spanish Kingdom made the independence movement stronger and generalized the tendency, including social groups that had been excluded from the process, such as the indigenous population. Colombia gained its independence in 1810, Chile in 1818, Peru in 1821, Ecuador in 1822, and Bolivia in 1825, involving Simon Bolivar and

Jose de San Martin as the main heroes (picture 3). A success that led The Plurinational State of Bolivia to be named after Bolivar.



PICTURE 3. Statue of Bolivar in Parque La Alameda in Quito, Ecuador (Haller, 2015)

Nevertheless, women also played an important role in the conflicts for the continent's emancipation. María Parado de Bellido, from a very modest native Peruvian family, was part of a resistance guerrilla and spied on Spanish troops to inform about their plans and movements. Ecuatorian Rosa Campuzano made use of her wide network to broadcast San Martin's ideology and encouraged people to commit to the movement. Peruvian Juana Azurduy was designated as Lieutenant-Colonel and got the right to wear the military uniform. Many other female figures exist throughout the continent. Some of them are real heroines, but many of them remained unknown.

Independence did not generate immediate changes in the social structure of the continent. Ideals of equity were not valid for everyone. Democracy and citizenship got relatively quickly restricted and discrimination remained.

Yet, most of the countries experienced positive economical changes through exportation. Exportation generated a better development of agriculture and mining, and marked the beginning of individualization and division of land. This new tendency benefited land owners and farmers and disadvantaged indigenous communities. Prior to colonization, the ownership and cultivation of land was the most relevant determinant of wealth and index of social status. The Western concept of private property and ownership, as opposed

to communal use and possession, was an unknown concept to the native people. The process of globalization, unifying the world, was at its debuts, yet fragmented by deep economic, social, ethnic and cultural divisions. The export strategy did not turn in favor of local industry as it enhanced international exchanges, import and so, an overall economical globalization. But not only. Cultural globalization intensified, with changes in behavior, language, ideology and political opinions.

Promptly after independence was gained, internal conflicts smite the continent. The newly independent countries had to establish firm political organizations in their new territories. Internal wars, revolutions and dictatorships became reality. The officers who led the independence movements obtained power, favoring “caudillos” (political, military and/or ideological leader). Political systems evolved towards authoritarian regimes, including military dictatorships with support and, in some cases, active intervention of the United States. Moreover, political stability went on together with border conflicts, operated by internal guerrillas (Peru, Colombia, Bolivia), as well as drug trafficking. Still people had hope. Bolivar's vision was and still is, the benchmark for all integration processes in South America. Every stage of his integrative thinking is based on two elements: the need of unity against external dangers, especially against European and North American hegemony, and the convenience to have proper mechanisms to resolve possible conflicts between the nations and thus, guarantee peace. Coinciding and impregnated with the integrationist Bolivarian spirit, Colombia, Ecuador, Peru, Bolivia and Chile implemented the Andean Community, in 1969. The community's aim is to improve the quality of life of its inhabitants, achieve a more balanced and autonomous development, cope with the challenges introduced by an increasingly globalized world; through insertion, integration, inclusion, and economical and social cooperation.

Nevertheless, in 1973 after Augusto Pinochet's coup d'état in Chile, Operation Condor, a clandestine transnational operation plan of repression, was implemented by South American dictatorships. It aimed to eliminate subversive considered people, involving all of the South American countries to different extents, with the tacit support of the United States. It is within this framework that hundreds of targeted people, were tortured, murdered or reported missing. In 1976, Pinochet withdrew Chile from The Andean Community. Slowly, military dictatorships failed and were replaced during the 1980s and 1990s by democratic regimes still indirectly endorsing economic, social and political exclusion of some minorities on the continent, including women.

2.3 The current social, economical and political situation

Following years of economical, political and social instability and sub-regional conflicts, Bolivia, Peru, Ecuador, Colombia and Chile have become democratized with centralized systems. Internal conflicts and corruption have decreased. Governments rely increasingly on diplomatic channels and negotiation for conflict resolution. Indeed, social movements resistance to negative effects of economic and social policies implemented in South America, has led, since 1998, to a radical change towards left-wing governments with diverse and sometimes even contradictory, policies. Liberal trade and financial measures have enhanced domestic markets' takeover by North American and European multinationals, as well as dependency on foreign markets, a phenomenon pointed by South American population. Indeed, during the carried out interviews of 27 South American women, Nicole Lopez, 31, from Chile pointed out:

We let businessmen govern us. Multinationals think they have the right to take us away what we have. This has a negative effect on South America. Our culture, our native [mapuche] art and craftwork, our hand work and knowledge we got from our mothers and grandmothers, is affected by the arrival of global companies and Western culture of buying and throwing away. People buy for the act of buying useless things. We have abandoned our own traditional culture and art. We need to learn to believe again in our local design, in ourselves. With the arrival of outside cultures, a huge amount of women has lost their work and faith. Fortunately, a new trend for local products and art is flourishing again.

However, South America's new governments point out the negative aspects of neo-liberalism and point a possible disproportionate level of privatization, an excessive opening up of markets and persisting social inequalities. Governments are now aiming to set up more productive and autonomous forms of capitalism, emphasizing State regulations. The continent, has undertaken regional insertion, integration and inclusion processes, together with increasing free trade agreements between countries. These agreements are playing a decisive role in trade, contributing to a regional economic growth and overall development. The past decades have shown a real evolution on cultural aspects too. After a long history of male dominance and women's sexual exploitation, which completely prevented women from having equal opportunities than men during the post-revolutionary era, there is now a significant growth of human consciousness. Yet, more work needs to be done.

Today, Chile, Bolivia, Peru, Ecuador and Colombia are some of South America's major tourism countries (picture 4 and 5), offering a wide selection of distinct environments and activities, such as seaside, mountains, volcanoes, deserts, rain forests, lakes, colonial cities, historic monuments, among others.



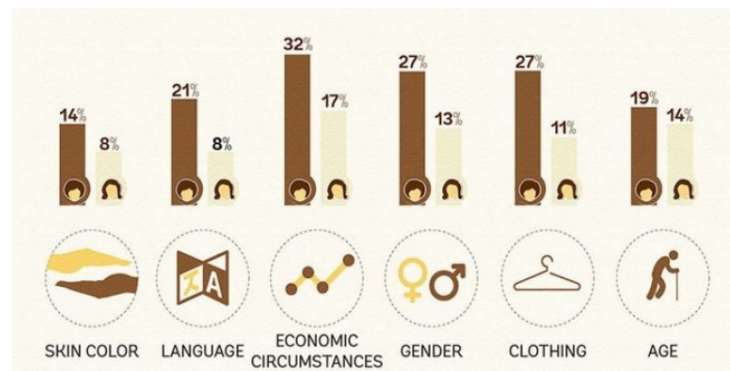
PICTURE 4 and 5. Machu Picchu in Peru and Atacama's desert in Chile, both main regional tourist attractions (Chauvin, 2016)

The expansion of tourism has led infrastructures and foreign investments' expansion, creating employment. But on another hand, foreign investments have also generated issues such as raw material extraction and territory occupancy by leading global companies. These methods have also contributed to South American society's mistrust towards Western countries' interventions and intentions. If most of people living in the Andes region are aware of the benefits brought by tourism and foreign investments from Western countries, some remain skeptic. It is essentially the case of Bolivia, fighting against its society's Americanization, while others idealize and believe in the American Dream and aim for Western culture to become theirs. Moreover, tourism can be an effective tool for the region's women's empowerment.

Nonetheless, doubtlessly, the recent economic crisis has generated an intensification of pre-existing trends, altered several of the South American multilateralism policies, modified markets and questioned integration and inclusion mechanisms. As a consequence, as explained by Nicole Lopez, USA's and Europe's demand for South American products has also declined, resulting in export decline, which generated behavioral change of the exporting economies. Consequently, both economical and political "pre-crisis" integra-

tion mechanism got highlighted. Some tendencies always emerge, either implicitly or explicitly. Protectionism is one of them. In all integration systems, the intensity of protectionism logics is recurrently debated, including in the systems where trade integration is supposedly open. Because of high regional political pressure, as well as the influence of some central economic actors, changes were made in the development of new exterior foreign policies. Governments need to initiate public macro-economic policies, in order to overcome the structural vulnerabilities lasting since the crisis.

The recent years of economic growth in South America coexisted together with several lasting, still raw and unprocessed, central topics related with the interconnection between economy and society. South American optimism has to be connected with its own reality. Structural, behavioral, cultural and historical heritage are with no doubt, determining agents of the current inequity, inequality and exclusion conditions. Inequity in the Andean Region is lower than it used to, but remains too present and uneven across the area. Poverty and extreme poverty rates have also declined. Still, they can not yet be considered as topics from the past or eliminated from the close future objectives. Indeed, indicators show an improvement in the regions equity and equality rates, but until the improvements do not change into a stable positive situation, more improvements are still required. Low accessibility and respect for Human Rights, remaining gender gaps, lack of cohesion and recognition related with ethnicity, identity and racism, persist. Diversification and inequalities between rural and urban areas, between generations, between men and women have not improved consequently. Moreover, as seen on picture 6, some minorities characterized by the combination of various disadvantaging features, such as senior indigenous women speaking their own dialect and wearing traditional clothes are subject to even stronger discrimination and injustice.



PICTURE 6. Reasons why women feel discriminated against in Bolivia (The World Bank, 2014)

According to CEPAL (2015), as stated previously, both poverty and inequalities have reduced, mainly through economic growth and market policies' implementation. Yet, back in the 70's, 45% of South American population was living in poverty, together with high level of inequalities and social exclusion, especially in health, education and income, with highest part living in the rural sector and indigenous communities. Twelve years later the situation had aggravated. 46,3% of South American population was living in poverty in the 80's, due to free market trade according to CEPAL (2010). In 2008, poverty fell down to 33,2%. In 2010 poverty reached 31,4% of South American population, 12,3% being in extreme poverty conditions. The reduction of poverty that characterized the last decade, has since then continued and the statistics are currently the lowest observed during the last three decades. South America is following a great favorable path, generating opportunities, which should be exploited.

The continent will, however, no longer know a similar pace of growth as it did in the past. The favorable wind that drove South America's economic growth has dissipated. Since the economic slowdown of 2011, global demand growth is very slow, funding is becoming more expensive and unpredictable, trade has dramatically decelerated and raw material prices are far below the glorious levels attained in the past.

The region's lasting economic weakness is having a repercussion on labor markets, long-termly affecting equality, poverty and well-being. Unemployment rates are increasing, job's quality is deteriorating, wage growth and formality stagnate, youngsters and women being the most affected. Mentalities slowly evolve, and expectations as well. The current population is eager to not only see positive evolution at a macroeconomic level, but within their households. Quality of life has become a priority in today's world. One of the region's most urgent problems used to be public insecurity. Homicides, together with other crimes, had deep consequences on individuals, their families, but also on their pursuit of better living conditions. Now that crime levels have lowed down, experts believe that to improve quality of life, reducing inequalities should become a priority. These inequalities downward a whole socio-economic improvement process. Poverty, as one of the actual inequalities, has contributed to rising crime rates according to economist Hernan Winkler (2014). The proportion of people in situation of poverty indeed, is not increasing. However, the resources keep staying among the same category of people and social mobility is very low. This phenomenon is not surprising when knowing that around half of the

region's jobs are informal. South American countries need to generate formal quality employment. Gender equity is another important disparity in the region. Advancement in women's empowerment has been decisive to reduce the region's extreme poverty. In fact, an increasing part of South American women are becoming aware of the opportunities they unfairly miss, and aim to abandon their traditional roles, to get inserted in what used to be considered "men's work". Unfortunately, prejudices, stereotypes still are very present and discrimination and violence against women continue. Indeed, during the interview processes, when asking women if they have felt discriminated for being women, Laura Thomas, 26 years old Colombian doctor shares her experience:

I feel a difference with my patients. For being a woman, patients greet me saying "Hola mi niña" (Hello, my little girl). When I am walking with my male colleagues, I hear them greeting them saying "Hola Doctor" (Hello Doctor).

Daniela Portela, 22, from Colombia responded:

I do feel discriminated sometimes, especially on strength related topics. There are activities which are designated for men, as women are considered weak and fragile.

Yet, one of the main issues remains in the strong standardization of women's discrimination. A significant part of women does not feel necessary discriminated or do not consider inequities are discriminative. When carrying out interviews, out of 27 women, 24 said to not have experienced strong discrimination for being women. Natacha Cataldo Villegas, 51, from Chile said she does not feel there is a difference to be born as a man or a woman in Chile. Yet, along the interview, women did report to me some discriminative situation. Women are formatted to accept the situation as it is and normalize it. Moreover, the culture has thought to women their discrimination is due to emotional reasons such as fear, love, care, etc. Daniela Portela justified:

With an overall vision, I have not felt discriminated by men. Conversely, I think for being a woman we get better treated, men raise awareness of the risks associated with being a woman, they respect and take care of us.

Inequalities in the region can be reduced through diverse opportunities brought by globalization such as education, innovation, new technologies, creative business models, among others.

Despite 64% of South American young generation being part of vulnerable households from lower or middle-class, with limited access to quality public services, very low saving rates, and extremely limited social mobility prospects; the progress made during last decades has raised their expectations. 20% of young South Americans work in the informal sector, and another 20% neither work, study, nor receive any kind of educational, vocational or employment training. The situation is even worse for young women. This reality strongly contrasts with the high expectations generated in the last decades, generating general dissatisfaction and less trust in governments and more specifically politicians, democratic institutions and entrepreneurs, especially global companies. Nevertheless, all actors still have a lot to offer.

South America has achieved to reduce poverty significantly, yet the considerable paradox of South America's development relies on the socio-economic inequities that remain rooted in the culture. We are currently experiencing an era where the expansion of South America is no longer a possibility: it is an actual fact, involving stability overtones; undoubtedly setting the trend for the years to come. The objective now is to create stronger, balanced economies, achieve development objectives, internationally set sustainability goals and improve the quality of life of women, families and communities. For this purpose, it is fundamental to empower women and give them the opportunity to control their own destiny and fully participate in the economic and social life. Moreover, on a global viewpoint, companies are raising awareness of our world's diversity. South American culture's, values', knowledge's and talents' global propagation, through women's empowerment, is possible.

3 WHY FOCUSING ON GENDER DIMENSION?

To start with, we could ask ourselves what the concept of gender means. The concept of gender refers to the social attributes and opportunities associated with feminine and masculine beings. Gender determines what is expectable, permitted and valued in a woman and a man in a particular context (United Nations Program for Development, 2010).

Traditional gender roles have historically organized people's life activities and has fostered many inequalities still widespread today. Traditional gender roles have historically been unfavorable to women. Still today, in more conservative and traditional regions, such as the Andean Community countries, prevailing examples remain assigning ahead people's economical and social value, as well as public and private image and influence. For this reason, although women begin life in a leading position, they lose ground and have more probabilities to fall into social transperence. The traditional role given to men presents them as the principals in charge of providing the necessary economic resources and ensuring the good organization and order, through their participation in power, in a broad sense. The traditional role given to women presents them as responsible for domestic tasks, childcare, and more generally, care-work. Nicole Lopez explains:

It is true, we as women are good at domestic tasks and care work. Personally, I do like to cook for instance. The problem is, it is not a question whether you like it or not. You have to do it. You do not have the option. Men do have the option. If they feel like cleaning, they can clean, if they feel like cooking, they can cook. We, as women, are obliged to clean and cook. And as we have learned our role since our early childhood, we do not question it.

It is important to understand the existence of two socio-cultural terms and mechanisms, very present and specific to Latin America: machismo and marianismo, the roots of traditional roles. Machismo refers to "the cult of male virility, in which the ideal man is bold, intransigent, and sexually aggressive" (Zimmerman, 2008, Women in Latin America). According to Martina Gimenez, 24, from Bolivia, "*Bolivian society is very macho*". Daniela Portela, in turn, qualifies "*South America in general has a very macho culture*". Marianismo refers to "the cult of feminine moral superiority, which defines the

ideal women as selfless, submissive, and possessing great spiritual strength” (Zimmerman, 2008, Women in Latin America). As religion has an important place in South American society, women are very often linked to Virgin Maria, the epitome and model of femininity, to which women should aspire. As they are considered morally superior to their male counterparts, they have been designated for family associated duties, assigned to the private circle. This situation is seen as pleasant by men, and frustrating by women. Moreover, women have a serious lack of self-confidence, which makes them believe the situation is fair as it currently is. Martina Gimenez stated:

Men are stronger. That's why they perform heavier work than women. In Bolivia, a lot of women participate in their male relatives' agricultural work and perform all household cores. According to me, Bolivian women also have their particular place in Bolivian society.

Within the same interview framework, Rocio Felix, 34, from Peru affirms South American women are themselves unconsciously strengthening the concept of machismo in South America. Catalina Torres, 34, from Chile explained:

I think I have always had a very submissive role, and I am aware of it. Stereotypes in South America are very strong. We have a traditional macho model, which has generated a whole ritual around male figures. I think we, as women, have come to the point where we discriminate ourselves as well. We do not believe in ourselves nor in our abilities. From taking the decision on what to buy, to changing a car's wheel we assume we need men's help. No one has ever scientifically proven a woman is not able to change a car's wheel because she is a woman. Our society has designated what is a women supposed to do and not to do, with or without men's help, and this has generated a very strong lack of self-confidence among women.

Women's empowerment through their insertion, integration and inclusion involves gender equity. But in order to find possible solutions to reduce inequalities and gender gaps, it is necessary to analyze the gender relations mechanism in the region, namely how the society and its development are linked and structured by gender relations.

3.1 Gender gap, women’s invisible “stone in shoe”

When carrying out the interviews, I asked women how they feel about being women. Leslie Gutierrez, 27 years old Chilean women states she feels vulnerable and insecure, which has generated a loss of freedom. Danae Diaz, 22, from Ecuador, feels insecure as well. During our interview, she explained she does not feel safe to walk in the streets as she is afraid someone will bother her and make her feel uncomfortable. But gender gap is not only visible in factual elements. Statistics also prove the strong gender gap in the region (figure 1).

	2016		2006		
	rank	score	rank	score	
Colombia	Global Gender Gap Index	39	0.727	22	0.705
	Economic participation and opportunity	28	0.749	39	0.661
	Educational attainment	37	0.999	14	1.000
	Health and survival	40	0.979	1	0.980
	Political empowerment	66	0.180	27	0.180
Ecuador	Global Gender Gap Index	40	0.726	82	0.643
	Economic participation and opportunity	93	0.631	92	0.499
	Educational attainment	48	0.996	39	0.994
	Health and survival	1	0.980	1	0.980
	Political empowerment	32	0.297	64	0.100
Peru	Global Gender Gap Index	80	0.687	60	0.662
	Economic participation and opportunity	111	0.594	86	0.531
	Educational attainment	80	0.989	71	0.976
	Health and survival	100	0.970	58	0.976
	Political empowerment	60	0.194	31	0.165
Bolivia	Global Gender Gap Index	23	0.746	87	0.634
	Economic participation and opportunity	98	0.619	77	0.559
	Educational attainment	98	0.970	89	0.917
	Health and survival	1	0.980	79	0.970
	Political empowerment	11	0.415	71	0.087
Chile	Global Gender Gap Index	70	0.699	78	0.645
	Economic participation and opportunity	119	0.565	90	0.514
	Educational attainment	38	0.999	69	0.980
	Health and survival	39	0.979	1	0.980
	Political empowerment	39	0.254	56	0.109
	rank out of	144		115	

FIGURE 1. Global Gender Gap Index Per Country (The Global Gender Gap Report 2016, World Economic Forum)

3.1.1 A predisposition since the early stage of life

In today's world, it is still not the same to be born as a man or as a woman. Starting from the mother's pregnancy already, the environment kids live in and society's expectations differ according to their gender, and persist during their whole life. Indeed, indicators show that inequities between men and women begin during the first steps of one's life and augment throughout life, becoming alarming at the elderly stage of life. Parents chose a name and prepare the family environment, setting distinctions, enhancing, stimulating and orienting girls to domestic and motherhood tasks and boys to physical and vocational tasks requiring more strength and involving more risks. Thereby begins the gender disparity cycle, a prejudicial social construction for women, especially when taking into account all genders have the same potential. Moreover, as a matter of fact, it has been scientifically proven during their first years of life, girls present better social, communicational, cognitive and adaptation abilities. Unfortunately, this opportunity fades away relatively quickly, as their integral learning and self-confidence are not promoted. And if self-confidence is not promoted, as stated previously, young girls also get formatted to not believe in themselves, in what they do, in their skills, strength, capacity and that if they have less independence than boys and men it is not because they are girls or women, but because their families care for them. Laura Thomas says:

One element that has really made me feel disadvantaged [compared to men] throughout my childhood, is independence. When I went out my family was scared for me because I was a girl. And it still the case. I am 26 years old and I still can not go out alone. My family is afraid for me because of my gender, because we live in a society which blames women for wearing too short skirts when they get raped. But I know I had less independence because my family was afraid for me, they care about me. Not because of discrimination.

Moreover, it is important to add that gender variables are linked with socioeconomic variables. Gender inequities overlap with households' purchasing power. In development tests, kids from poorer households score, on average, a worse performance than kids from wealthier households. During the five past years, young children's, both boys and girls, attendance to nursery childcare, pre-school and kindergarten have considerably increased. Yet, the level of access does not guarantee for boys and girls to receive equal quality of education. Gender stereotypes occurring during life's early socialization stages and pre-

school education, settles the bases of gender differences in traditional roles, which will continue reinforcing throughout the academic curriculum.

Girls learn to become women, according to predominant social regulation, which stimulates and guides them towards care for aesthetics, maternity, domestic and care work. This behavior is at its unconscious stage during the first years of life, but gets embedded in the role of adult women they aspire to, despite many social circles encouraging and supporting them to study, work and have personal life projects besides their family. Girls and women are not only more linked and pushed towards their “natural” maternal role, but the main issue lies in the fact that, attributes that in boys and men are considered positive and conducive to “success”, such as audacity, ambition, risk-taking, leadership; are considered negative in them. Catalina Torres explained:

When a woman asks permission to go out of the house, there is a some kind of cultural norm indicating it is way more dangerous for a women to go out alone than for a man, especially during night time. As a teenager, when I wanted to go out, I would always have to leave the house with my brother, a cousin or any male relative who would leave me and pick me up. On another hand, when a man goes out alone, he is seen as very manly.

As a consequence, women’s behavior is more insecure, apprehensive and underestimating, having repercussions on their educational, personal and professional life. When taking into consideration toys, games, cartoons, and others very stereotyped early life socialization actors; it can be considered as a fact that girls and boys do not have the same environment when starting their personal development. Also, in South America, kids begin helping their families with domestic chores at a very early stage. Over 90% of kids between 5 and 17 years old work over 12 hours weekly, on cooking, cleaning, childcare for siblings, grocery shopping, elderly care for grandparents, etc. The major quantity of hours, already at a very young age, is accomplished by girls, which means they lose potential opportunities of recreation or study time, and along with time, opportunities to work and receive revenues.

3.1.2 Accentuated throughout life

Gender gaps get deeper along South American women's life (figure 2). Indeed, if they begin life with advantageous predispositions, along age, discriminative behavior against them reinforces.

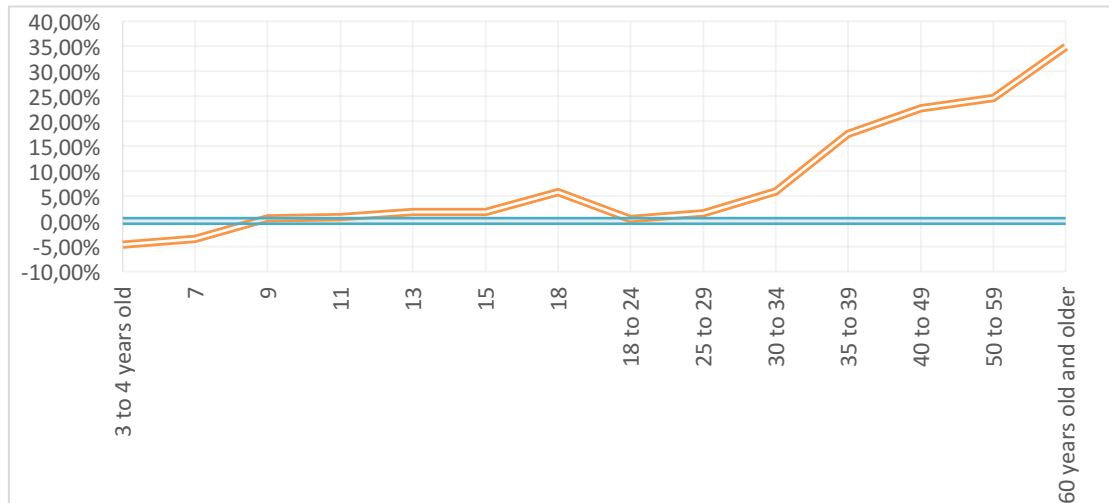


FIGURE 2. Gender gaps throughout different life stages (Género, Educación y Trabajo, Comunidad Mujer, 2015)

Furthermore, teenage pregnancy is another reality for South American women, also linked with poverty and inequities. According to INE (Instituto Nacional de Estadísticas), in Chile, out of the 20% of households with lowest revenues, 14% of women between 15 and 19 years old have at least one child, out of which 10% have more than one. For comparison, only 2% of teenage girls from wealthier households are in the same situation, none of them having more than one child. The situation is all the more worrying when taking into consideration teenage pregnancy rates across South America have not decreased significantly for the last 20 years. Numbers have been stagnating between 9 and 4% depending on the country. Bolivia registers the highest rate with 9% and the youngest age of teenage pregnancies, starting at 11 years old. As the majority of teenage girls interrupt their studies when being pregnant, teenage pregnancy is one of the many factors slowing down the regional poverty reduction process. Laura Thomas states:

I feel women have less opportunities [than men], for instance in terms of family planning and birth control. South American women have children at a very young age and they often get isolated.

Teenage pregnancy is a direct consequence of women's lack of empowerment. In South America, access to birth control and abortion is very limited. If in all 5 countries contraceptive pills can be bought with or without prescription in pharmacies, they remain, together with condoms, very expensive. Moreover, it is very common in the region for men to decide about the usage of contraceptives or not. 25% women declare to not be in the capacity to decide for their own birth control methods, as they do not dare to contradict their partner; while over 20% declare not using birth control for financial reasons or for lack of access and/or information. Yet, mindsets have evolved quite a bit during the last years, and women are increasingly active in defending their rights. Peru, Bolivia, Ecuador and Colombia have legalized abortion only under specific circumstances such as rape, incest or in case of life threat for the mom or the baby. Chile was one of the handful countries in the world where abortion is illegal with no exceptions, until the 2nd of August 2017, when the Government decided to "decriminalize" it. It is important to note there is often a gap between what is theoretically legal and the actual access to abortion. Abortion can be officially authorized, but denied in many concrete cases. The difference in the overall "lifetime project" offered to men and women is well illustrated in this phenomenon; women who experienced teenage pregnancy studied less, participate to the labor market to a lower extent than average, and when they do so, they receive lower salaries and are more affected by informality. When remembering the fact that teenage girls with vulnerable socioeconomic background are more affected, this circumstance becomes a vicious circle.

Another powerful topic retaining women from empowering in South America is gender-based violence and women's sexualisation. Gender-based violence affects a substantial proportion of women in the region as it is anchored in the relations established by social and cultural norms of domination (Rico, 1996; Gonzalez, 2016) (see figure 3). Violence is part of the daily routine and habits but remains invisible because of its level of normalization. Given the sensitivity of the topic, it is indeed very complicated to access accurate information, data and statistics. Moreover, clarity is missing on what constitutes violence as most South American women wrongly think only physical violence is violence, when economic, psychological, sexual, emotional, etc. Gender-based violence has inter-generational means and affects women's ability to control their lives and take personal decisions. The percentage of women considering domestic violence as justified when deserved ranges from 3 in Chile to 38,5 in Ecuador, according to DHS surveys. In

Chile, one woman per week is killed by her partner, as the ultimate consequence of domestic violence (40 in 2014). The phenomenon is called femicide.

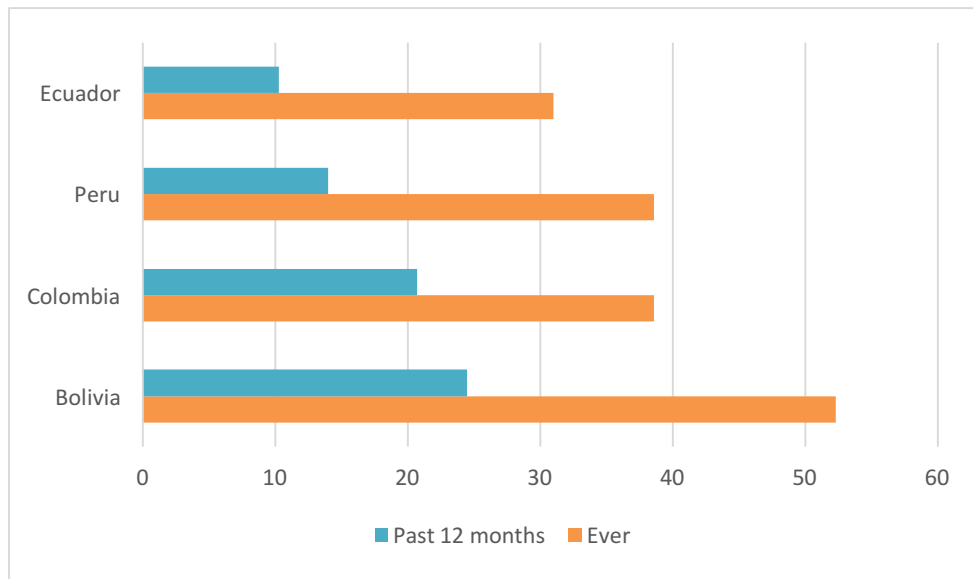


FIGURE 3. Physical partner violence against women, ever and in the past 12 months (measured between 2003 and 2008) (DHS Surveys, 2009)

Gender-based violence, and especially sexual assaults generate from a very early sexualisation of South American women. Social norms dictate women need to be attractive and properly shaped. According to Nicole Lopez:

Young girls feel ashamed of their developing bodies and shapes. Men began to annoy me in the streets when I was 11 years old [...] Girls should not be sexualized that young. Now there is more information on the topic than before but still. One thinks it becomes easier with age as you can speak up but in the end when the situation is occurring, no words come out of your mouth. Few months ago, I was in the bus when a man next to me put his hand over my pubic area. I could not move. I thought maybe someone pushed him and he did not mean to do so. So I tried to get further from him. But he grabbed me with more strength. I wish I would have said something to him. Now, I have thousands of words coming to my mind, but at the moment I was frozen. I started pushing him away, but people in the bus were getting irritated at me for pushing. I ended up running out of the bus. I wish women in South America could walk in the streets without being afraid. We are not afraid to be robbed or assaulted for our belongings. We are afraid to be sexually assaulted, to be raped.

Dannae Diaz shared a similar kind of story. She explains she feels very vulnerable as a women because of men's sexual thoughts:

I was in the bus when someone grabbed me. The person did not grab my arm, my hips, nor my buttock or breasts. Someone grabbed my pubis. I felt very vulnerable. People always say when something similar happens you should scream and fight against. But I did the exact opposite, I retreated into myself. And ever since I have been thinking how many women here in South America have experienced this. For sure, all of them. This does not happen once in your life, it happens all the time. And no one does nothing”.

Leslie Gutierrez adds:

[South American] women are exposed to sexual assaults everyday. Everyday when walking in the streets, some man somewhere will yell some naughty words towards you and in the worse cases try to get something from you. This happens only because men see women as weaker.

On an other hand, women have also learned to behave according to what society expects them to behave like. Daniela Portela explains how in Colombia

women are seen as sexual objects and how women now like to behave accordingly. Morbidity has increased. When Colombian women are able to take their first bank loan, they use the money to perform plastic surgery on breasts and buttock. Because social norms dictate women should have enough shapes around those body regions.

As seen previously, the Global Gender Gap Report made by the World Economic Forum in 2016, ranks Bolivia to the 23rd place, Colombia to 39th, Ecuador 40th, Chile 70th and Peru 80th, out of 144 nations. This ranking shows a very uneven situation in the five South American countries we sample. Still, it is important to notice Chile, as one the first economic powers of South America, as one of the most developed countries of the community, remains 4th out of 5 in the Gender Gap ranking. Contrariwise, Bolivia demonstrates a fairly good gender balance, despite being far less developed than Chile. When having a deeper analysis of sub-indices, progresses and outstanding elements can be detected. If all 5 countries show relatively good scores and evolution in time in “Educational Attainment”, it can be attributed to a growing part of population being literate and growing enrollment parity in primary, middle and high school. Nevertheless, the challenges are getting bigger and more complex as they remain associated with the

quality of the contents, the stimulation of certain abilities, performance, return on investment and breadth of development fields available for men and women when establishing their life projects.

3.1.3 In Education

Indeed, if access to education in South American countries has dramatically evolved in a positive way during last decades (figure 4), boundaries still remain. According to Comunidad Mujer (2015), over 90% of South American kids have received primary school education between 1990 and 2015, with no significant inequity between genders.

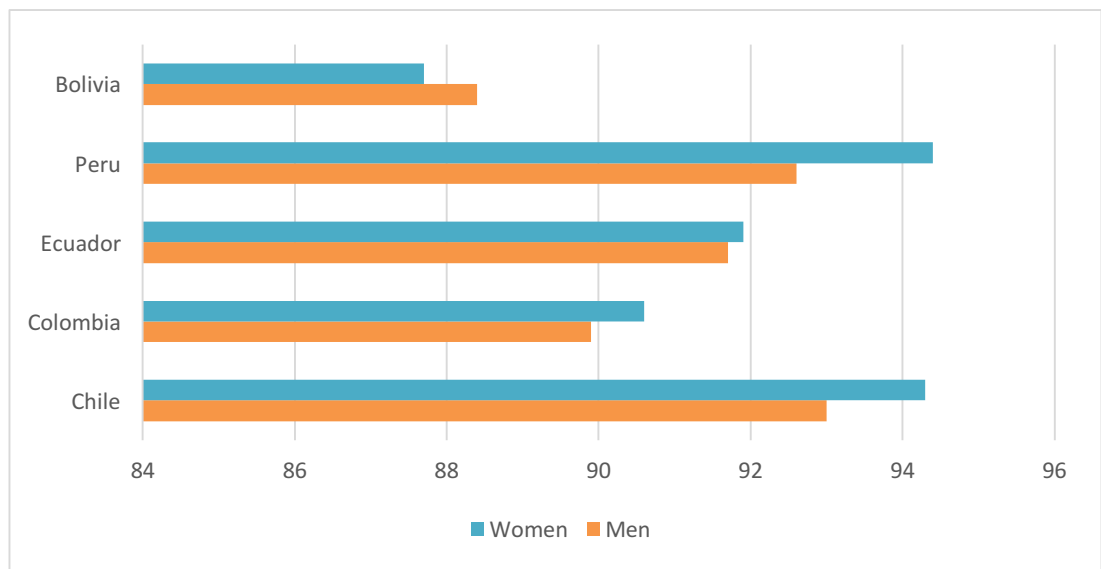


FIGURE 4. Primary school enrollment rates in 2015 (The World Bank, 2016)

Attendance to secondary education has also increased, with a higher percentage of women involved. In both basic and secondary level, female counterparts have the highest approval rates and the lowest dropout rates. Huge progress in women's insertion in the educational system is noticeable (figure 5), yet new and more complex challenges appear. If women have equal access and are equally inserted in the educational system than men, the system lacks equity. Women still need to be properly integrated and included by the educational systems.

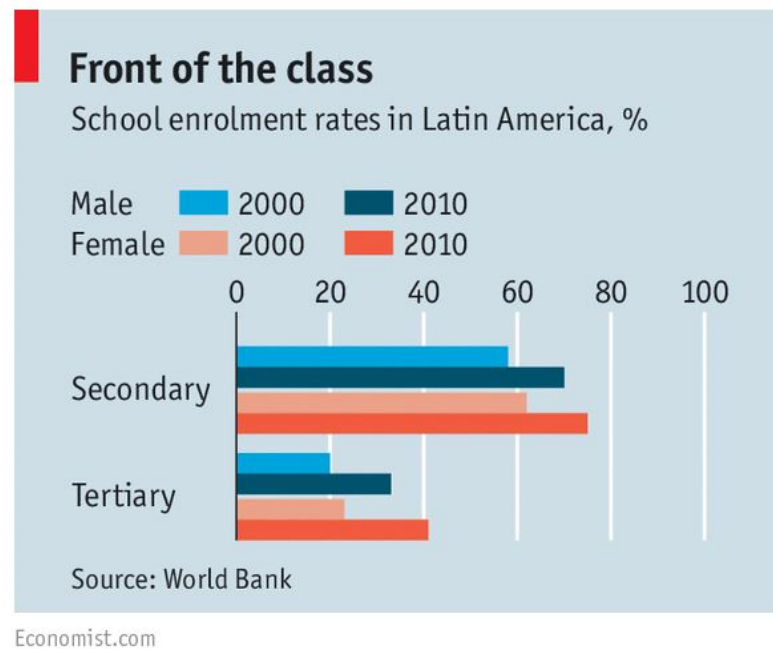


FIGURE 5. School enrollment rates in Latin America (The Economist, 2010)

On the other hand, the region is touched by a new phenomenon. One out of five South American young people does not work, neither study nor receive any kind of training (NINI), meaning they are not oriented towards none of the main social and economic inclusion channels: educational system or labor market. This phenomenon is closely correlated with the current socioeconomic stratum: 83% of NINI young women and 76% of NINI young men, come from poor or vulnerable households. NINIs contribute to persisting inequality also between generations and prevent regional economies to benefit of their demographic advantages. Once again, women are more affected than men, representing over 70% of the NINI population (see figure 6), although many of them remain productive and contribute to the overall economy through unpaid jobs like housekeeping, childcare. In fact, 70% of young NINI women are active in domestic care, against only 10% of NINI men. The gap between the proportion of NINI boys and girls is smaller among the youngest part of population (between 15 and 19 years old) and increases with age. This data can suggest that despite the closing gap between genders, in educational insertion, the participation gap remains actual and highlights the lasting aspect of the phenomenon.

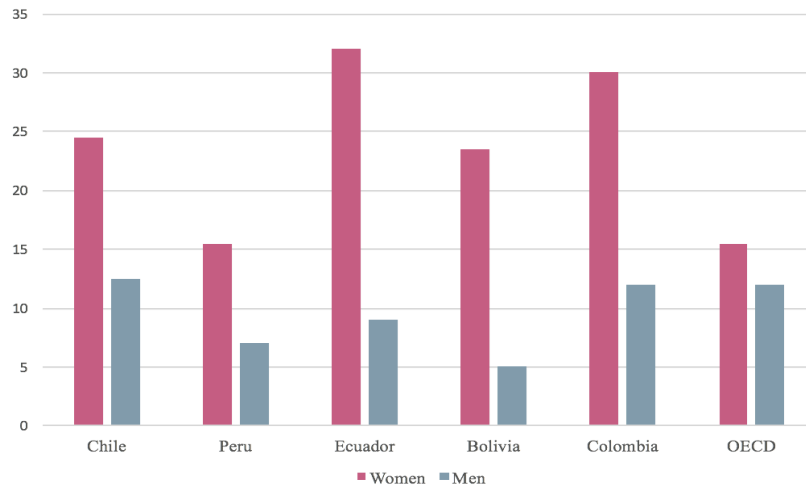


FIGURE 6. Percentage of NINI out of overall population, 2014 (The World Bank, 2015)

As shown in figure 7, when having a deeper analysis of the tendency, significant differences appear.

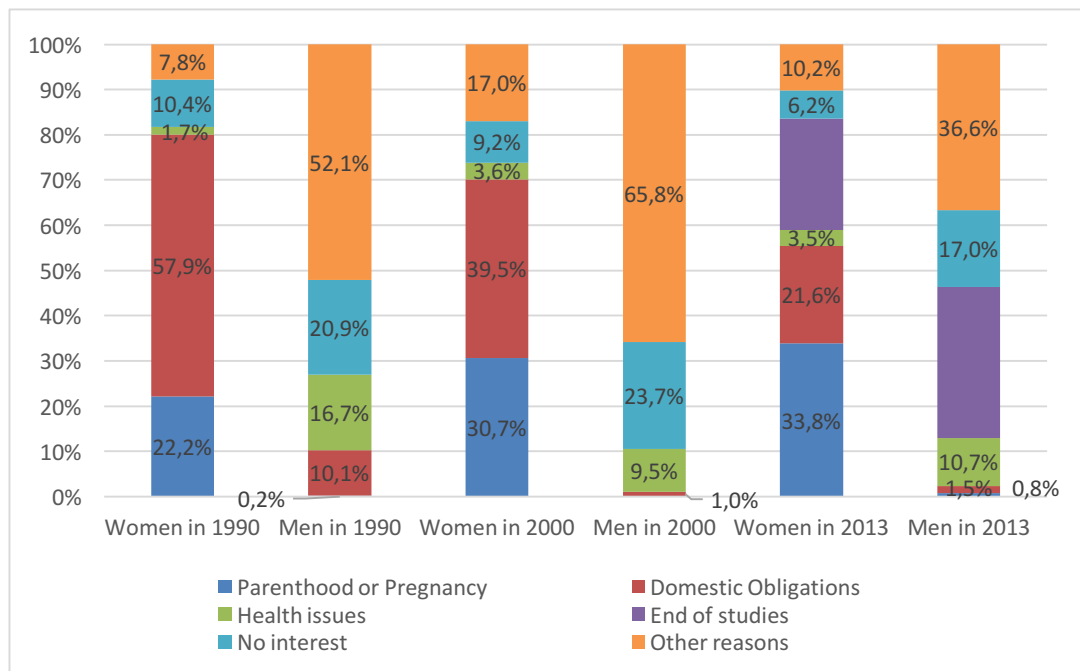


FIGURE 7. Reasons why youngsters become NINI (Género, Educación y Trabajo, 2015)

The regular life cycle consists on investing on formal education, from early childhood onwards, in order to allow a proper insertion in labor market and apply acquired competencies and abilities. When the cycle is interrupted, resuming can be challenging, especially for women.

Moreover, as stated previously, girls and boys are subject to different types of cognitive stimulations and stereotypes. The educational system emphasizes its discriminating aspect, according to studies analyzing kids' school performance by topic. A wide gap between women's and men's results in Mathematics is observed, with advantage for men. The situation is reversed concerning results in Language and Communication.

On an international level, PISA tests have demonstrated that Chilean, Peruvian and Colombian women (Bolivia and Ecuador not being involved in PISA tests), are better skilled in reading than men, just like in all the other OECD countries. Still, South America remains the region with the lowest advantage compared to other OECD countries. In Mathematics, South America shows the biggest gap of all tested countries, men having the advantage over women. In the same school subject, in 5 out the 65 tested countries, women appear to be more skilled than men. In 23 countries, there is no gender gap. This is essential information to understand women's poorer performance in Mathematics is not specific to their gender. According to Covacevich and Quintela (2014), crucial elements in education, such as school books present "male characters in roles associated with leadership, risk-taking, self-sustaining, ambition, while female characters have roles focused on emotional elements, caring, nursing, protection, inside the private sphere and are excluded from the political and scientific sphere". Moreover, Mizala, Martinez and Martinez (2014) have demonstrated teachers' and professors' expectations of pupils' and students' school performance differ according to gender. Naturally, this mindset can lead them to incentivize, consciously or unconsciously, student's capacities differently according to subject and gender. This phenomenon can result, in the long-run, in segmented academic outcomes and orientation choices.

On average, South American women finish high-school with better grades than men. Yet, their performance at higher education entrance exams is poorer than men's. As a consequence, the region's highly ranked universities have a majority of men. Still, according to CRUCH, the overall graduation rate is on average, higher for women. Regarding master's degrees, a significant evolution has taken place: in 1990 less than 40% of master students were women, today there is no more gender gap. Unfortunately, the growing education level across the region, together with families' investment on girls' education, has not resulted in the expected increased insertion of women in the labor market, better work conditions or higher salaries.

3.1.4 Professional insertion, integration and inclusion

Women are prevented to insert themselves to the labor market by many institutional, cultural and social barriers. In Peru, 66% of the overall female population participates in the country's labor force, while it is the case for 64% of women in Bolivia, 58% in Colombia, 50,7% in Chile and 49% in Ecuador (figure 8).

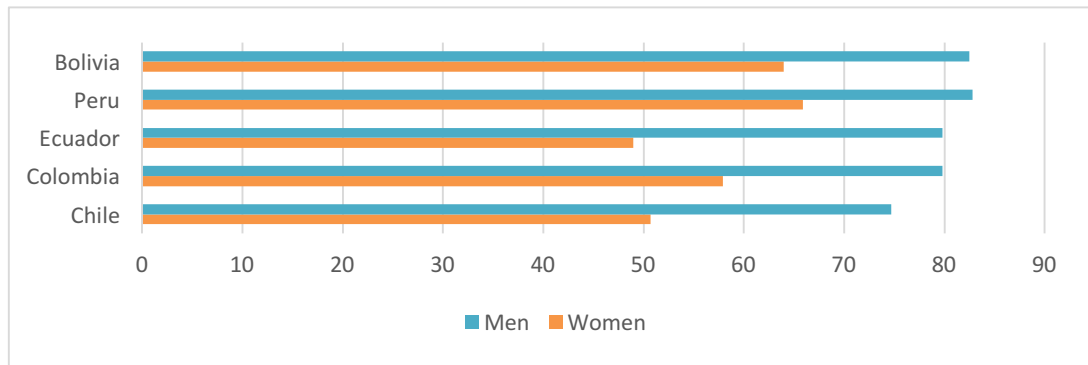


FIGURE 8. Women's and men's labor force participation rate in 2016 (% of female and male population over 15 years old) (modeled ILO estimate) (The World Bank, 2017)

Indeed, women are being discriminated against on the insertion to formal labor market as their overall participation is much lower than men's. Gaps also exist within the same gender. Women with higher academic level have higher participation rates in labor market. And while over 80% of women over 15 years old from wealthier households perform paid work, less than 50% of women from poorer households do so. Economically unrecognized but time consuming activities, such as domestic work, water and wood chores, family rising and care, essentially (if not exclusively in some areas) involve women. In Chile, Bolivia, Peru, Ecuador and Colombia, women account for almost half of the agriculture workforce (Food and Agriculture Organization of the United Nations, 2009). However, women receive a lower share of products and revenue derived from their contribution to the economic activity as their incomes are way lower than men's. Moreover, men generally control the production sales and income. According to UNICEF (2007), it has been estimated that globally, women conduct 66% of work, produce 50% of the world's food, but receive only 10% of revenues and own only 1% of property.

Notwithstanding, the informal sectors of the economy, characterized by low or inexistent remuneration, absence of a contract and social protection, are mainly represented by female workforce (figure 9).

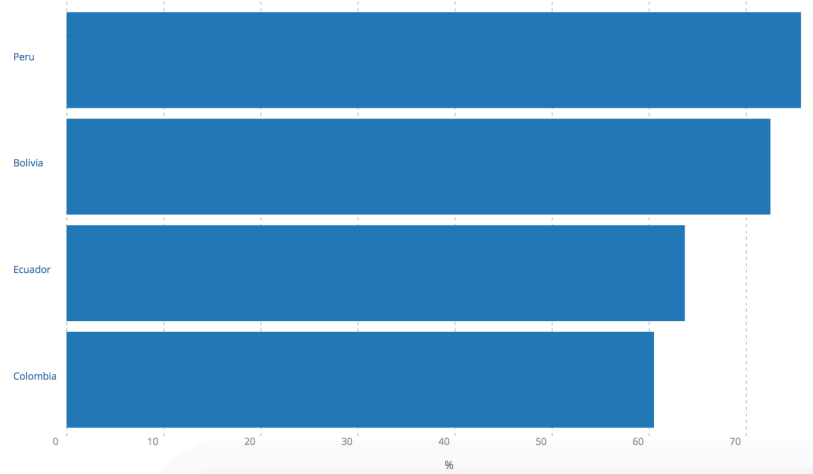


FIGURE 9. Female informal employment (% of total non-agricultural employment) in 2009 (The World Bank, 2010)

As a matter of fact, women are more exposed to economic changes, have more probability to fall into poverty and so be in vulnerable employment situations, associated to high precariousness levels. Women are particularly vulnerable to economic crisis' effects (figure 10). The recent economic crisis disproportionately affected women's employment, as women suffered about 70% of all dismissals.

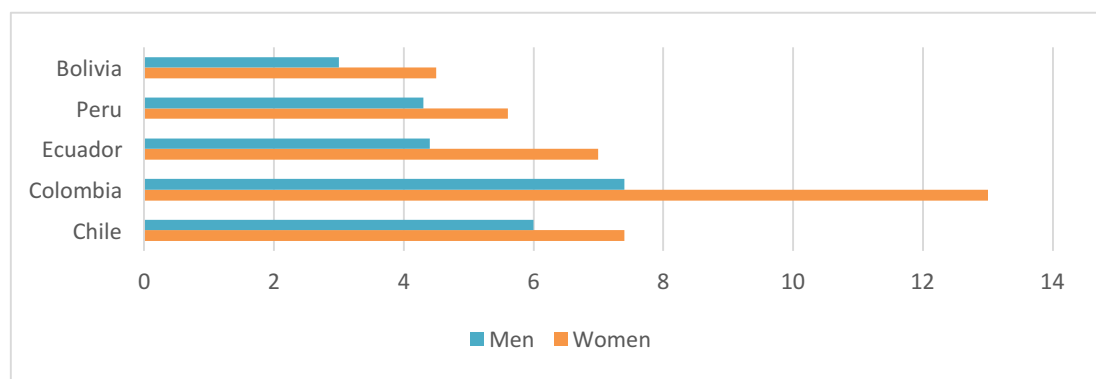


FIGURE 10. Percentage of unemployed people out of overall labor force in 2016 (modeled ILO estimate) (The World Bank, 2017)

According to Lawrence Jeff Johnson, head of the ILO Global Employment Trends Unit, workers who lose their jobs "do not have access to social protection schemes. Instead of becoming unemployed, they often accept various forms of employment, working on their own or collaborating with family businesses" becoming informal workers. South America has the highest rate of informal workers in the world. Informal labor represents a higher

part of total female employment than it does for total male employment and its quality is lower for women than for men.

Informal market does not only represent underground market as many would think. In fact, in South America, most of the informal workers are street vendors. Street vending is one of the main activities performed by informal female workers. As the establishment costs are low and the working hours flexible, street vending is an appealing, and sometimes the only opportunity for women who desire to work. Thousands of them operate in cities like Santiago, Valparaiso, La Paz, Sucre, Lima, Trujillo, Guayaquil, Quito, Bogota or Medellin on sidewalks and public spaces, on major regional public transportation trunk roads and bus stops, selling everything from fruits, vegetables, live animals, prepared food, tooth brushes to electronic equipment (picture 7 and 8).



PICTURE 7 & 8. Female street vendors in La Paz, Bolivia and Cartagena, Colombia (Chauvin, 2016)

Not all street vendors work informally, but most do. Informal workers' means are usually legal but are based on illegal methods as they are not complying with legal regulations, nor labor standards and do not pay taxes. Most of the time, informal workers do not work informally by choice but by default as they do not dispose of necessary support,

information and finances for formal professional insertion. Moreover, female street vendors tend to earn less than male street vendors, as they are more likely to work in unsafe and/or illegal places, to sell less cost-effective products and services, to generate fewer sales volumes and to work as commission merchants within a street sellers' network.

In Peru and Bolivia, in 2009, over 70% of women participating in the labor market were working informally, meaning they did not benefit from social security, annual leave, maternity leave, breastfeeding leave, health coverage or contribute to retirement pensions.

On the other hand, women's participation in labor formal market is affected by two types of segmentation. Horizontal segmentation refers to women concentrating on specific business fields, such as education, domestic service, and health and social services, as they appear to not work indiscriminately in any sector. Women are still intensely represented in low-productivity sectors in South America. Vertical segmentation involves a different access to titles and positions according to gender. Women mainly work in low or medium level jobs, and have less access to executive, high responsibility positions (figure 11 and 12). According to Heilman and Parks-Stamm (2007), the obstacles to their promotion are not about their abilities, but lie in unconscious bias and stereotypes, responsible for decision makers to have wrong perceptions and condition evaluations. Due to the same socio-cultural factors, women tend to credit their success to external factors and not to themselves and their own capacities and achievements, as men do. Therefore, women have more difficulties than men negotiating their salary, working conditions and promotions.

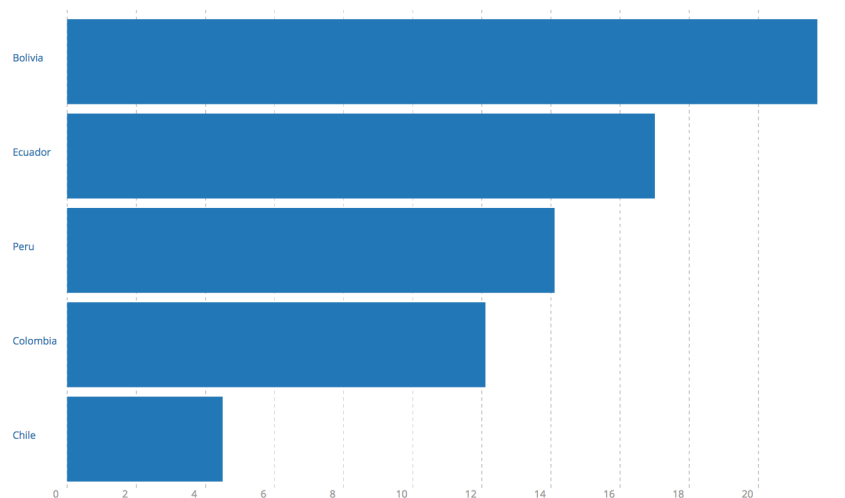


FIGURE 11. Percentage of firms with female top managers in 2010 (The World Bank, 2011)

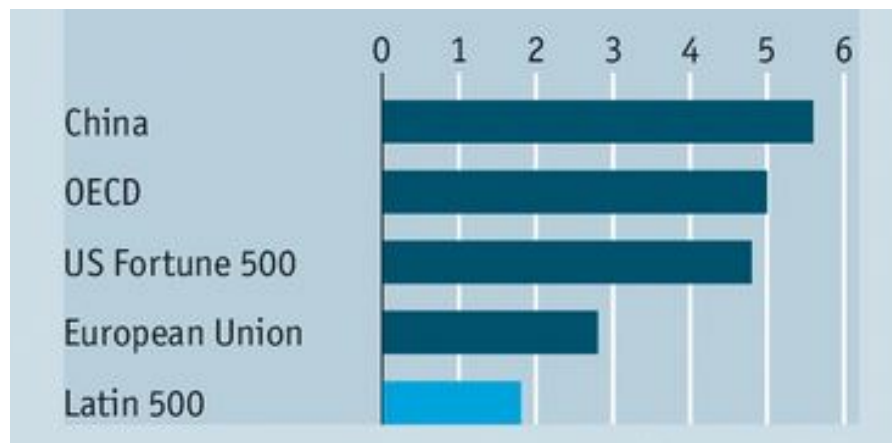


FIGURE 12. Women CEOs of public listed companies, 2014 (The Economist, 2015)

Relevant differences between men and women are also observed in terms of paid work hours and part-time jobs (Table 1 and figure 13). Women's increasing participation in part-time work and career disruption exposes them to bigger risks to fall into poverty at an advanced age. There is also a significant wage gap between men and women, even within the same occupations, and even when characteristics such as education are individually taken into account. Rocio Felix confirms:

For a common job, women and men do not always receive the same salary.

If in Chile and Ecuador the gender gap in monthly labor income has reduced between 2000 and 2010, it is not the case for Colombia, Bolivia and Peru where the gap is growing.

TABLE 1. Wage equality for similar work, 2016 (The Global Gender Gap Report 2016, World Economic Forum)

COUNTRY	RANK (out of 144 countries)	SCORE (0,00 = imparity 1,00 = parity)
CHILE	133	0,482
COLOMBIA	102	0,576
ECUADOR	91	0,604
BOLIVIA	132	0,489
PERU	131	0,490

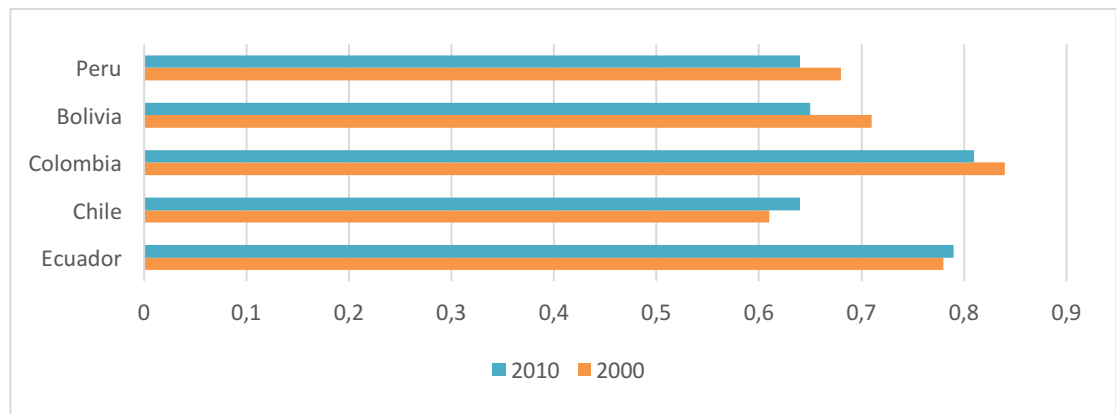


FIGURE 13. Gross gap in labor market earnings between men and women (aged 15-64) (2000, 2010) (SEDLAC, 2011)

Nicole Lopez shared her experience about gender pay gap and access to decision-taking positions:

Within the professional framework, I have felt discriminated many times. During my first official job after my studies, in 2014, my male co-workers had a higher salary than I and my female co-workers did. At the beginning, we did earn the same, but my male co-workers salary was getting higher and higher. During my second job, in 2016, the gap was unbelievable! I was working as project manager, I was in charge of everything, I was working more hours than my co-workers and so my boss promised me a promotion within the following months. He said he would increase my salary and said “if I get promoted, you get promoted with me”. Four month later, after regularly insisting about my promotion, my boss denied everything. He refused to promote me for being a woman. He told me he would never work with women again, as women are never satisfied with the great things they already have and always want more. He judged me for my gender and not for my abilities. I stayed two months more and quitted the job.

This wage gap, although relatively small at a young age, increases abruptly during the years of childbearing and childcare. Motherhood can be considered as “penalized”. According to Nicole Lopez:

Companies do not want to hire women with childbearing potential, they cost too much money. If they hire a women and she gets pregnant, she will have to be away from work for long time and will receive salary anyways. There aren't enough policies and regulations defending women and obliging

companies to hire 50% men 50% women. That's why companies just prefer hiring men, it's easier for them.

Catalina Torres adds:

I have noticed women even discriminate each others, their own equivalents. For instance when a women gets pregnant, other women at work judge and criticize why she did so, when she did so, how will she be able to continue with work afterwards, her productivity will decrease as she will have a family etc..

Furthermore, unsatisfied basic needs and lack of rights, limit women's to get insert in the formal labor market, but also to become entrepreneurs (figure 14). Currently, 5 out of 10 South American women are "entrepreneurs". However, it is necessary to identify and differentiate at least two types of "entrepreneurship". There is "high impact" entrepreneurship, usually corresponding to the execution of good business opportunities and creation of new companies, quality jobs and open markets, that can potentially boost growth, innovation and consolidating industries. On an other hand, there is "self-employment" entrepreneurship, part of informal labor market, responding to a necessity in an employability crisis context, encouraging precarious circumstances regarding income, working days, regulations and social security. Most women entrepreneurs from the Andean region belong to the second category "entrepreneurs" (figure 15). Moreover, studies show most of female entrepreneurs manage small companies. Women represent only 5% of large-size company owners, 12% of medium-size, 24% of small companies and 32% of micro-enterprises. Most of the micro-enterprises are in informal situation.

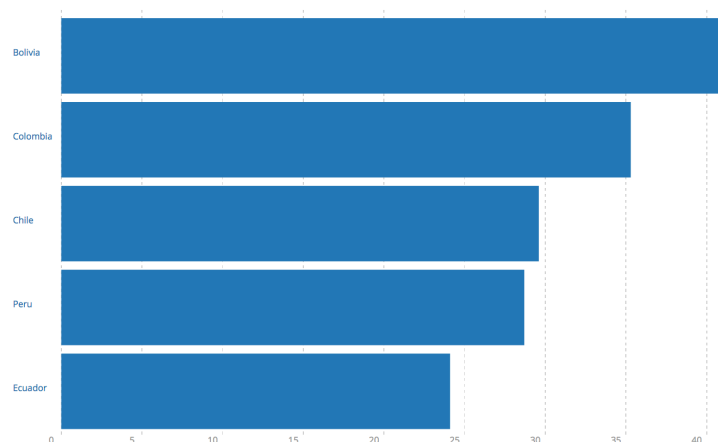


FIGURE 14. Percentage of firms with female participation in ownership in 2010 (The World Bank, 2011)

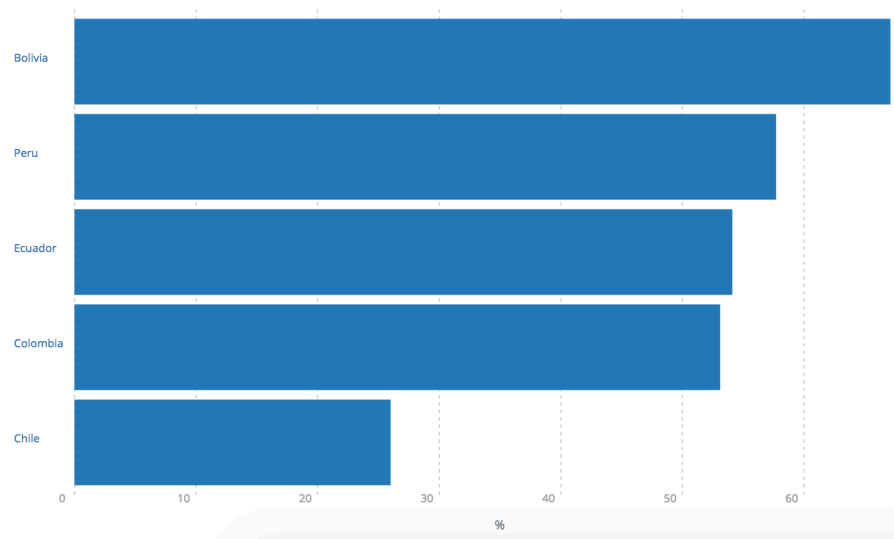


FIGURE 15. Percentage of self-employed women out of the overall working female population in 2011 (The World Bank, 2012)

3.2 A relatively good decade for South American Women, a turning point?

During South America's post-dictatorship and conflict democratic systems' recovery and deepening process, feminist movements played an undeniable role. Women's actions have been deployed in different ways in the region's countries; with force in some, gingerly in others. Step by step actions matured and became organized practices.

According to United Nations report, the continent has achieved parity in terms of primary school education level, while in secondary and tertiary levels the gap is favorable to girls. Moreover, there is an increase of female participation in labor markets (figure 16) together with "greater security" policies for women, additionally to other policies concerning women's inclusion in productive initiatives, equal access to land, health, education among others. The increase in female labor participation has been greater among low-income women (figure 17). Bolivia is ranked 30th out of 135 countries, in terms of gender gap reduction, according to the World Economic Forum's index. Its gender gap has greatly reduced, as it diminished by 73% in 2013, compared to 63% in 2006.

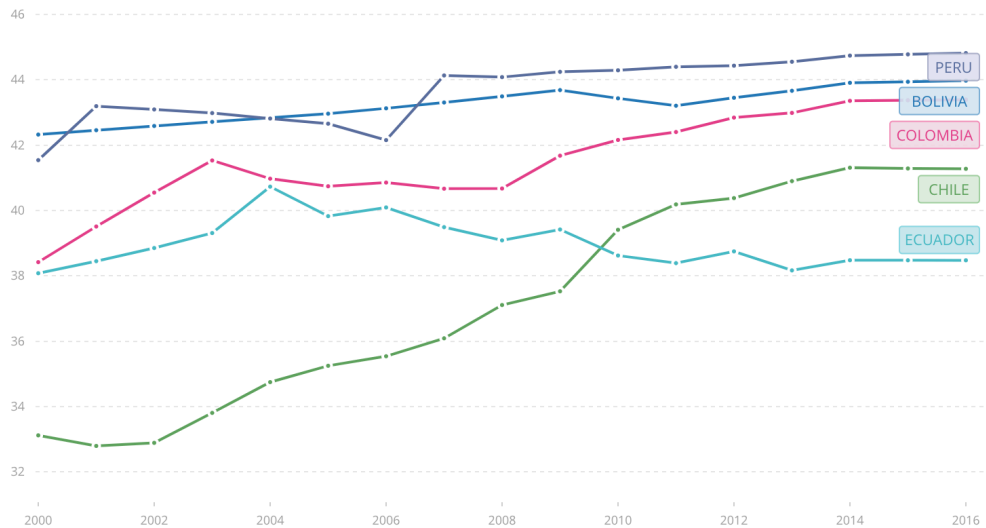


FIGURE 16. Percentage of women in total labor force since 2000 (The World Bank, 2017)

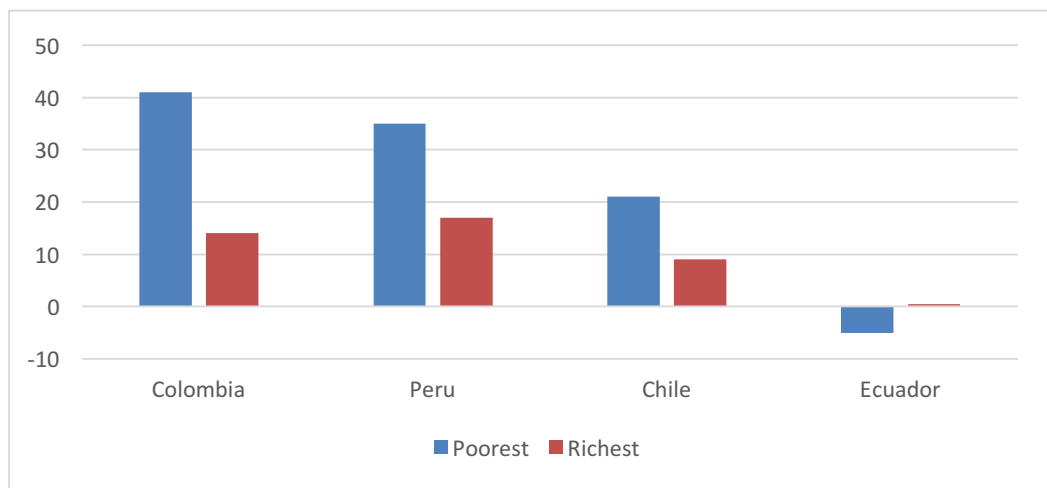


FIGURE 17. More low-income women were entering the labor force compared to high-income women (2000 to 2010) (Azevedo et al. (2012))

The interview I carried out also showed interviewed women’s positive opinion on recent changes. Laura Thomas states:

I feel Colombia has changed. Women used to be treated as housewives and nothing else. Modern women aspire to more than just having a family and educating her kids while cooking and cleaning. Women are becoming more independent and hard-working. We have access to more opportunities and to more female models with success stories. But limits remain. We have the

capacity, but we are not empowered enough. Still, things have changed and continue changing. Women start to have personal objectives.

Moreover, women are beginning to receiving more support from institutions and governments in case of domestic violence. Indeed, violence against women still is a mayor problem in the region, where women’s role is minimized and sexualized. Marcela Huaita Alegre, minister for Women in Peru declared during a conference aiming to evaluate the status of advances against violence, in Lima, in October 2015 that 36% of women in the Andes region suffer either of physical and/or psychological violence at home. Peru leads the 4 other countries with a percentage of 38%. Moreover, seven out of ten women declare to have already been victims of psychological, physical or sexual violence. The statistics remain high, but incentives are taking place to raise awareness and mentalities are beginning to evolve and change towards gender violence refusal.

A “feminist” movement called “Ni Una Menos” (Not One Less), formed in 2015 and protesting against femicides and more generally against all kinds of gender-based violence. became very popular in the entire continent (picture 9).



PICTURE 9. “Ni Una Menos” protests in 2016 in Lima, Bogotá, La Paz and Santiago (NiUnaMenos.com, 2016)

Indeed, since the region has experienced advances in terms of female participation in labor, women's place in the society, but also in politics. Women's empowerment is slowly increasing and if women still remain their household's main pillars, their role in the economic and political sphere is growing.

Lately, women in Latin America have had the opportunity to stand out thanks to the emergence of progressive governments, which have managed, through their public policies, to increase women's insertion, integration and inclusion in roles considered by a society made by and for men. Various laws have been implemented to support women's participation in the political sphere, to reduce gender violence and foster gender equality. Women have accessed governmental positions at an exceptional rate, regardless of political affiliation and have acquired tools to speak up and gained self-confidence in expressing their opinions and carrying out their projects. Women have reflected their strength to perform equal work as a man, for instance in the army, demonstrating their perseverance and abilities. Hence, a significant change is noticeable in women's presence in decision-making positions. South America is one of the continents where the most outstanding progress is observed, exceeding developed countries' performance, with 24,5% of women in their national parliaments (United Nations, 2013).

Furthermore, women have recently gained enough confidence to present their candidacies for Presidency in their countries, some of them even getting elected. It is the case of Michelle Bachelet. Bachelet won the Presidential elections in Chile in 2006, thereupon becoming the first Chilean female president (picture 10). She got named as UN WOMEN executive director as her mandate ended in 2010; a position she held until March 2013, when she decided to candidate for Presidential Elections again. She is currently completing her second mandate. Contrary to previous South American female presidents, Michelle Bachelet was the first woman to get elected as President of her country through her own merit and without the help of a wide political network. Also, electoral analysis have demonstrated that her election was decisively influenced by female vote, that is, majority of Chilean women voted for her. Before being elected as President, she performed twice as minister. As Minister of Health, one of her most controversial decisions was to provide the postcoital pill free of charge to women who had been sexually assaulted. Bachelet highlighted in her electoral program her commitment to gender equity promoting human rights and implementing positive discrimination measures.



PICTURE 10. Michelle Bachelet, President of the Chilean Republic from 2006-2010 and since 2014 (Ordenes, 2015)

Recent South American governments have already been expressing their opinion and aim to reduce their country's gender gaps for sometime. According to the Gender Equality in Latin America and Caribbean Observatory's 2011 Report, "the governments of Evo Morales in Bolivia, Michelle Bachelet in Chile, Rafael Correa" (2007-2017) "in Ecuador and Alan García (2006-2011) in Peru, among others, defined gender parity as an explicit objective "(OIG 2011). In 2007, Rafael Correa named Guadalupe Larriva as Ecuador's first female Defense Minister. Unfortunately, she did not remain for long as she died in a helicopter crash few weeks later. Rafael Correa however, intentionally replaced her by another political women, Lorena Escudero. Gabriela Rivadeneira is another Andean women, from Ecuador, to have achieved great political projects. She became President of Ecuador's National Assembly in May 2013 and remained in office until May 2017.

Regarding ministerial cabinets' composition, an analysis of MIMP's report reveals that women ministers in the Andes region, make up an average of 30,52%, a significant progress (table 2). As a matter of fact, back in the 1990's, female ministers in the region barely represented 9% (Buvinic and Roza, 2004). Some countries in the region are also eager to increase their commitment to end political violence against women. Bolivia, for instance, has implemented laws against intimidation and attacks on women candidates and elected officials.

TABLE 2. Women in ministry cabinets in 2013 (El Ministerio de la Mujer y Poblaciones Vulnerables (MIMP) de Peru, 2014)

COUNTRY	WOMEN		MEN		TOTAL
	NUMBER	%	NUMBER	%	
Bolivia	7	35	13	65	20
Chile	6	27,3	16	72,7	22
Colombia	5	31,3	11	68,8	16
Ecuador	6	22,2	21	77,8	27
Peru	7	36,8	12	63,2	19

Chile has implemented a fifty-fifty gender-parity cabinet while Bolivia requires a minimum of 30% of female candidates for all local and national elections. However, in Bolivia, the required 30% is mainly represented by elite, right-wing women, while women from indigenous communities and rural areas do not benefit from this measure to the same extent. Even by implementing some measures, the pace to achieve gender equality remains slow.

The main obstacle for women to access decision taking roles are the strong cultural beliefs in all segments of society, which cause discriminatory biases. That is why, positive actions generating sustainable and quick changes, combined together with solid measures and commitment, are essential to not only give equal opportunities regardless of gender but achieve women's complete insertion, integration and inclusion. Gender equity policies reshape the structural conditions that maintains and perpetuates prevailing inequities in society.

3.3 A major “opportunity window”

According to The United Nations Global Compact and The United Nations Development Fund for Women, women's empowerment represents a major opportunity in many aspects such as creating stronger economies, more stable and fair societies, achieving de-

velopment and sustainability goals, improving people's quality of life and generating organizational diversity. According to Satu Heschung (Appendix 3), Diversity & Inclusion Vice-President for Sodexo Group:

Today, we know empowering girls and women is the key to economic growth, political stability, and social transformation. Gender equality is core to the functioning of modern society. We need to enable women and girls to thrive alongside men and boys in order to improve public health, increase productivity and grow prosperity.

Growth, job creation and inclusion are closely related. Undeniably, ethical and moral reasoning point out why we should aim for the social, political, economical and cultural insertion, integration and inclusion of women and moreover young girls. Nonetheless, the very large proportion of women living in the Andean region, represents in itself a logical economical and social argument.

3.3.1 For regional growth

“At a moment when many South American economies are struggling, that's too good a dividend to pass up”, state Andres Cadena and Anu Madgavkar (2015) about South American women. According to McKinsey, over the last decade, Bolivia, Ecuador, Peru and Colombia have achieved the greatest annual growth within the continent. Furthermore, almost 80% of South America's Gross Domestic Product growth has been generated by demographic factors like growing populations rather than greater productivity. If populations are growing, offering more available labor force, an increase in women's participation would accentuate the phenomenon.

Indeed, future progress in regional development requires an increased female economic power. Proper development is impossible while ignoring half of the region's population. Over time, demographical settings evolve and become less favorable, having repercussion on the productive part of the population. At the same time, last years' socio-economic progress will experience insecurity. Indeed, when analyzing the demographical parameters, it is noticeable that the region's fertility rate is significantly declining (figure 18). Moreover, improvements concerning life expectancy are registered and so the population's demographic structure has undergone change, involving variations in the current and future consumption, productivity contribution and proportion of available human

capital. For these reasons, it is essential for South American countries to bolster their labor pools by increasing available human capital's skills, but in first place, by increasing numbers and so raising women's opportunities.

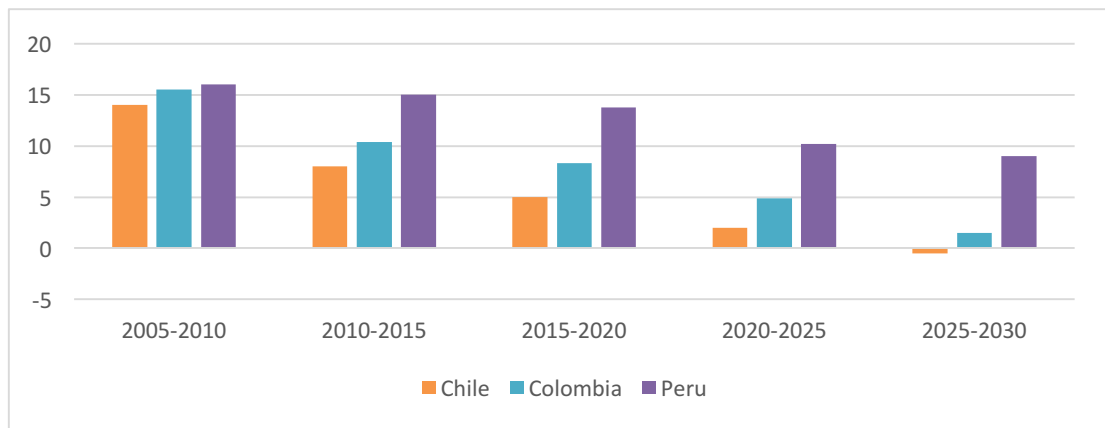


FIGURE 18. Working age population average growth per 1000 residents (working age defined as 15-59) (UN Economic Commission for Latin America and The Caribbean (ECLAC) data and forecasts, 2010)

While growth and empowerment are necessary to provide women with the opportunities they have the right to, deserve and need; women's participation in the labor market is also part of the growth and stability equation. Empowering women is a major asset for South American economy, as fairer parity increases productivity. According to institutions including OECD and The World Bank (2016), raising productivity in Chile, Peru, Bolivia, Ecuador and Colombia is crucial. In rapidly aging economies, greater participation of women in labor force can stimulate growth by reducing the impact of labor shortages. For developing countries such as Chile, Bolivia, Peru, Ecuador, Colombia, more opportunities for women helps them to get inserted, integrated and included, which is a pillar to public development policies and an invaluable factor for economic growth. Economic growth enables improvement for women's disadvantageous conditions. As a matter of fact, South America's economic boom at the beginning of the century happened following the insertion of millions of women into the labor market. The continent's potential is too big to not be exploited.

Empowering women would also allow better living conditions, benefiting to future generations. Empowering young girls and women is a smart investment encouraging inclusive growth. Improving women's opportunities to properly earn and control their own

incomes, could contribute to an even broader economic development. For instance, women are more likely to invest a greater proportion than men, of their overall family income, in their children's education, which could activate a virtuous circle and lead educated woman to become a reference model, the new female "traditional" role (Aguirre, 2012). Moreover, equal access to supply would increase women-owned companies productivity. Blackden and Hallward-Driemeier have determined that the productivity differences between men and women owned enterprises, are mainly due to an unequal access to productive inputs. Equal access to productive resources would reduce productivity disparities and significantly increase the region's productivity.

On an other hand, women in South America have played an important role in reducing poverty in the continent. Moreover, women's increased engagement in regional labor markets, has been critical to the regional Gini coefficient average's fall by almost a third during the last decade. Indeed, empowering women is an asset to overcome poverty. According to CARE, "increased, and better targeted, investments in women and girls will advance the effort to end global poverty".

According to estimations, closing the gender gap in the labor market, would generate a GDP growth of 2.6 trillion USD, that is to say a 34% growth. The world's largest ever seen emerging market is right in front of our eyes: today's women (figure 19).

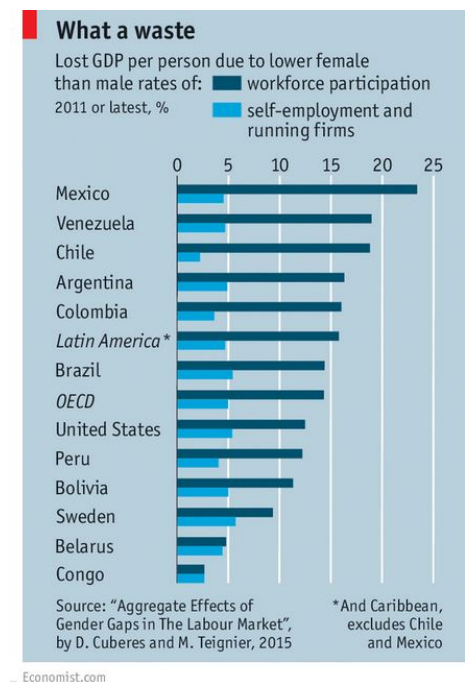


FIGURE 19. Lost GDP per person due to women's low professional insertion, 2015 (The Economist, 2015)

If gender inequity involves dispensing with the important contribution women could bring to the economy, it also suggests losing the benefits brought by all the global efforts made on the investment for girls' and women's education and a loss of resources. Indeed, studies have proven the existence of a large number of educated but inactive women. By harnessing talent, it is possible to ensure equal opportunities for men and women to contribute to their family, their community, their workplace and to the society, generated simultaneously general well-being for all.

3.3.2 Fostering companies' performance, through employee diversity

A growing amount of companies of all sizes, are implementing diversity and inclusion policies with the aim to create an environment where differences are not only accepted but sought. Men, women, people with physical and/or mental disability, youngsters, seniors, people from disadvantaged neighborhoods, people from wealthy neighborhoods, LGBTQI people, people with different ethnicities and all the other minorities represent a significant pool of talent.

South American women represent a real opportunity as they have different perspectives, concerns and ideas for change. Greater gender diversity within companies' board members, results in better corporate administration, as it proposes a wider opinion and perspective range (Lord Davies, 2013). Without generalizing nor stereotyping, it can be considered all cultures and environments offer their women with distinct set of skills and valuable elements for companies. South America is broadly recognized for its culture of openness, relationship building and communication fluency. Moreover, according to the interviews realized during the months of August and September 2017, all interviewers qualify South American women as brave, hardworking, sensitive, protective, supportive, caring, cheerful, passionate and flexible. Leslie Gutierrez describes South American women as:

Women with a lot of character and mental strength. Despite the constant injustice, struggles they face and fight against everyday, women always remain happy and have a smile on their face.

Nicole Lopez states:

What characterizes South American women is their strong temperament, that never shuts, that claims. The strength we have to always stand up, always fight. These elements developed since we got conquered by Europe and Spain.

Women's employment on an equal footing, would allow companies to benefit and have access to a more diverse pool of available talent. A greater diversity of talents is an opportunity to boost performances. Indeed, these potential talents together with a better cultural approach and sensitivity to diversity can strengthen companies' ability to develop solutions and strategies to meet stakeholders' and customers' demands and expectations. Attracting, retaining, advancing and developing diverse talents makes companies stronger and more creative. Satu Heschung explains:

The composition of our teams needs to be diverse to understand and respond to needs and expectations of diverse clients and to be able to design and build the robust offers and solutions so that our clients can improve the quality of life of their employees.

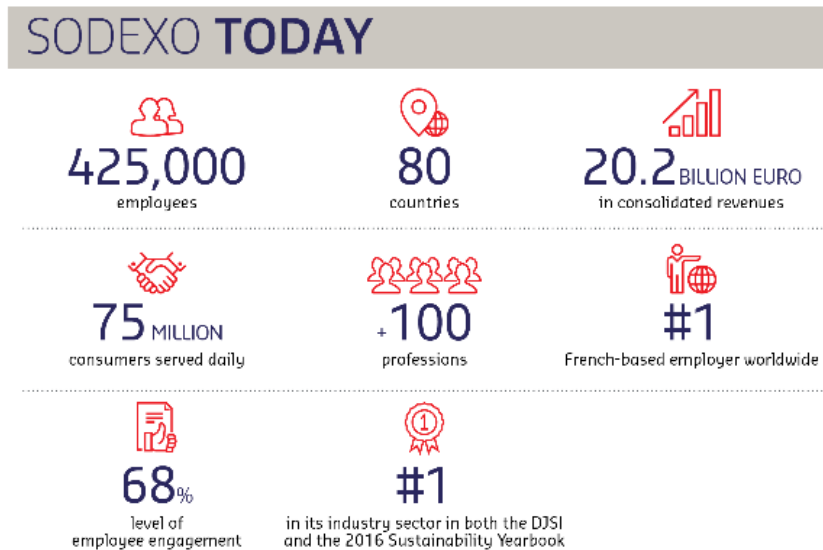
Diversity of teams results in more innovative, efficient and competitive companies. Moreover, today's world offers great professional mobility and a variety of communication channels enabling multicultural and diverse teams.

A cultural approach and a strong sensitivity to diversity is key to success. According to Satu Heschung:

Our world is dramatically changing, more than ever before. Today companies need to combine progress and purpose. In order to be a profitable and sustainable company, and while considering our impact, Sodexo aims to be a role model employer, Employer of Choice. To make this happen, we need to be socially responsible company, committed to improve Quality of life of our employees and the communities we serve.

Sodexo is one of the world's leader companies in B-to-B services (picture 11), also for its employee diversity. For the 9th year in a row, Sodexo has ranked in the Top 10 on DiversityInc's 2017 Top 50 Companies for Diversity. Sodexo's business strategy identifies diversity and inclusion training and development, as a key driver for attracting and

retaining the best available talents. The company displays a strong engagement in fostering inclusiveness in the workplace, which has resulted in better business performance, productivity and employee engagement.



PICTURE 11. Sodexo, leader in quality of life services (Sodexo, 2017)

Diversity & Inclusion is also linked to societal change. Regarding the importance of diversity in our societies and corporations, it is necessary to improve the world we live in and make a difference. To make the world more inclusive, is an essential part of Diversity & Inclusion work.

Satu Heschung states the clear benefits of women's empowerment:

When women are empowered they are given an opportunity to invest in their own, personal development. Women's economic equality is good for business. Companies greatly benefit from increasing leadership opportunities for women, which is shown to increase organizational effectiveness. It is estimated that companies with three or more women in senior management functions score higher in all dimensions of organizational effectiveness.

Indeed, research shows that female presence in directive boards and high management, decisive positions, leads companies to better business outcomes (OECD, 2012). Moreover, female executives are naturally better placed to answer women-dominated consumer markets' demand.

Moreover, Sodexo not only recognizes the necessity to empower South American women to have a wider pool of available talents for the company, but also intends empowering its present female workforce. Satu Heschung explains:

Sodexo is company of people, at the service of people. As Sodexo promises to improve quality of life of people, corporate responsibility lies at the core of everything we do. We want to have healthy and well balanced workforce, that bring their full potential to work. If women's empowerment promotes more educated and diverse talents to recruit from, it also enables women to bring their whole selves to work. Women's own, personal knowledge, skills and aspirations can only be put at the service of the organization if they [women] are empowered. When empowered, women have more possibilities to grow in the company, take leadership position and change the company's organizational culture. On a another hand, it is important to understand that when women work, they are not only "taking home a pay cheque". They become able to support their families, provide education and healthcare for their children [...] and acquire a status in society.

If Sodexo is a concrete example of benefits generated by its female workforce's and overall women's empowerment, the opportunity is equal to all companies. More South American women on the labor market means more possibility for companies to attract, develop and retain top talents. Promoting diversity within the company is essential for employee's performance and so, companies performance. Employee diversity allows companies to be socially responsible, and contributes to companies' image, brand and reputation.

3.4 Indigenous women, the most affected minority

Women's insertion, integration and inclusion becomes more complex issue when associated with ethnic inequity. Indigenous populations have been affected by discrimination to a wider extent ever since Europeans colonized the continent and indigenous communities' forced annexation to national states. Five centuries of colonization have resulted in a racist and discriminating South American society repressing native communities. Nevertheless, over 75% of the region's overall population admits having native origins. It is against this background that indigenous women experience gender-related human rights' violations such as outrages and offenses, forced sterilizations, deficient and poor

health services, contempt for traditional language, clothing and overall culture. The recent sociopolitical environment, characterized by greater democratic openness and recognition for South America's multiculturalism and multi-ethnicity has enabled an increasing access to information and analyzes of indigenous peoples' living conditions, exclusion situations and gaps with non-indigenous population, regarding education, health, housing, labor and revenues.

Today, out of Chile's, Bolivia's, Peru's, Ecuador's and Colombia's overall population, an average of 21,5% of people are considered as indigenous (picture 12), coming from various distinct indigenous communities with their own languages, cosmo-visions, modes of production, organization, etc. Fifty-nine percent of them are women, representing a significant part of the region's overall female population. Despite the progress made since the beginning of the XXI century, widely reducing poverty and increasing middle class population, the indigenous communities did not benefit from it to the same extent as non-indigenous women. According to the World Bank, native communities have 2,7 times more probability to live in extreme poverty conditions than women in general. Indeed, indigenous women are subject to be discriminated against for three distinct aspects: first of all, for being women, in second place for their ethnic and last but not least, for their social status. They tend to be more affected by poverty, and have a reduced access to opportunities, additionally to a real lack of recognition.



PICTURE 12. Percentage of indigenous population out of each country's overall population in the Andes region (CEPAL, 2010, modified)

Moreover, The Regional Human Cooperation Study Center carried out a study revealing 100% of indigenous women in Chile, Bolivia, Peru, Ecuador and Colombia feel discriminated against, compared to 75% for non-indigenous women. It has also been identified that indigenous women's discrimination originates outside of the native communities themselves, within a context of globalization where societies tend to aim for Western culture, generating a lack of recognition for native traditions and customs.

TABLE 3. People in poverty and indigence situation in 2002, 2009 and 2012 (CEPAL, 2013)

Country	2002		2009		2012	
	Poverty	Indigence	Poverty	Indigence	Poverty	Indigence
Bolivia	62,4	37,1	42,4	22,4	No data	No data
Chile	20,2	5,6	11,5	3,6	11,0	3,1
Colombia	49,7	17,8	37,3	12,3	34,2	10,7
Ecuador	49,0	19,4	37,1	14,2	32,4	10,1
Peru	54,7	24,4	31,3	9,8	27,8	6,3

The analyze of Table 3 shows the evident link between indigence and poverty. It could also advocate a rather successful decrease of poverty in all 5 countries over the last decades. Yet, eliminating poverty linked with indigence by reducing or eliminating indigence itself should not be considered as an appropriate long-term objective (United Nations, 2013). To efficiently reduce their vulnerabilities, United Nations reports suggest approaching indigenous issues through different angles strongly considering their vision, culture and identity. On the other hand, native communities are confronting new circumstances generated by global economy trends. Although a large majority of the region's indigenous families remain in rural sectors, in some areas environmental degradation, demographic pressure on both land and resources, innovation and technological changes together with other factors have engendered massive migrations towards urban sectors. Indeed, urban sectors offer greater possibilities for labor, security and stability (Stavenhagen, 1996). Currently, around 49% of the region's indigenous people live in the urban sector. However, the regional overview is not homogeneous and the percentage varies from one country to another. Countries like Colombia have a predominant part, nearly 70% of its native communities living in rural sectors, and others like Chile, have a 70%

living in the urban sectors. These migratory behaviors have strong social, economic and cultural repercussions (figure 20).

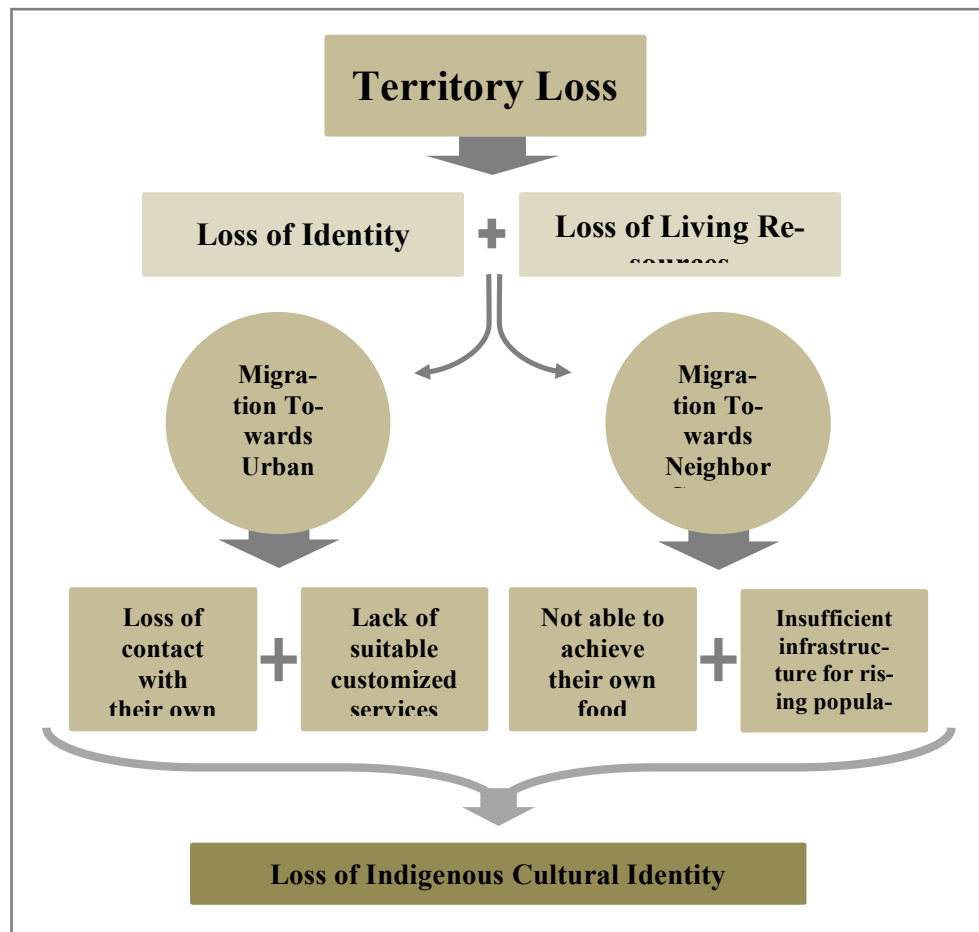


FIGURE 20. Consequences of indigenous migration (United Nations, 2010, modified)

According to the World Bank, indigenous people living in cities tend to live in less safe and less hygienic conditions than non-indigenous urban residents. However, it has been studied that indigenous people in cities have better access to basic services and market opportunities: probability to have access to electricity increases 1,5 times and access to drinkable water 1,7 times, compared to rural sector. Consequence on education is comparable. Presence in primary school is 1,6 times higher, secondary is 3,6 times higher and high school is 7,7 times greater, compared to those living in rural areas. Moreover, the amount of indigenous people with skilled and stable jobs can be up to three times lower than the non-indigenous population. According to social studies, it is more likely for indigenous women to work informally with low revenue and qualification.

Culturally correct practices such as early teen marriage, early school leaving, high numbers of children per women, high exposure to domestic violence, etc. do not stand in favor of gender equity within native communities. The lack of sexual education, due to sexual topics being taboos, results in difficulty for indigenous women to space their pregnancies. For instance, Bolivian indigenous women have an average fertility rate of 4.6, the whole region's average being at a rate of 2.5 children per women. Cultural and ethnic parameters have a stronger influence on fertility rates than the actual environment (urban or rural). Indeed, a study of Bolivia's distinct ethnic groups showed Quechua women have a fertility rate of 5.89 and Aymara women of 3.9. Accordingly, differences in reproductive behavior between Chilean Mapuche women, living urban and rural areas is very little, being 2.2 and 2.9 respectively. However, when cross-analyzing the gender and ethnicity data variables, positive evolution and potential opportunities are visible. Effective changes occur between indigenous men's and women's relationships, as a result of all cultures' evolving dynamics such as human rights' promotion as well as an increasing access to education and formal paid-work and increasing social and political female participation. In addition, there is a constant transformation in inter-ethnic relations with an increasing amount of inter-ethnic matrimonies, more networking, interrelation, communication and mix in professional, academic, cultural and political spaces between people with different ethnic backgrounds. Indigenous women have developed their political actions and influence, both locally and regionally which undoubtedly has reinforced their self-esteem, together with their rights and identity awareness. Last but not least, companies' demand, at a global level, for indigenous talents together with international indigenous movements, have enhanced cultural diversity valorization, together with a reassessment of indigenous cultural identity.

As stated by Ede Ijjasz-Vasquez (2015), Senior World Bank Director for Global Urban, Rural and Social Development and Resilience:

Including indigenous people in development policies and programs is not only important for reducing poverty, but is a process to increase their opportunity to be active members of society ... their inclusion is not only morally correct but is Economically appropriate for nations.

4 ACTIONS STIMULATING SOUTH AMERICAN WOMEN'S EMPOWERMENT

South America's fast and successful evolution towards development was encouraged by a proper evaluation of the benefits and opportunities mainly generated by globalization, open markets and free trade, together with inclusive growth policies. Yet, the current framework remains complicated, the economic context in full retraction suggests that insertion, integration, inclusion and cooperation opportunities should be built within an innovative, defensive and protective strategy, in order to keep intact the acquired bounds, connections and evolutions. Moreover, to improve the Andean Community's human capital potential, promotion of formal education, formal trainings and "learning by doing" methods is crucial. Yet, institutional change and renewal of the productive structures would optimize technology's benefits of productivity. Converting technological change into productivity increase, with the aim to increase working conditions flexibility, networking and workforce's competence pallet; requires multiple institutional changes for companies. Education, diversity, technology, policy adjustments and cultural exchange among others, will be key factors to empower South American women.

Women's empowerment is influenced by 3 major factors (picture 13). First by women's own aspirations and capabilities which is related to the environment that influences or dictates choices. The influencing environment depends on the daily interactions engaged.

Individual^{III}	Women themselves: their skills, knowledge, confidence and aspirations.
Structures	The societal and social structures within which women live, including but not limited to cultures, traditions, faiths and hierarchies based on social class, caste, ethnicity and gender.
Relations	The relationships through which women negotiate their lives, including those with husbands, children, siblings, parents, neighbors, and religious, government and other types of authority.

PICTURE 13. Key principles for women's empowerment (CARE.org, 2016)

According to CARE, a major global humanitarian agency focusing on women's empowerment for poverty reduction around the world, women's empowerment is "the sum total of changes needed for a woman to realize her full human rights: the combined effect of changes in her own aspirations and capabilities, the environment that influences or dictates her choices, and the interactions she engages in each day".

The interviews carried out on 27 women from Andean region displayed a genuine necessity to generate a cultural change, especially in terms of machismo. Moreover, other factors appeared. Nicole Lopez expressed her wish to receive more support from her family, companies and government in terms of labor and private sphere. Rocio Felix expressed women's necessity to receive higher quality education and healthcare services in order to access higher empowerment levels.

4.1 Generating cultural change

One of the most challenging obstacles for women's empowerment is to overcome some ethical and cultural aspects of South American society and succeed to generate a behavioral change. Habits, values and beliefs are strongly rooted in the South American culture. According to Danae Diaz:

Our culture is part of our society. South Americans have not changed their vision and opinion on women's status. According to our society men are more than women. They are more powerful. They lock up women in a box dictating them they should get married, have kids, be at home, a small circle of friends and be happy with it. Women won't empower if this does not change.

Behavioral change involves adapting mentalities, a complicated and lasting operation. But as with all living systems, a change in one single element also generates mutation on other features. Culture is not fixed, it is built around an interactive process between two active agents: a symbolic system and the individual. Factors helping to reduce inequities, and so to empower South American women, are mainly possible and existing through the globalization process our world is currently living. As defined in Daniel Fleutôt's analysis, in order to achieve development and reduce gender gaps, "it is necessary to adopt the Western model as, cultural globalization participates (...) in bringing people together (...) at the cost of cultural identity loss".

Globalization often refers to Western growth and development models' diffusion and does not take into account the preservation of local cultures. Newly industrialized countries' progresses in terms of growth, development, reduction of inequities and women's empowerment encourages other countries to follow the same scheme, structured and based on the Western development model, in line with the so-called World System and Development theories. According to Susie Jolly (2002):

People working in Gender and Development (GAD) are sometimes accused of being 'western', no matter where they come from. Those advocating changes in gender relations are seen as interfering with other people's cultures, or betraying their own. At the same time, ideas in development are disproportionately influenced by the richer countries, whether these ideas are about what good gender relations might be (GAD), how economies should be run (structural adjustment), what is considered 'good' governance, or what counts as human rights. However, even those efforts to increase gender equality which are guided by local priorities, are discredited by being labelled 'western' and being treated as an imposition from outside.

Moreover, sociologists agree and insist on economists' tendency to neglect the cultural dimension of development processes and economic strategies. Indeed, all systems are related and taking into consideration all agents generates beneficial information and results. Therefore, economists are expected to heed the relation between cultural and economic-social settings.

Reducing inequities and empowering women from the Andean community, should not generate, in long-term, the loss of their cultural identity. Losing local cultures would result in a less diverse world (picture 14). However, cultural globalization does not systematically lead to cultural identity loss. On one hand, "imported" cultural traits can merge together with the original cultural traits. Indeed, drinking Coca-Cola, eating at McDonald's, listening to Beyoncé, wearing Nike sneakers or using social medias like Facebook, does not necessarily erase original cultural traits. On the other hand, emerging and mixing cultures can lead to cultural enrichment. The "imported" cultural model can be assimilated and integrated by the receiving society, into its original cultural model. New cultural inputs enrich and promote the original cultural model's evolution, but it does not auto-

matically lead to cultural uniformity. Moreover, cultural identity loss and social disorganization can generate concern, and provoke resistance movements. Among the new social movements created by globalization, actions and initiatives have been flourishing with the aim to preserve regional languages and dialects, ancient knowledge, territories. It is for instance the case of women from Quechua communities in Peru and Chile, who fight for their children's bilingual education (in both Quechua and Spanish language) in public schools. In other terms, actions to empower Andean region's women need to be properly assessed in order to not stomp out their cultural identity and knowledge, one of their main assets in a global world seeking diverse talents.



PICTURE 14. Equality should not mean homogeneity (Steen, 2013)

4.1.1 Factors for cultural change

The contact between two or more distinct cultures and societies generate cultural change and social shifts through cultural diffusion and acculturation processes. Both processes are unavoidable and happen naturally in today's globalized world. Cultural diffusion can be defined as "the spread of a cultural item from its place of origin to other places" (Titiev 1959:446). A more general definition describes diffusion as "the process by which discrete culture traits are transferred from one society to another, through migration, trade, war, or other contact" (Winthrop 1991:82). Three main factors can generate cultural change (figure 21).

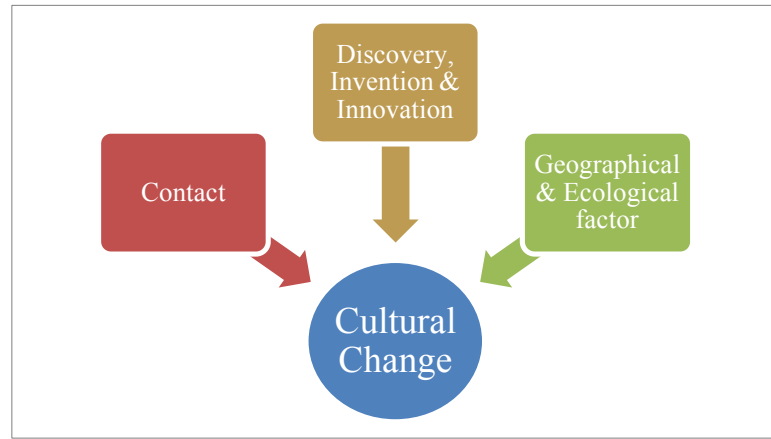


FIGURE 21. Cultural change factors (Chauvin, 2017)

According to Catalina Torres:

We [South Americans] should be able to take the positive elements of outside cultures and keep our own positive elements. We should generate an optimized mix of cultures. Especially when taking into consideration South American women have a relatively good opinion and relation with global tendencies as they have permitted us to see what were the issues in our culture and continent. Global tendencies have allowed us to become conscious of our discrimination.

Discoveries, inventions and innovations are tools for social and cultural change. Discovery refers to “the finding of new knowledge within an existing sphere” (O’Neil, 2006). Generally, in this context, discovery refers to a new understanding of a certain behavior. Invention is the creation of new device, concept or process and can be technological or ideological. Technological inventions include new tools, changes in production technology, energy sources, and means of transportation as well as more trivial and transient elements such as clothing style, language, music etc. New discoveries often lead to new inventions by people. Geographical and ecological factor is a physical determinant. Change in a society’s physical features automatically generate cultural change through a change in habits and way of living. Physical determinants can generate very quick changes because of environmental disasters such as tornadoes, fires, volcano eruptions, earthquakes etc.; or slow changes due to pollution, garbage disposal needs, greenhouse effect etc. Cultural change is necessary for South American women’s empowerment as strongly rooted values such as machismo prevent women to have a full control on their lives. But promoting cultural change also produces risks such as cultural identity loss.

4.1.2 Indigenous knowledge systems erosion

Globalization is a multi-facial process influencing all social groups and actors, including indigenous communities and so, indigenous women. Depending on how all the agents deal with the economic, social and cultural globalization, it can generate opportunities for indigenous women's empowerment; but can also be a threat we should be aware of.

Indigenous communities have developed their own culture and connection with natural resources, practical knowledge of environment, diversified economic strategies, combination of self-consumption and market production, land, water and forest management. All these elements represent important elements to sustain through globalization (Enrique Leff, 2002). If indigenous women and men have common ancient knowledge, they also have their own roles and tasks, proper to their gender, pointing why it is important to empower indigenous women in particular. According to Sergio Cayuqueo (2006), "Knowledge refers to "the way of expressing or interpreting reality in a given society", and is a concept reflecting ideas, values, and interests of people, therefore it is socially constructed." Therefore, indigenous knowledge refers to the knowledge associated or acquired by ancestors. Indigenous knowledge is characterized by its oral transmission, recognition of diversity of cultures and knowledge, collaborative dimension, value for collective formation (meaning knowledge is not owned by only one or a few people), union of rational and spiritual and uniform distribution of information and knowledge.

Indigenous knowledge is confronting major challenges, due to globalization, such as differentiation, a process of disintegration, the appropriation of socially generated knowledge (through patents, intellectual property registers, which recognize only individual and private rights) and of biodiversity and standardization of diversity. For having as examples the most industrialized and developed countries in terms of technology, science, commerce and communications, indigenous women are losing their identity. No space is left for other cultures not following the generalized model. Indeed, globalization process has accelerated the evolution and increased communication and so information flows and exchanges of knowledge. But indigenous knowledge is preserved in distinct ways and is not inclined to new information sharing methods to the same extent. Indigenous knowledge is expressed through various ways: stories, songs, folklore, proverbs, dances, myths, cultural values, beliefs, rituals, laws, languages and dialects, agriculture, equipment, materials, animal and plant species. Indigenous knowledge is communicated orally. However, last years have marked a change as awareness is raised about the value

of indigenous knowledge as indigenous knowledge systems, biodiversity and cultural diversity are jeopardized with extinction. If some knowledge is naturally vanishing because of changes and adaptation, the process has been accelerating lately due to fast population growth, international markets' expansion, academic systems, environmental deterioration and development processes, fostering modernization and cultural homogenization.

Empowering indigenous women should not result in the loss of their knowledge system and cultural identity. If cultural change is required to empower women, it should be monitored and coordinated in a proper way. In a world valuing diversity, indigenous women can not empower if their differences are not respected.

4.1.3 A risk of cultural assimilation instead of acculturation

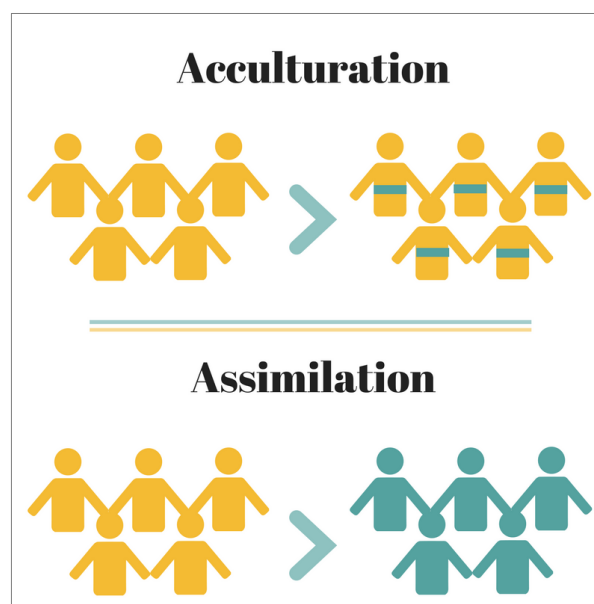
Another possible consequence generated by women's empowerment through cultural change is cultural assimilation. Indeed, cultural change does not only affect indigenous women and their knowledge, but the overall female population of the Andean region. Acculturation and assimilation usually refer to immigrants and the cultural processes they go through when arriving in a new country, but they can also be used when a culture is so strong it spreads across borders. It is what currently happens through globalization.

Some social and cultural aspects of South American society, such as marianismo and machismo, are seen as incompatible with gender gap reduction and so with the capitalist development model. Acculturation and assimilation both refer to cross-cultural effects on naturally multi-ethnic and multi-cultural societies. As described by sociologist Jean Piaget (1936), "assimilation is a broader concept and refers to the manner in which people take new information". When there is a process of acculturation, people preserve their original culture while adapting it with features from other cultures. Acculturation is a result of cross-cultural influences and is an inevitable process when reducing inequities and gender gap through development methods. Acculturation process has many possible effects and consequences as cultural assimilation, rejection, integration, and marginalization. When there is an assimilation process, people adapt and adopt another culture while losing all traits and elements of their original culture. Acculturation, in the case of South American women's empowerment, is a positive process. As a matter of fact, if South American women pick up elements from Western culture or more generally, from any

other culture, they will gain assets for working in global companies or gain confidence and motivation to achieve their personal life projects. Acculturation of South American men would facilitate women's empowerment as they would increasingly support and facilitate their female relatives' decision-taking and emancipation. Acculturation process is already going on, but needs to be boosted, monitored and optimized.

Intercultural and international communication is the key for cultural preservation. Local cultures are in danger of extinction and actions must be taken. Raising awareness and understanding the origins and processes of cultural assimilation threat, are essential to address and resist it. Yet, in general terms, South American women are very attached to their culture and traditions. Moreover, a rejection of reality is still very common. As observed through the carried-out interviews, many South American women still consider being a woman in South America is not a discriminative situation. Indeed, the strong cultural environment they live in does not permit them to become conscious of their situation, which some of them see as "normal". Therefore, cultural assimilation is a potential long-term consequence (picture 23), if gender gap reduction is not properly monitored. Indeed, Rocio Felix says:

In South America, we value a lot our origins, roots, cultural heritage. We do our best to conserve our traditions. But in countries like Chile for instance, which are more developed than my country, Peru, they lose contact with their origins. We have to take care to not over copy Western cultures.

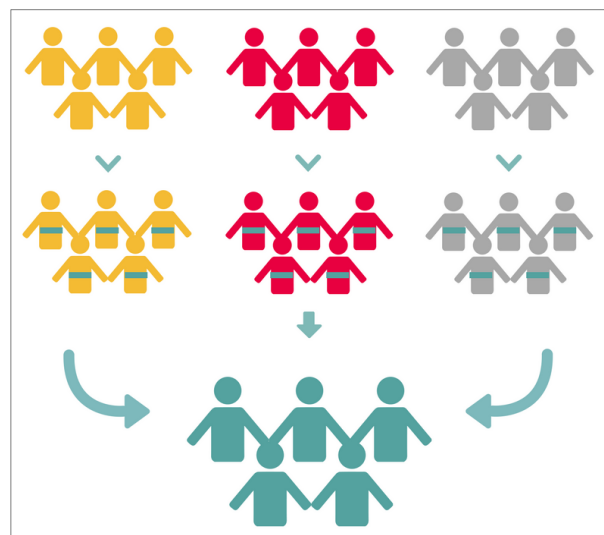


PICTURE 23. Difference between acculturation and assimilation (Chauvin, 2017)

4.1.4 Towards a cultural globalization

Globalization has intensified connections between people with diverse backgrounds and has led to the emergence of a global culture. Borders between countries are fading away and an interconnected world with interconnected markets has been establishing itself during the last century, contributing to peoples' conciliation and reduction of gaps. This process can generate the dissolution of regional and national cultures and behaviors, which determine cultural identities. Indeed, developing countries tend to follow Western models, aiming growth, development and reduction of inequities; thus rejecting their cultural identity.

If acculturation can lead to cultural assimilation, cultural assimilation by various groups and communities can lead to cultural globalization and threaten cultural diversity, a major feature for women's empowerment (picture 24).



PICTURE 24. Process of cultural globalization (Chauvin, 2017)

Yet, ethnologists state that “mankind is a machine producing diversity and identity”. Indeed, an erosion of local cultures is happening, but simultaneously, globalization engenders remarkable opportunities, one of them being women's empowerment. It allows a better understanding of diversity, reducing stereotyping and gaps, and promoting “messagerie”; a greater capacity to communicate and greater access to cultural products and information such as art, education, entertainment, medias. Medias play an important role as they have a very strong impact on a growing part of world's population. They also happen to be the main agents contributing to cultural globalization. Globalized media

represents a virtual space determining codes, trends, lifestyles, models, heroes, beliefs, dreams etc.; and has, very often, more influence and impact on people than their close acquaintances do.

Still, no doubt exists on the positive impact and opportunities brought by globalization for South American women's empowerment, having a direct influence on quality of education, employment opportunities, social insertion, political influence and, largely, promoting the existence, possibility and accessibility to become a "self-made woman".

4.2 Reducing informality

As seen previously, a significant part of South American women do not insert and integrate the formal markets as they perform informal work. Despite many political strategies, informal sector in South America continues its ascension, involving an enormous part of potential female workforce. Therefore, it is necessary to adopt new strategies focusing on the sources and origins of informal sector rather than on its consequences.

Informality is a consequence of regulations establishment and implementation. According to ILO, to reduce informality it is essential implement a formalization process aiming to formalize informal economic units -by incorporating informal companies, monitoring existing companies' respect of labor rights and social security obligations, registering cooperatives and simplifying registration and taxation procedures, among other possible operations; formalize informal employment -by extending and executing labor and social security legislation scope to rural sector, effectively establishing and implementing commercial and employment contracts and registering unregistered work reports as well and self-employed worker; and facilitate formalization through wider transitions in the economy by improving financial policies, trade opportunities and developing women's skills. Informal sector workers present motivation, spirit and sense for entrepreneurship which should be exploited. Strategies favoring vocational training, self-entrepreneurship and financial support such as microcredits, micro-insurances, etc., can promote productivity and ensure proper working conditions. Such incentives can receive support from international institutions working for development.

Measures to combat informality would stimulate companies' formalization and lead to the establishment of larger and more efficient companies with lower employee turnover rates and better opportunities to train and mentor employees.

4.3 Through education, training and mentoring

4.3.1 Optimize the current offer

If South American women's educational level as significantly increased, the offer still need to be optimized. The recent educational offer expansion lacks quality. It is necessary to amplify children's access to childcare and after school programs, offering better flexibility with parents' professional life. Moreover, it is essential to implement actions favoring quality education in both public and private schools, in order to promote an equitized development of boys and girls. Increase the quality of education also means address gender stereotype issues in order to denature the existing bias influencing children's full development. When interviewing Leslie Gutierrez, she mentioned her opinion on the topic:

Chile is such an unequal country. And so is the whole continent. Quality education and opportunities are generated only to a few people. Actions should be taken together with assistance and support, to foster quality inclusive education programs. This way, women could get a better social and professional development.

Moreover, higher-education levels also need to be optimized. Indeed, the current educational system does not offer the same opportunities for men and women and needs to be completed with stronger links and partnerships with labor market to facilitate insertion. One's journey from the academic system to professional life should be seen as one continuous. To offer a wider range of possible studies and future careers, vocational training and education should be better implemented, together with higher prestige. Despite the significant progress made in education during the last decade, less than 30% of young South Americans aged between 25 and 29, have acquired higher education skills in colleges, universities or technical institutes. It is not uncommon for them to leave the educational system too early: consequently, around 30% have not completed secondary level education and are not enrolled in schools. In addition, educational and vocational training

rarely delivers young people with proper high-level technical, professional and management skills. In fact, the region displays the greatest gap between the skills offered by potential workers and those demanded by companies; representing a real challenge for a transition towards an economy based on knowledge and competencies, requiring capacity to innovate, adapt and benefit from a large human capital. According to McKinsey Global Institute, companies in South America face difficulties finding workers with adequate training, technical skills, or experience. Also, inadequate number of applicants is a recurrent issue, meaning more women in the labor market, or enhancing women's self-confidence and trust in their skills, could increase the number of applicants for available positions within the companies. Currently, South America's entrepreneurial ecosystem for high-growth entrepreneurs is developing quickly, yet offering employability and social mobility only to a few. Boosting entrepreneurship could improve, simplify and promote insertion from educational system to labor market and moreover, foster opportunities, choices and life projects. Targeted skills and competencies, as well as an easier access to entrepreneurship, can empower women to initiate and expand knowledge intensive economic activities, guaranteeing success in the transition from student life to labor market, and enabling a better freedom and control over their own future.

Moreover, improving the quality of infrastructure in rural areas, by providing for instance greater access to potable water and improving transport systems, it is possible to reduce women's time spent on domestic tasks and facilitate their insertion in the educational system. The current educational system needs to offer attractive future professional alternatives for teenagers from more vulnerable households, in order to help them to picture other/additional life projects than becoming mom at early age. To promote alternative projects, schools could organize mentoring workshops with alternative models, successful women with similar background. Teenage girls could identify themselves and gain ambition, motivation and ability to project themselves in the working life.

4.3.2 New incentives

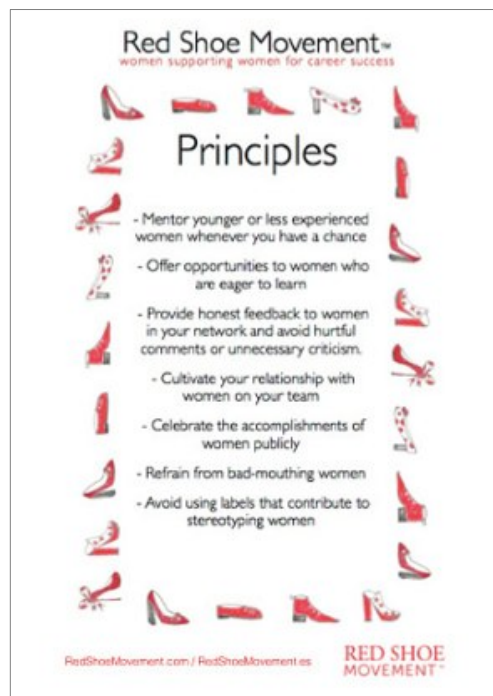
Education and training are powerful tools to fight against poverty and increase productivity. Developing abilities is particularly important for women from rural areas, as they

are more likely to be unpaid family workers, subsistence farmers, informal micro-entrepreneur, or to perform underpaid, low-skilled or seasonal jobs. Women often have different training needs than men, due to their domestic work and care responsibilities.

Vocational trainings give teenage girls the possibility to receive salary and learn essential life skills. Here again, vocational training programs should also engage the private sector to be fully profitable. Training provides women with proper support, counseling and practice to facilitate their insertion into the labor market and to foster entrepreneurship. Trainings can be implemented through private sector employers or by governments. In first place, it is essential to ensure an equal access and to training programs (vocational, technology, information, etc.), networking, mentoring and equal opportunities implementing not only male-linked topics. Moreover, within the workplace, an investment in training programs at all levels and across all business areas, will support and encourage women to enter nontraditional job fields.

On an other hand, mentoring offers a wide range of benefits for women's empowerment. Women can increase their aspirations through social connections, relations, interactions and communication with successful and motivated leaders. Mariela Dabbah, an Argentinian-American international speaker and author of the award-winning book "Poder de Mujer: Descubre quién eres para crear el éxito a tu medida" (Woman Power: Discover who you are to tailor your success); implemented and initiated a movement encouraging womens' mutual support in fulfilling their career objectives, called "The Red Shoe Movement".

The Red Shoe Movement is the pioneer platform of women's empowerment, aiming to support women to increase their representation at the highest levels of decision-making in all types of organizations; and offering mentoring for women's as individuals or to companies and organizations through employee training, workshops and leadership incentives (picture 25). On Tuesdays, Red Shoe Movement female members wear red shoes, while men wear red socks or tie, in order to demonstrate their support to women's empowerment. According to Alexandra Contreras, CDP Senior Analyst in Global Diversity & Inclusion at Colgate-Palmolive, "The Red Shoe Movement encourages critical conversations and leads to self empowerment by inviting participants to events displaying what each women has to offer. Participants interest for mutual assistance and support for career progress is obvious and the results are truly visible".



PICTURE 25. Red shoe movement principles (RedShoeMovement.com, 2015)

Sodexo LatAm, implemented the Red Shoe Movement program for 100 female employees in June 2016. 100 women from Mexico, Colombia, Peru, Ecuador, Argentina and Chile were chosen by the regional headquarters in Santiago, Chile according to their potential for the company, to participate in the movement and take part in many virtual and physical trainings, workshops, etc. But Red Shoe Movement is not only for companies, it can be implemented by associations or educative institutions. More mentoring programs such as “Red Shoe Movement” should be initiated, as they insert women into a supportive network of women and men and give women tools for tailor-made and personalized empowerment methods.

4.4 Updating and modernizing local policies

For equal opportunities between genders and in order to fully exploit female labor force’s potential, highly influencing the region’s future growth, well-being and quality of life, a set of policy adjustments are seen as advantageous. (Revenga and Shetty, 2013).

Labor markets are impacted by taxes’ application on labor income and public expenditure on social benefits. The link between labor supply and incomes are weakened, thereby having an influence on individuals’ decision to participate in the labor market. Therefore, social

benefits need to be properly designed and planned in order to, if not encourage, at least not discourage work. Furthermore, female labor supply appears to be more sensitive than male labor supply to taxes' application. Therefore, the application of taxes on individual income instead of household/family income, and so minimize secondary incomes' fiscal pressure, can result profitable as it can encourage women's insertion in labor markets and improve labor markets' overall behavior (IMF, 2012).

Family benefits should be designed so that they allow and support a proper balance between professional and personal life and help to maintain a connection with the labor market, which facilitates post parental leave labor market reinsertion (Jaumotte, 2003). Accordingly, improved access to affordable, high-quality, comprehensive childcare services, would allow women to invest more of their time on their professional projects.

Moreover, it is necessary to reinforce policies against child labor. Child labor in South America is not regionally considered as major issue. Despite International Labour Organization's convention adopted by Peru, Chile, Bolivia, Ecuador and Colombia, which prohibits children under 14 from working, it remains common for very young children to be employed. Such is the case in Bolivia, where, according to Defensoría del Pueblo, 28% of boys from 5 to 17 years old work on a daily basis. The IPEC estimates that "around 50 000 children in Peru and 13,500 in Bolivia work in the artisanal gold mining". In Ecuador, out of the approximate 12 million inhabitants, 315 000 are daily working children aged between 5 and 17 years old.

According to Evo Morales, current President of Bolivia, "minors must work for cultural reasons, to develop "social awareness" (2014). Beyond the immoral aspect of the topic, child labor reduces women's professional insertion incentives, a consequence especially true for women with lower capacity to generate revenues.

Moreover, increase men's participation in child care, housework and domestic tasks through the implementation of parental leave policies and the promotion of joint parenting, would increase women's available time.

4.5 Jointly increasing women's aspiration and companies' demand

Culture, traditions and social norms cut tangibly influence local companies, generating discrimination, which restricts demand for female workforce. Social norms evolution and legislative modifications, prohibiting discrimination based on gender, have increased demand for female workforce. However, in practice, compliance with the adopted measures has resulted slow and difficult in the region. Eliminating labor market bias and equally leveling the playing field, by implementing policies, would contribute to stimulate demand for female workforce.

Moreover, when implementing such policies, it is essential to promote equality and create awareness of women's legal right to receive equal treatment than men, through actions such as informative campaigns. It is also necessary to provide women with legitimate incentives and assist potential discrimination victims, by encouraging and facilitating judicial claims against discrimination, reinforcing sanctions, implementing random field investigations and offering alternative conflict solving tools, such as mediation and conciliation programs to avoid an excess of legal proceedings.

On an other hand, it is important to be conscious that behavior towards women is changing, along with a natural evolution of social norms over time. In the context of his analysis of women's participation in labor force in the United States over the last century, Fernandez (2013) affirms that a considerable factor of this social change, namely globalization, is linked with a better access and dissemination of information.

However, if globalization reduces inequities, it also generates a list of challenges having repercussions on our world's diversity.

4.5.1 Through flexible inclusive companies, promoting diversity and inclusion

Diversity and inclusion already is for some and should progressively become part of companies' social responsibility as it promotes relationship building between individuals, businesses, communities and society, and foments equal professional opportunities. Give importance to organizational diversity is not only essential to boost companies' performance, it also increases employees' performance as they gain confidence, become fully aware of their own potential and are willing to exploit it to its fullest. Diversity and

Inclusion make companies better and stronger; and is good for business as it attracts customers, fosters innovation and drives performance. Beyond the moral obligations, diversity and inclusion is a business imperative. Companies need to reflect the diversity of everyone they serve or target, as it also attracts clients.

If Diversity boosts the available pool of talent and the companies' performance, Inclusion on another hand also attracts employees. As explained by Satu Heschung:

Diversity and inclusion is an inherent part of our culture, that drives Sodexo's global growth and innovation. With diversity and inclusion as a competitive advantage, Sodexo is a company of people at the service of people, meaning our competitive advantage is our people and more especially their diversity. By ensuring a culture of inclusion we attract and retain our diverse talent and become stronger and better company, driving better performance by being an employer and business partner of choice [...] It is also about increasing our brand visibility and role modeling in D&I for the benefit of the communicates where we operate; as well as increasing our employees' engagement by acting and contributing on communities to which they and their families belong to.

Leadership development, flexibility, communication, HR processes, networks and training are Sodexo's Diversity & Inclusion tools to foster women's empowerment through inclusive incentives.

The inclusion part of Diversity & Inclusion area is to foster the inclusion of all employees, no matter their background. In order to foster their inclusion, many incentives are taken to facilitate their working life and to make employees feel they are important for the company and their personal life counts. With flexible working arrangements, such as teleworking, compressed work weeks, flexible working hours (possibility to chose between several possible daily schedules), women can find a better balance between their personal and professional life (Aguirre, 2012). Indeed, balance between work, family and personal life (figure 22) is an essential element companies need to implement if willing to attract women from the Andean region.

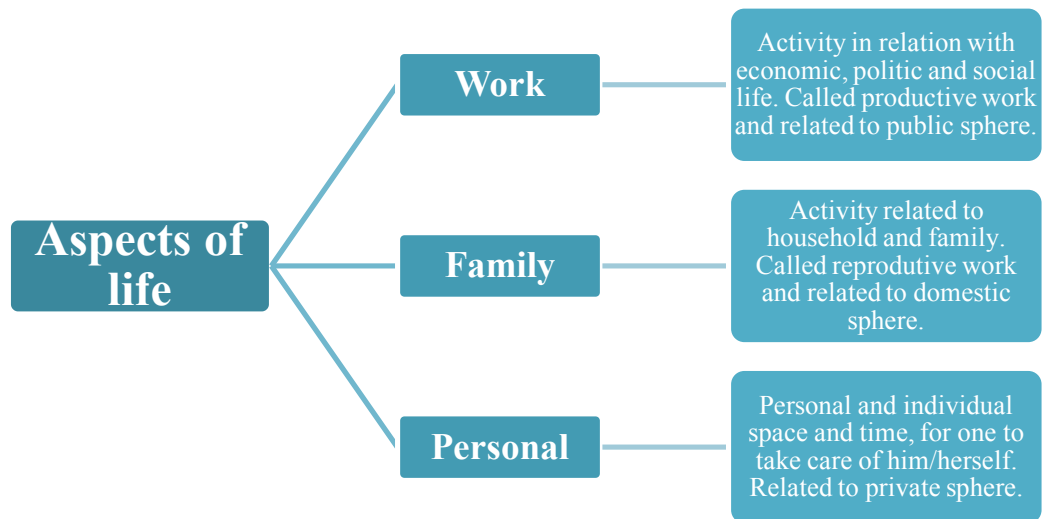


FIGURE 22. Balance between work, family and personal life (Sodexo, 2015, modified)

Moreover, improved access to childcare and senior care services, offered through conciliation programs, help expand women's opportunities, desire and possibility to work. It is also essential to facilitate women's transition from part-time position to full-time within the same company. Indeed, in South America, women's entrance to the labor market is limited by their family responsibilities. That is why, part-time jobs have become South American women's gateway to the labor market. Facilitating transition from one employment type to another would help to reduce women's lower salary and benefit level and prevent women's career development opportunities' limitation (OIL, 2010). Moreover, companies can foster their employees engagement and South American women's will to work for them through increased access to financial services, training opportunities and better interaction and support networks between women. As previously stated in the educational actions, Red Shoe Movement is a type of network which can be implemented on the business level as well. Moreover, workshops and seminars about budgeting and financing can be performed by companies for their employees. Moreover, Diversity & Inclusion areas within companies can organize workshops, talks and activities around gender topics to raise awareness about gender inequities and gaps, gender-based violence, etc. These incentives allow to sensitize employees on certain topics and can also be applied to their private spheres. Moreover, discrimination and inequity situations within a company should be condemned, together with a facilitated process for claims.

Satu Heschung shared some of Sodexo's incentives in South America, aiming to empower local women in the communities as well as in the supply chain:

- Sodexo is providing Gender based violence awareness training. 76,200 employees have been reached with awareness campaigns and 4,550 have been given more extensive training, developed for use in India, Brazil, Chile, Argentina, Mexico, Colombia, and Peru. One study from Peru cited that violence against women costs the company close to \$7 Billion related to absenteeism, lost productivity, and increased turnover.
- One of the places, where Sodexo's supply chain inclusion program is making a difference, is in Chile. Sodexo is working with small honey producers to provide honey for the breakfast of nearby miners. Sodexo has trained both men and women on the site, and after two years, over 150 families have benefited from the project and production has increased to 45 tons of honey a year. These producers are currently not only supplying to other Sodexo sites in Chile, but have also developed a cooperative and are looking to export to the European Union.
- In Colombia, Sodexo is supporting 60 families in the area of Cartagena, through a unique partnership with the Granitos de Paz Foundation. Sodexo has connected with poor families that produce organic food in their backyards to sell to hotels and restaurants across the city. Sodexo is supporting the commercialization of these families' gardens, so they can work with both Sodexo and other hotels and restaurants in the region. Sodexo has donated nearly 11000\$ for upgrades and maintenance to their small production systems.

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) together with the United Nations Global Compact, have created a set of principles for companies and organizations, to empower women in the workplace, marketplace and community (picture 26). The principles were inspired by the Calvert Women's Principles.

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

PICTURE 26. United nations' women's empowerment principles - equality means business (UN Women and UN Global Compact, 2011)

4.5.2 Promoting Fair Trade

Fair trade is a social form of world trade, advocating sustainable development. It is based on shorter and more transparent trade chains and helps producers to have better living conditions and to be actors of their own development model. Since the beginning of the century, fair trade promotes an economy complying with economic, social, cultural and environmental rights. In addition to improving producers' livelihood and quality of life, through higher prices and long-term trading relationships, they underline the importance of expanding opportunities for disadvantaged producers such as women. Fair Trade is based on 5 values and principles, which have become criteria.



PICTURE 27. Fair trade values and criteria (Artisans du Monde, 2015, modified)

Crops' export represents the biggest part of Fairtrade products, and involves a majority of male actors. According to Fair Trade data, women represent only a 25% of small producers and workers who are direct actors of Fairtrade. However, statistics do not include contributing female family members. Although women are very often involved in Fair Trade, their work is rarely recognized nor rewarded.

But a genuine opportunity exists, and should be exploited. As stated by World Fair Trade Organization's 10 Standards:

The organization provides opportunities for women and men to develop their skills and actively promotes applications from women for job vacancies and for leadership positions in the organization. The organization takes into account the special health and safety needs of pregnant women and breast-feeding mothers. Women fully participate in decisions conserving the use of benefits accruing from the production process.

Women working on Fair Trade agreement lands are fully integrated and included in the system as producers. Through Fair Trade, they directly receive their pay without intermediaries, whereas women usually receive, if they do, their pay through their

husband, father or brother. Women can become financially independent and empower. Moreover, producer organizations' enhancement within the Fairtrade system, allows women to initiate initiatives to support and assist women, considering their double role as both mothers and producers. As full members of Fair Trade, women can participate in decision-taking and have real opportunities to access high-responsibility positions (picture 28).



PICTURE 28. Fair trade empowers women (Fair Trade USA, 2016)

4.5.3 Developing and expanding inclusive business models

In today's competitive business context, companies need to evolve and adapt quickly to society's new expectations and global tendencies. A new industrial era is slowly starting, putting the focus on companies' capacity to innovate, by adding a social dimension to the supply chain, leaving behind companies exclusively targeting traditional outcome. Inclusive business is an economically profitable activity offering a new approach to companies, creating employment for people from developing countries and benefiting on social, economical and environmental terms. They integrate, at different stages of the value chain, low-revenue populations as customers, on the demand perspective, and as

employees, retailers, producers and entrepreneurs, on the supply perspective. The model encourages businesses and low-income populations to work together for mutual benefit, aiming for inclusive growth in the long run. Inclusive economic growth generates equal and equitable sustainable socio-economic opportunities to developing regions, yet protecting the most vulnerable ones.

L'Occitane en Provence, a French company, buys shea butter from 15000 women in Burkina Faso. Pura Vida Bracelets, a Californian company, buys hand-made bracelets from Costa Rican craftsmen and women. These two activities are examples of companies directly meeting the low-revenue populations' needs, while consolidating their own success (Asian Development Bank, 2016).

All of these benefits (table 4) are applicable on a gender scale and can help empowering women. Indeed, South American women have a very large scope of valuable skills and talents companies could benefit from. It is especially the case of indigenous women. They possess a heritage of very ancient unique knowledge, covering all aspects of life, a real wealth for our world. This knowledge is cumulative and represents many generations of experience, based on thoughtful observations, experiments and analyze of past mistakes and misunderstandings. Indigenous knowledge systems are also dynamic as they are constantly being updated and new knowledge incorporated. It includes weaving, craft-work, natural therapy, ecology, farming, breeding, agriculture, among many other skills. Moreover, the Andean culture has a system of values, principles and knowledge that originated in the Andes region over 5000 years ago and intensified during the Inca Empire. The basis of their philosophy relies on respect and recognition for both social and ecological diversity and nature, a genuine asset in today's world where both elements are set as foreground features.

Empowering South American women by developing their opportunities to work within their own field of knowledge and interest, through the promotion and increase of inclusive businesses, would not only generate income for them and their families, but also help to maintain their community's cultural identity.

TABLE 4. Benefits generated by inclusive businesses (Businesses facing poverty: winning strategies, 2008, modified)

Added value for companies	Added value for developing region's population	Added value for the ecosystem's other agents
<p>Creation and expansion of new markets: low-income markets' strong growth and the opportunities provided by unmet needs, can generate long-term benefits and revenue growth.</p>	<p>Needs' satisfaction: people have access to the needed goods and services, including food, energy, clean water and sanitation, housing and financial services.</p>	<p>Governments can capitalize on private investment to achieve social goals, to create jobs for young people, increase incomes and improve access to basic goods and services.</p>
<p>Enhancing supply chains: by working together with small farmers or producers, companies access new supply chains.</p>	<p>Increased income: people get inserted in the labor market, increase their incomes and improve their quality of life.</p>	<p>Development partners can provide durable solutions, with a potential to subsist when the development funding ends.</p>
<p>Reputation enhancement: the presence of tangible social benefits can improve the company's reputation, increase the brand value, and facilitate authorization obtaining to carry out activities at a local level.</p>	<p>Productivity improvement: access to financial and health services, telecommunications, technology and capacity building, increases people's productivity.</p>	<p>Civil society organizations can create opportunities for the community members they serve.</p>

Added value for companies	Added value for developing region's population	Added value for the ecosystem's other agents
Employee retention and incentive: commitment to social goals motivates employees and helps companies to attract talents.	Empowerment: integration into formal markets offers people new life choices and allows them to make decisions.	Research institutions can collaborate with companies as part of applied research. They can also provide funding.
Stimulating Innovation: Low-income markets' issues promote innovation, also applicable in other markets.	Build Self-Confidence: People with more choices have greater self-confidence, fostering even more empowerment.	Intermediaries reinforce their role's value by delivering concrete benefits to members.

Empowering South American women by developing their opportunities to work within their own field of knowledge and interest, through the promotion and increase of inclusive businesses, would not only generate income for them and their families, but also help to maintain their community's cultural identity.

5 CONCLUSIONS AND DISCUSSION

Economic growth and development, culture and gender issues are three closely related topics. Indeed, women's empowerment in South America is mainly and in first place restrained by cultural and social factors. As stated by Catalina Torres:

South America still has a very macho culture. For instance, when you get served at a restaurant, men always get served first, women second. The biggest portions to men, smallest one for women. There is an uncountable amount of social tendencies that are very standardized. When domestic chores need to be done, mothers always assign them to their daughters, and one way or another, the daughters will end up being very serviceable with their male siblings and relatives.

Culture shapes society's expectations about characteristics and behaviours that are appropriate or not to each gender and to the relations between women and men. In other words, gender issues are shaped by culture. Relation between men and women and gender identity are fundamental elements of culture, as they format the way people live their day-to-day life within their families, community and at their workplace.

Culture shapes gender issues, while gender issues prevent countries from developing fully. On an other hand, reducing gender gaps would initiate development, which would generate a cultural change (figure 23).

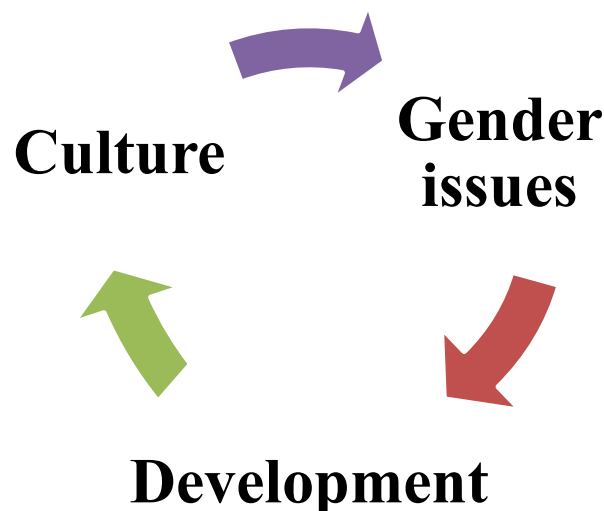


FIGURE 23. Relation between gender issues, development and culture (Chauvin, 2017)

In South America, trade, economy and societies in general, remain relatively conservative. Within this context, is not infrequent for gender gaps to be treated as “niche issues”, the same way it used to be for environmental issues some years ago. But in order to achieve development objectives, the continent can not ignore the current gender gap, preventing women from empowering. On an other hand, development itself will always have an influence on culture and on gender, whether by (positive or negative) transformation or punishment and reinforcement of the status quo. Disregard towards gender issues for development, generates from cultural settings. The cultural impact must be conscious and thoughtful and aim to challenge the current societal norms.

If since the last decades’ positive evolution is noticeable, boundaries remain for South American women’s empowerment and require innovative, inclusive and creative policies, programs and business models. For South American women to fully benefit of their improved educational attainment and broaden economic opportunities, agency is an important determinant. Agency is “The capacity possessed by people to act of their own volition”, according to The Dictionary of Human Geography. As a matter of fact, if agency itself is hard to measure, South American women present relatively low agency due to the manifestation of limited agency such as gender based violence, teenage pregnancy etc. and prevent women from profiting from their human development assets and opportunities.

Still, steps to achieve South American women’s proper insertion, integration and inclusion and so empowerment, could be far more effective when originating within the local culture itself, rather than coming from foreign cultures. Indeed, since Europeans conquered the continent, a significant part of the population remains sceptic and mistrust Western incentives. Nicole Lopez explained:

[About Europeans and Spanish] they inculcated us their beliefs and religion. They stole us our cultures and traditions. But we keep fighting, always. Like a flower growing through cement, that is what is happening to the South American community. Despite all the Western tendencies, we will keep fighting and striving.

If globalization has brought a new era regarding information exchange and communication, facilitating cultural mix and acculturation, time is still needed to generate an appropriate cultural change. As a matter of fact, global practices and actions fostering gender equity and overall development, can be seen as interfering with local cultures,

based on the structure of power and inequality, as people are required to identify themselves and act according to outside, Western, practices.

Indeed, actions for women's empowerment can, in the long run generate cultural homogenization. But when relation between all factors is properly understood, together with an effective coordination between all economic, social and cultural parameters, women's empowerment can also help preserving and strengthening local cultures and knowledge systems. Indeed, all factors need to be properly studied and taken into account for effective actions for women's empowerment. Education since early childhood needs to be redesigned with both elements from Western models, fostering women's empowerment and gender gap reduction, together with local cultural heritage. Indeed, English, technological skills, gender issues, are topic which should be covered together with indigenous knowledge systems for instance. Education should offer entrepreneurship practices and have strong links with real life projects such as fair trade, inclusive businesses etc. Moreover, companies need to promote more efficiently their inclusive programs and attract South American female talents.

According to CARE (defending dignity, fighting poverty), women's empowerment theory identifies three critical factors (figure 24):

1. Women's own knowledge, skills and aspirations.
2. The environments and structures that influence or dictate the choices women can make.
3. The relationships through which women negotiate their lives.

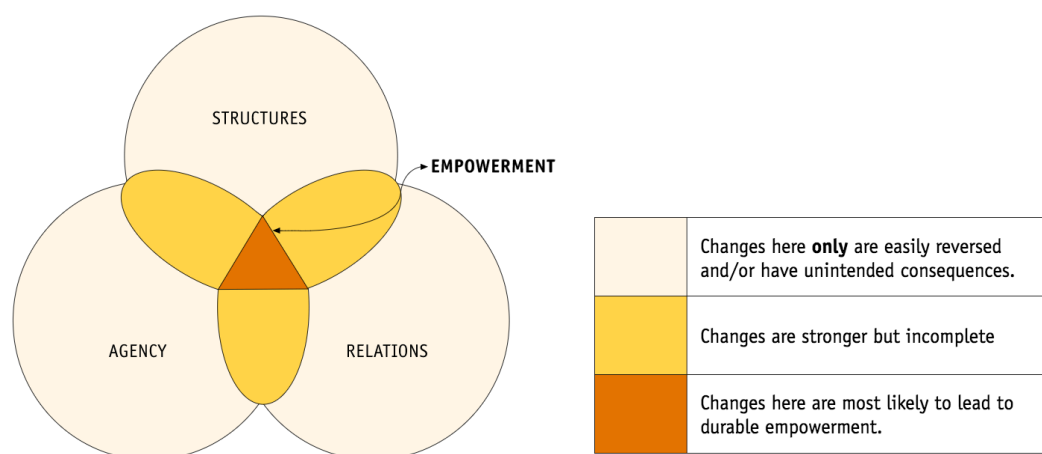


FIGURE 24. Empowerment: a combined effect of changes (CARE, 2017)

When women are able to positively evolve in all three dimensions, sustainable change will be possible. It is crucial to understand how all dimensions are connected by investigating and analyzing the poverty dynamics and relationships between the features influencing women's lives; as well as create genuine programs enabling women's empowerment.

Five key dimensions indicate women's empowerment level (CARE, 2016). All of the dimensions require changes in at least one area:

1. Women make important decisions within the household, alone or with other adults.
2. Women participate meaningfully and visibly in the public sphere.
3. Women make decisions and take action regarding their own bodies, their own sexual and reproductive health.
4. Women confidently control productive assets such as capital, farmland or microenterprises.
5. Men cease to commit violence against women

To conclude, Chile's, Bolivia's, Peru's, Ecuador's and Colombia's futures are connected to global trends, since the continent is increasingly interdependent with Western countries politically, economically, and culturally. Our world is knowing a new era where sustainability, ecology, solidarity and diversity among others, are becoming number one objectives. This opens a new vision on South American women's future opportunities and empowerment as they do possess genuinely unique and precious knowledge and represent a real opportunity for both regional growth, development, and our world's overall diversity of people and cultures. A better support and assistance for social and economic collaboration between Western countries and South America is necessary to build tomorrow's inclusive world.

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APPENDICES

Appendix 1. **Interview of various women in Chile, Peru, Bolivia, Ecuador and Colombia**

Appendices are numbered consecutively in the order they are referred to in the text. The appendices must have a title and reference if not constructed by the author. If the appendix has for example three pages, you should write 1 (3) on the right top of the first page, 2 (3) on the following page, and 3 (3) on the last page.

1. Short Overall Personal Presentation (name, age, country, family/household situation, origins/background, occupation)
2. How do you feel about being a woman?
3. Do you think there is a difference to be born as a man or as a woman? Did your parents have the same expectations from you as from your brothers?
4. Throughout your life, have you felt disadvantaged or discriminated because of your gender?
5. According to you, what is the biggest achievement of your life?
6. What are your future long-term educational, personal and/or professional project(s)?
7. Is there something in your life you regret you haven't done? What? Why did it not happen?
8. Do you think you could have received more support in your projects and life from your family, community, employer, government?
9. What would you like to be different/to change for your daughter(s)?
10. Did you experience change and evolution in your situation as a woman along your life? Positive or negative? Explain.
11. What do you see as the main boundaries to equity between men and women in your country?
12. Do you think being a woman in South America is different from being a woman in Europe? Why? What is different?
13. According to you, what characterizes South American women?
14. What should the rest of the world value in South American culture?
15. What do you think about global trends, companies, etc. (or globalization more generally)? Do you personally think it has negative or positive effects on South America? Why? How about on women?
16. What is your academic curricula? Briefly.

17. Are you happy with your current life situation? Is your current situation a result of your own decision? Do you feel like you can say, do, perform, learn, decide everything you want to? If not, what retains you?
18. Have you ever taken part in any kind « feminist » actions? Protests, campaigns, workshops, seminars, or any kind of personal action.

Interviews completed through video conference, phone call or e-mail.

Appendix 2. Interview participant table.

#	Name	Country	Age	Contact	Interviewed on
1	Marie Noirot	Peru	52	06 08 86 30 71	5/09/2017
2	Luisa Gallego	Colombia	36	+57 3133120616	4/09/2017
3	Mellaman Calle	Peru	32	www.facebook.com/MellamanCalle	2/09/2017
4	Daniela Portela Cardenas	Colombia	22	www.facebook.com/M.DaNiEIA.PoRtEIA	19/09/2017
5	Maria Jose Rodriguez	Chile	26	+56999106455	10/09/2017
6	Laura Sofia Thomas	Colombia	26	www.facebook.com/laura.thomas.7739814	30/08/2017
7	Estefania Guevara Pabon	Colombia	24	+57 3213932918	30/08/2017
8	Leslie Gutierrez	Chile	27	les.ilustraciones@gmail.com	10/09/2017
9	Karen Avila	Ecuador	21	314 229 72 56	5/09/2017
10	Cristina Muñoz	Ecuador	43	314 542 87 65	11/09/2017
11	Javiera Paz	Ecuador	29	318 356 98 09	1/09/2017
12	Catalina Torres Monjes	Chile	34	+56992825190	15/09/2017
13	Lisette Salas Valenzuela	Chile	26	https://www.facebook.com/lisette.s.valenzuela	16/09/2017
14	Natacha Cataldo	Chile	51	https://www.facebook.com/natacha.c.villegas	15/09/2017
15	Lucia Dheux	Bolivia	22	https://www.facebook.com/lou.atyam	15/09/2017
16	Adriana AZ	Bolivia	26	+34656925919	14/09/2017
17	Mariela Janet Pastrana	Bolivia	37	3814968519	14/09/2017
18	Macarena Torres	Chile	25	+56964150296	14/09/2017
19	Utamy Velez	Colombia	24	https://www.facebook.com/uveleza	15/09/2017
20	Blanca Velasco	Chile	54	www.facebook.com/blanca.velasco.790	15/09/2017
21	Jossie Escarate	Chile	58	https://www.facebook.com/jossie.escarate	12/09/2017
22	Cristina Prado	Bolivia	46	+59172505166	12/09/2017
23	Dannae Diaz Mora	Ecuador	22	+993760685	30/08/2017
24	Martina Gimenez	Bolivia	24	https://www.facebook.com/mar.gimenez1	30/08/2017
25	Talya Manque Diaz	Chile	19	https://www.facebook.com/talyadaniela	3/09/2017
26	Nicole Lopez	Chile	31	+57 3245 761 90	11/09/2017
27	Rocio Paolo Felix	Peru	34	https://www.facebook.com/curuchita	2/09/2017

Appendix 3. Information about conversation with Diversity and Inclusion expert



Within the framework of this thesis, I got the opportunity to have a discussion with Satu Heschung, a Diversity and Inclusion expert working for Sodexo.

Satu studied Hospitality Industry and Learning and Development at the University of Jyväskylä and Haaga-Helia in Finland. She is passionate about influencing positive change, optimizing intercultural differences, empowering women around the world and leveraging Diversity & Inclusion as a full part of quality of life.

Satu joined Sodexo as a Project Manager in 2001 and has remained and grown within the company ever since.

Today, Satu Heschung is a Global Diversity & Inclusion Vice-President at Group Sodexo and counts with over 7 years of experience efficiently implementing Diversity & Inclusion strategies for Sodexo in two business segments and four regions. She designs and develops global Diversity & Inclusion programs and tools, internal to Sodexo; with the aim to promote and simplify good practice sharing within the regions where Sodexo is active. As she collaborates with regional teams, she has managed to convert global strategy into local practical actions. Additionally, Satu is in charge of Sodexo's global Diversity & Inclusion performance evaluation.

On the other hand, Satu works for global Gender Inclusion and manages Sodexo Women's International Forum for Talent (SWIFt) senior advisory board. Through her work, Satu has generated a great development and evolution of cultural agility at Sodexo.

I met with Satu at Sodexo's offices in Issy-les-Moulineaux, a Parisian suburb, on the 15th of September 2017. She contributed to this research work with relevant and valuable information and data about women's empowerment through Diversity and Inclusion initiatives.