

**Corporate knowledge production, gender, and development – the case of McKinsey & Co.**

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## Abstract

For over a decade McKinsey & Co. has engaged in the public debate on gender and economy. This thesis critically investigates how the relationship between gender and global economy is constructed by McKinsey, by employing a three-dimensional approach to Faircloughian critical discourse analysis and analysing McKinsey Global Institute's crucial 2015 publication "The Power of Parity". The analysis concludes that the Power of Parity constructs the case for gender equality on economic arguments and depoliticises the choice of prioritising GDP-growth over increased gender equality. Through a particular operationalisation of gender equality and visual representations of 'gender parity indicators' The Power of Parity reproduces existing gendered power structures. Finally, by discursively depoliticising their own involvement and through the act of producing knowledge which favours corporate-led initiatives against gender inequality, McKinsey enhances their own discursive power. The Power of Parity can thus be seen as both being founded on the societal trends of enhanced corporate power, as well as an expression of the expansion corporations mandate of legitimacy into the realm of gender and development expertise.

**Keywords:** gender, development, corporatisation, critical discourse analysis, McKinsey & Co..

**Word count:** 10118

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## 1. Introduction

Recent decades have seen an unprecedented increase in the attention paid to gender in the field of international development. The nature of the interaction between gender and development has changed over time, from the 1980s Women in Development (WID), through Gender and Development (GAD) in the 1990s, to the current paradigm of ‘Gender Equality as Smart Economics’ (Prügl and Tickner, 2018; Roberts and Soederberg, 2012; Wilson, 2015). Perpetrated by large development organisations in cooperation with corporate actors under the label ‘the business case for gender equality’ the current paradigm sustains a view in which women and girls are framed as ‘the world’s greatest untapped resource’, and where investments in women offers the value for money, with no less than the power to conquer global poverty all the while yielding profits for corporate investors. While from a feminist perspective, getting ‘gender’ established as a central concern to development policy has been a hard-won battle (Goetz, 1994), the particular corporate configuration that has come to frame today’s gender-development nexus has been received with scepticism from critical feminist scholars, radical feminist activists, and their allies. Their distrust is not unwarranted but founded on decades of documentation and feminist scholarship depicting how unequal power relations of gender, race, and class are integral to the functioning of the modern capitalist economy. The extreme contradiction in the fact that the very institutions/actors which benefit the most from these oppressive systems suddenly express an interest in dismantling their own very foundation calls for investigation.

Feminist scholars have not let the corporate entrance into the field of international development occur quietly; the many dimensions of the phenomenon have been vigorously analysed through a broad range of methodologies and theoretical frameworks, and a diverse group of cases<sup>1</sup> (Gregoratti, 2018, p. 212). The aim of this thesis is to add to this critical literature, by looking closer at the contribution to the business case for gender equality made by another giant in the field: management consultancy McKinsey & Co.. Their work on gender and the economy is extensive, and counts research covering both the role of women in the workplace, as well national economic 10-year predictions of the potential economic gains to be made from fully integrating women in the global economy (see appendix I). Yet, their engagement with the business case for gender equality diverts from that

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<sup>1</sup> Those corporate-led gender initiatives which have been subject to analysis from feminist scholars includes among them Coca-Cola Company’s 50by20 (Tornhill, 2017), Pax Elevate Global Women’s Index Fund (Roberts, 2016), World Economic Forum’s yearly reports linking gender and competitiveness and their Women Leaders initiative (Elias, 2013; Prügl and True, 2014), Goldman Sachs’ ‘Womenomics’ agenda (Calkin, 2015; Prügl and True, 2014), and, possibly the most documented of all of these, that of the Nike Foundation’s initiative ‘The Girl Effect’ (Bexell, 2012; Calkin, 2016; Hickel, 2014; Moeller, 2013; Roberts, 2012, 2015).



contributed by the other firms, in that McKinsey themselves do not perform or sponsor development interventions. However, McKinsey's publications have been referenced by numerous development institutions, including various UN organs such as UNWomen, UNDP and UNOPS, but also the World Bank, several regional development banks, and national ministries of development in their own reports and policy briefs concerning gender and development (see appendix II for an overview).

McKinsey's writings are mentioned in several of the critical feminist pieces on the corporatisation of feminism<sup>2</sup>, but to my knowledge has not been the primary subject of analysis yet. Rather, the corporation's presence and power to shape the agenda has been recognised, but the company itself has remained somewhat invisible. It is the intention of this thesis to partly change that, by looking into McKinsey Global Institute's (MGI) 2015 publication "The Power of Parity 2015: How advancing women's equality could add 12 trillion to the global economy" and its associated material (henceforth The Power of Parity), which McKinsey themselves have declared a ground-breaking contribution to the discussion of women's role in the global economy.

## 1.1 Research question

The research question which this thesis hopes to answer is the following:

*How does McKinsey & Co. discursively construct the relationship between gender and the global economy in The Power of Parity?*

## 1.2 Outline

The thesis will proceed by first providing some background on the history of gender, development, and neoliberalism, as well as attempt to situate McKinsey & Co.'s role in that realm. The third section of this paper establishes the theoretical foundation of the thesis, drawing on the existing works by critical feminist scholars which have interrogated various dimensions of the corporatisation of feminism. The fourth section provides an overview of the methodological choices in terms of research design and Faircloughian critical discourse analysis (CDA). The section attempts at transparently presenting the different steps undertaken in the research process, including choice of McKinsey & Co. as the case, the material sampling process, ethics, and overall limitations of the chosen approach and its execution. The fifth section contains the analysis, structured following Fairclough's three-

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<sup>2</sup> see Calkin, 2016; Ferguson, 2015; Gregoratti, 2018, p. 212; Prügl, 2012; Prügl and True, 2014; Roberts, 2012, 2015.

dimensional model of critical discourse analysis. The sixth section summarises findings, concludes, and suggests a way forward for future research.

## 2. Background

This section aims at providing a brief overview of the historical changes in the configuration between gender, development and neoliberalism, as well as situating the selected case of McKinsey & Co. within that context.

### 2.1. Gender, development, and neoliberalism

Since feminists succeeded in putting gender on the of development in the 1970s, the conceptual framework surrounding the gender-development nexus has undergone substantial changes (Razavi and Miller, 1995). The early paradigm, referred to as “women in development” (WID), was heavily influenced by liberal feminist in the global north, who were demanding equality in the labour market pursued it through a strategy of relevance, where the case for enhancing women’s standing on the employment scene was made with reference to the economic gains to be yielded (Gregoratti, Roberts, and Tornhill, 2019, pp. 93-4). The WID soon became replaced by the 1990s “gender and development” (GAD) approach, which contested WID’s individualised and one-sided focus on ‘women’, thereby neglecting how gendered subordination was of relational nature; men needed to be part of the framework too, and the analysis should be structural (Jaquette, 2017). The GAD approach was in large driven by an academic group of feminist, who criticised the way in which liberal WID proponents in their narrow focus on productive employment opportunities had overlooked the gendered implications of the Bretton Woods’ neoliberal structural adjustment policies, which had provided loans to developing countries on the condition of them scaling back on social provisioning, among other things (Razavi and Miller, 1995). While the policies were initially framed as “gender neutral” it soon became evident that the task of making up for what had been lost fell disproportionately on women (ibid.). With the institutionalisation of GAD approaches to development, the practices and analysis of gender and development changed drastically (Jaquette, 2017). Jaquette (2017) however point to the tensions which exist between feminist development practitioners and feminist academic scholars.

While WID and GAD have not completely evaporated from the development scene (ibid.) the most significant conceptual gender framework in development institutions today go by the ‘Gender

Equality as Smart Economics’, favours a market-based solution to gender inequalities, is based on partnerships between public and private actors, and bears many resemblances to the WID approach (Gregoratti, Roberts, and Tornhill, 2019, p. 94). The smart economics-paradigm has been under substantial attack from feminist scholars, who cannot reconcile with the fact that those same neoliberal forces which have for decades profited from structural gender inequality, now inhabit central positions in the institutions working to demolish gender inequality (Chant and Sweetman, 2012; Roberts and Soederberg, 2012).

## 2.2 McKinsey & Co. and the business case for gender equality

One of those private actors that has made a substantial contribution to pushing the business case for gender equality is global management consulting firm McKinsey & Co. Formed in 1926, the company has established a reputation for itself as one of the world’s most influential management consultancies (Posner, 2018). Counting 127 offices worldwide, 27,000 employees, and an annual revenue exceeding US\$10 billion, McKinsey’s magnitude cannot be neglected (McKinsey, 2018; Posner, 2018). Their work extends far beyond merely providing guidance for private corporations, as their clientele includes national governments, NGOs, and not least international organisations (McKinsey, 2019a). Despite their omnipresence, McKinsey is ‘famed for its secrecy’, and a high degree of mystique surrounds the company’s profile and practices (Posner, 2018). Their confidentiality is believed to be one of the reasons McKinsey’s work is quite sparsely covered in political science literature, but also highlights the need to change that (Bock, 2014; Bogdanich and Forsythe, 2019). The literature that does exist however, mainly focuses on the power which McKinsey possesses to influence political processes and outcomes, unanimously concluding that its scope is indeterminable (Bock, 2014; O’Mahoney and Sturdy, 2016; Pfister, 2014).

### 2.2.1. McKinsey & Co., and the Power of Parity

On their website McKinsey states that they are operating with “a deep commitment to diversity”, and traces back their involvement with the gender equality agenda to the establishment of “McKinsey women” in 1992 – a global initiative aimed at supporting women on private sector career paths (McKinsey, 2019a, 2019b). On their website, a full page is dedicated to their research on gender equality, which covers topics ranging from women in leadership roles to the gender tech gap, and of course The Power of Parity (appendix I; McKinsey, 2019c). While the sampling process and material

will be described in more detail in section 4, it seems fit to provide here in broad brushstrokes The Power of Parity's conceptual framework.

McKinsey Global Institute's (MGI) 2015 publication 'The Power of Parity' quantitatively investigates how women's lack of parity affects the global economy. By constructing a supply-sided GDP model, it estimates that global GDP could increase with US\$28 trillion by 2025 (a 10-year prognosis at the time of publishing) if women were to contribute to the productive economy at the same rate as men. To explain what is hindering women's contribution, MGI conceptualises gender inequality through the introduction of a gender parity index (GPI), which assigns individual countries a GPI score based on an aggregate of 15 individual gender parity indicators (reproduced in figure 1). This gender parity indicators and aggregate GPI stipulates the primary for the remaining analysis, both in determining impact zones and recommendations for action.

Figure 1 – MGI's 15 gender parity indicators

Exhibit E3

MGI uses a holistic framework of 15 outcome-based indicators to assess global gender equality

		Gender equality indicators	
Gender equality in work	Gender equality in work Women and men are equal players in the labor markets	Labor-force participation rate	Female-to-male ratio of labor-force participation rate
		Professional and technical jobs	Female-to-male ratio of representation in professional and technical jobs
		Perceived wage gap for similar work	Female-to-male ratio of wages for similar work
		Leadership positions	Female-to-male ratio of representation in leadership positions
		Unpaid care work	Male-to-female ratio of time spent on unpaid care work
Gender equality in society	Essential services and enablers of economic opportunity Women and men have equal opportunity to build human capital and progress	Unmet need for family planning	Percent of married or in-union women aged 15–49 who want to stop or delay childbearing but are not using contraception
		Maternal mortality	Maternal deaths per 100,000 live births
		Education level	Female-to-male composite ratio of adult literacy rate, secondary education enrollment rate, and tertiary education enrollment rate <sup>1</sup>
		Financial inclusion	Female-to-male composite ratio of the rate of account holders at a financial institution, rate of borrowing, and mobile banking rates <sup>1</sup>
		Digital inclusion	Female-to-male composite ratio of the rate of Internet and mobile users <sup>2</sup>
	Legal protection and political voice Women and men have equal right to self-determination	Legal protection	Composite index of the extent of protection to women by different legal provisions (e.g., right to inherit, access to jobs) <sup>3</sup>
		Political representation	Female-to-male composite ratio of representation in parliamentary and ministerial positions <sup>2</sup>
	Physical security and autonomy Women have a right to be safe from bodily harm	Sex ratio at birth	Male-to-female ratio of births
		Child marriage	Percent of girls and young women aged 15–19 who are married
		Violence against women	Percent of women who have experienced physical and/or sexual violence from an intimate partner at some time in their lives

1 Composite indicator of three indicators.

2 Composite indicator of two indicators.

3 Composite indicator of 11 indicators.

SOURCE: McKinsey Global Institute analysis

(McKinsey, 2015a, p. 7).

### 3. Theoretical framework – theories and previous research

The theoretical base, which inspired the formulation of the research question, derives from a united yet diverse body of critical feminist international political economy scholarship, investigating and contesting the increasing involvement of private corporations in defining the agenda on gender and development. Gregoratti (2018, pp. 215-7) identifies several camps of writings which mobilise different theoretical concepts in their scrutinising of a corporate feminist agenda. The first camp draws on Foucauldian notions of power, employing the concept of governmentality in order to discuss the way in which private-public partnerships for the advancement of gender equality reshape the meaning of concepts such as empowerment to fit with neoliberal market logics (see Bexell, 2012; Moeller, 2013). The second camp, defined by Adrienne Roberts as ‘Transnational Business Feminism’, employs a Marxist feminist historical-materialist lens in order to explore the corporatisation of feminism (see Roberts, 2012, 2015, 2017; Roberts and Soederberg, 2012; Tornhill, 2017). The analyses that favour this theoretical point of departure are valuable in their insistence on situating the corporate initiatives historically, enabling us to showcase the contradictory nature of corporations that are profiting of inequalities of gender, race and class simultaneously being in the centre of the dismantling of those same inequalities (Elias, 2013; Hickels, 2014; Roberts, 2012, 2015; Roberts and Soederberg, 2012; Tornhill, 2017). What unites all of this literature, however, is their opposition towards an economic case for gender equality over the rights-based approach, and their opposition towards the corporate involvement in producing ‘gender knowledge’ and determining appropriate goals and measures.

The following subsections will go into detail with several of the theories, notions, and theoretical concepts which have enabled and been shaped by such analyses.

#### 3.1. Corporate Power: Discursive power and the production of knowledge

##### 3.1.1. Discursive power

A central concept in feminist political scholarship is that of power. Fuchs and Lederer (2007) identifies three faces of power which provide a useful framework when trying to understand the role that business can play in policy making; instrumental power, structural power, and discursive power. Instrumental power refers to the type of direct actor-oriented which have most traditionally been employed in IR-studies, structural power is understood at the ability to influence political decision

structurally determining what behavioural options are available to other actors (ibid.). The third face of power, and the primary dimension considered in this thesis, is discursive power, which refers to the ability of an actor to determine what information gets classified as political and what is seen as neutral ‘facts’ *through the use of language*. When exercised effectively discursive power strategically shapes norms and ideas of the receiving agents and can be used to serve particular interests (ibid.). Discursive power is of a relational nature, meaning that the impact of discursive power rests equally on the agent exercising it through a form of communication, but has no effect unless the agents on the receiving end determine that the communicated information is valid (ibid.). This determination is thus tied to concepts of legitimacy and authority. Legitimacy refers to the trust the public puts in the information provided and its relevance, while authority is a measure of the trust in the agent providing that information, and the two are most often mutually dependent (ibid.). In the case of a private business, Fuchs and Lederer (2007) argue, its authority can derive from the organisation’s perceived ability to deliver results or from trust placed in them by per example governmental organs, who again derive their own authority from democratic processes. Decades of global efforts of liberalisation and privatisation have increased the authority of private corporations and expanded their areas of legitimacy (ibid.).

### 3.1.2. Knowledge production

Another concept closely related to discursive power is that of knowledge production, which is the result of efficient use of discursive power. Following this notion, knowledge is not an objective truth which can be uncovered, but rather, it is the narrative accepted by the public as being true.

Several feminist scholars have looked into and problematised corporate-led knowledge production on the subject of gender equality. Elias (2013) highlights the annually publication “The Global Gender Gap Report” by the World Economic Forum (WEF) as an example of a private corporation producing knowledge, where the actor succeeds in confirming a link between gender equality in society and economic competitiveness (Elias, 2013). Moeller (2013) has looked into the knowledge produced by the Nike Foundation encapsulated by their “Girl Effect” theory, which maintains that “an investment in a girl is “. Moeller found, that powerful institutions that would not usually be associated with gender expertise can gain the status of experts within the field by publicly committing to goals of increased equality, often termed ‘women’s empowerment’, and by initiating investigations into aspects of it. However, this commitment to investigating and curing gender inequality is effectively a “claim to power” because it comes with the power to set the normative standards for what ‘gender

equality' means, how it should be measured, and how (or if) it should be achieved (Moeller, 2013). The production of knowledge in the area of public policy should thus be seen and analysed as a politically charged act, reliant on existing divisions of power.

### 3.2. Co-optation of feminism

During the latest decades a substantial body of literature has emerged, discussing the extent to which feminism has undergone co-optation. Feminist co-optation refers to the process of feminist claims and tools being used to further a neoliberal political agenda of increased social individualism, economic privatisation and liberalisation, and diminishment of welfare expenditures (Calkin, 2015; de Jong and Kimm, 2017; Razavi and Miller, 1995). While the co-optation argument exists in different forms (see Eschle & Maiguashca, 2014, 2018; Gregoratti, Roberts, and Tornhill, 2019) perhaps the most radical and controversial account is given by Fraser (2009). Fraser (2009) argues that what was initially a feminist critique of gendered inequalities, integrated along political, cultural and economic lines with capitalism as the common root, became disintegrated and separated from the critique of capitalism during feminism's second wave. This development made way for a neoliberal project, which incorporated those feminist notions of equal opportunity and rights that fit a neoliberal political agenda, but without following up with the transformative claims needed to truly fulfil a radical feminist vision of a just society (also Eisenstein, 2005, 2017). What most co-optation arguments agree on is the fact that the co-opted feminism focuses on women rather than gender (Chant and Sweetman, 2012; Cornwall and Brock, 2005), promotes an ideal of empowerment which is framed mainly in economic terms and focused individually rather than collectively (Bexell, 2012; Cornwall, Harrison, and Whitehead, 2007; Eisenstein, 2017; Hickel, 2014; Roberts, 2012), and uncritically assumes that the tools to achieving gender equality can be found within a capitalist economic framework where the market is promoted as the solution (Calkin, 2015, 2016; Eisenstein, 2017; Hickel, 2014; Roberts, 2012, 2015, 2016; Prügl and True, 2014; Tornhill, 2016).

### 3.3. Feminist international political economy – previously identified narratives

Beyond building the theoretical argument of co-optation, feminist scholars have taken it upon themselves to unpack more closely some of the discursive narratives constructed in the corporate gender literature, as well as their implications. This subsection outlines a number of those which are of relevance to subsequent analysis.



### 3.3.1. Win-win narratives and instrumentalization of gender equality

Much corporate social responsibility (CSR) literature promotes the notion of the ‘double-win’, where a philanthropic investment will not only be good for the beneficiary, but ultimately also result in increased profit for the private investor. Corporate initiatives in the name of gender equality is no different, and the number of positive associated with increased gender equality are seemingly endless (Gregoratti, Roberts, and Tornhill, 2019; Tornhill, 2016). Those wins’ which feminist scholars have identified beyond the empowered women or girl herself include her partner, her possible siblings and/or children, her extended family, the community, the businesses in which she becomes involved, the local/national economy, and the global economy (ibid.). Moreover, the wins achieved for any particular group or individual might be multi-dimensional, so that economic empowerment of one woman translates into wins in the areas of economy, health, and education (Chant, 2008; Moeller, 2013). There might very well be several others beyond the ones mentioned above.

While there is essentially nothing wrong with achieving multiple wins as the result of a development intervention, considering that many development aims overlaps and people are interlinked, feminist scholars of development have problematised how this instrumental use of women’s empowerment as a tool to achieve other development goals, often comes to overshadow the target of equality which should be a target in its own right (Carella and Ackerly, 2017). It raises the concern that in the instance gender equality was not a source of increased economic prosperity, would it then not have been worth pursuing? The take on this in much of the co-optation literature is that economic arguments are too fragile to sustain a case of such vital importance (Razavi and Miller, 1995).

### 3.3.2. The construction of economic female subjectivities

Another key finding presented by many feminist scholars is that the corporate gender literature discursively promotes a particular view on women and girls, and more specifically ‘third world women/girls’. Prügl (2012) points to the way in which women have been presented as the solution to the precariousness of the financial system by studies that argue that women’s inherently caring and risk-averse nature compared to men means that they take less risks when investing – all while providing the same return rates. This enforces a naturalised and essentialised notion of ‘women’, by framing inherent ‘female traits’ of caution as ideal characteristics to inhabit those employed in the financial sector. Ironically so, as those same female traits have been used to justify keeping women out of the financial sector for decades. Elias (2013) found similar trends when analysing the WEF’s Global Gender Gap reports, which highlighted women as central to the recovery of the global economy post-



crisis, not only as more risk-averse than men, but also in the capacity of economically empowered consumers and producers, particularly in developing countries.

Mohanty's (1988, 2013) work for long drew attention to the ways in which "Third World Woman" was victimised in the dominant Western discourses on development, removing all agency and dissimilarities from these women, who were considered to all be oppressed by the same powers. In the new wave of corporate gender literature, however, the third world woman is no longer without agency, but possesses endless potential (Chant, 2008; Moeller, 2016; Wilson, 2011; Tornhill, 2016). The unlocking of her potential, however, is contingent on corporate good, and comes with the attached responsibility of realising all the aforementioned wins (Chant, 2008; Tornhill, 2016).

## 4. Methodology

This section is dedicated to presenting the research design and strategy of the study. It briefly summarises the choice of a qualitative research design and proceeds to give a more thorough account of the particular nature of Faircloughian critical discourse analysis (CDA), specifically Fairclough's three-dimensional approach to CDA, which has been the guiding methodological framework for the analysis (Fairclough, 1995 p. 98; Jørgensen and Phillips, 2005, p. 66). Afterwards, the process of purposive sampling for empirical material is described, as well as details on how the analysis was carried out. The two final subsections will be dedicated to discussing the management of the ethical considerations as well as the limitations of the study as a whole.

### 4.1 Research design

The study is following a qualitative research strategy to conducting social research, which allows for greater attention to understanding the social context of the phenomenon being interrogated than does a quantitative design (Bryman, 2012, p. 401). Qualitative emphasis on interpretation of reality as it can be understood through social and discursive practices, is considered ideal in order to answer the research question of how gender and the global economy is discursively constructed in *The Power of Parity*. The study takes the form of a single case-study, which facilitates an in-depth interrogation of the chosen case, even with relatively limited resources available (Bryman, 2012, p. 66). The chosen case of McKinsey & Co. can be categorised as an exemplifying case as it is situated as one among several corporate gender initiatives taken under feminist scrutiny (Bryman, 2012, p. 70). It does however share certain resemblances to a critical case, given McKinsey's substantial yet ghost-like

presence on the gender and development scene relative to some otherwise similar cases (*ibid.*). The following subsections will explain further the choice of CDA and the practical mode of it used for this particular study, which draws on the practicality of Fairclough's three-dimensional model to CDA (Fairclough, 1992, p. 98; Jørgensen and Phillips, 2002, p. 66).

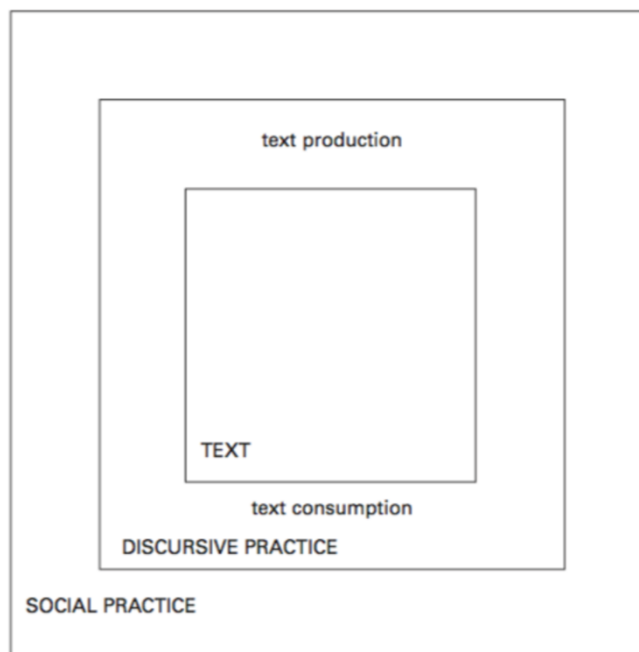
#### 4.2. Critical discourse analysis

Discourse analysis refers to a broad range of methods of analysing textual material (Carta, 2019). While there exists no general consensus on what constitutes discourse, Carta (2019) provides a broad definition maintaining that "discourses are structures that are used to make sense of the world, and practices which dictate the rules through which social meaning are assigned to things and interactions are framed" (pp. 81-2). CDA deviate from mainstream descriptive discourse analysis (DDA) in that it aims at linking language and its use to social power relations and its societal manifestations (Bryman, 2012, p. 538). Fairclough (1998) adds that a key difference between the two lies in their goals; whereas DDA aims at merely describing the world, CDA is dedicated to not only uncovering the unequal power structures, but also conquering them. Discourse are seen as both determined by the world in which we live, but it also a place of reproduction and recreation of that world, and potentially as a means and a site for social change. Discourse thus represents both status quo and holds possibilities for changing it. CDA should not be seen as striving to fulfil objectivist goals of value-free research, but rather be considered a political piece of writing, aimed at uncovering and assisting in the remedying of an injustice. Just as the concepts of discursive power and knowledge production represent a political act of constructing a particular reality, making visible these discursive tools used in this construction is a political act of deconstructing and dismantling that same reality (Fairclough, 1992, p. 87).

Implicit in Fairclough's understanding of discourse and its dialectical relationship with social life is the understanding of the two, the discursive and the social, as both mutually constitutive but also separate. Contrary to other qualitative methods and indeed many studies based on discourse analysis, Faircloughian CDA does not see all social phenomena as something which can be unpacked through looking at discourses alone (Bryman, 2012, p. 538). Instead, the approach insists on the analysis of a text and its implications being done in conjunction with other social or economic theories (Jørgensen and Phillips, 2002, p. 67). For the sake of this thesis the set of external theories are the concept of discursive power in the context of corporations, theories of feminism's co-optation, as well as the findings made by other feminist analyses of similar topics, presented in the previous section.

#### 4.2.1. CDA's practical methodology

Figure 2 – Three-dimensional CDA model



(Fairclough, 1995, p. 98).

The analysis follows Fairclough's three-dimensional approach to CDA, which provides a framework that allows for a discursive event to be systematically analysed with regards to its relation to wider social power structures. A discursive event refers to not only the textual material itself, but also how it is communicated, received, and how it interacts with society on a non-discursive level. The analysis is enabled through a division of the process into three parts, which facilitates a systematic approach to conducting it. The three dimensions defined by Fairclough (1995) are text, discursive practice, and social practice, explained briefly in the table below.

Table 1. Three-dimensional framework

<b>1. Text:</b>	Text refers to the discourse being analysed. This dimension should draw attention to the text's use of linguistic features, glossary, grammar, all the while keeping in mind its political nature. For this study, the text is <i>The Power of Parity</i> .
<b>2. Discursive practice</b>	The discursive practice refers to the production- and consumption of the text, that is, how and where it is created, presented and disseminated by its sender, and not the least

	how it is interpreted by its audience. In this case, this concerns how The Power of Parity is distributed and received.
<b>3. Social practice</b>	Social practice refers to the relation between the text and wider social structures. This dimension calls for the inclusion of other social theories in order to make valid inferences about how the and its discursive practice might play a role in producing, reproducing, or transforming existing power structures. The theories which will be used for the analysis of social practice in this study are those outlined in section 3.

### 4.3. Sampling and material

The choice of McKinsey & Co. as a case came about as a result of the literature review conducted in preparation for this thesis. Strikingly, research material produced by McKinsey & Co. is referred to in several of the feminist IPE texts but not thoroughly scrutinised. A visit to McKinsey's website reveals an entire section devoted to 'gender equality' featuring reports and articles published over the years on topics ranging from the profitability of promoting more women to the board room to country-specific policy recommendations (McKinsey, 2019c). A process of purposive sampling from the available material was initiated (provided in appendix I), employing the following criteria; (1) the material should be related to gender and development; (2) the material should have a documented impact on other development policies or publications. Next, the report "The Power of Parity 2015: How advancing women's equality could add \$12 trillion to the global economy" and its associated material was chosen. More than just fulfilling the established criteria, The Power of Parity was deemed the most comprehensive of all of the available publications, building on all the corporation's previous research on the matter conducted until then (McKinsey, 2015b). Later google searches also revealed that the findings of the report had spread beyond merely development institutions to mainstream media and beyond (see appendices 2 and 4).

As described earlier, the third analytical dimension of Fairclough's (1995) model requires the use of external theories (Jørgensen and Philips, 2002, p. 69). Most of the material used for the theoretical framework was retrieved through searches in Lund University's library portal and Google Scholars, while some material was brought to my attention by my supervisor.

Tabel 2. Overview of The Power of Parity-material

#	Material	Reference	Length
1	Full report	McKinsey, 2015b	172 pages
2	Executive summary	McKinsey, 2015a	32 pages

3	Online article	McKinsey, 2015c	App.3 pages
4	Introductory video	McKinsey, 2015c	3:21 (min:sek)

#### 4.4. Data analysis

As is often the case with qualitative research, the analysis for this thesis did not progress along a linear path, but rather involved a lot of shifts in attention back-and-forth between the empiric material, the methodological guidelines, and not least the theories discussed in section 3 (Bryman, 2012, p. 384). Yet this, subsection aims at providing a boiled-down overview of how the analysis was carried out in relation to the three-dimensional model.

The initial textual analysis involved readings of the textual material, as well as transcription of the video material. The themes that emerged during the reading were then coded according to both the themes which were thought to match with the theoretical framework. Through the second reading it became possible also to compare the different materials, and more comprehensively look at the discursive development within each text.

A lot of the material in the report and executive summary is statistical findings presented in the form of figures. Exactly because figures were such a prominent part of the textual material, the analysis of them involved consideration to what the use of figures signifies, and also how they have been set up. Particular attention has been paid to not only what is shown but what is left out, keeping in mind Fairclough's (2010) insistence on the importance of not only looking at what is being said but what is made invisible in the process. This then involved also attention to how the written text accompanying these figures in the *Power of Parity* makes use of those figures, and whether certain aspects are not being commented on (Bryman, 2013, p. 537). What is important for this analysis is not to determine whether or not the MGI's operationalisation makes for a realistic model, but rather what particular view of gender and the global economy the choice of operationalisation reveals (*ibid.*).

For the purpose of analysing the discursive practice of *The Power of Parity*, McKinsey's website served as the starting point. The website was 'mapped' in order to determine just how accessible the material is, and continuously monitored in order to observe potential changes in where *The Power of parity* featured within this structure. Given the fact that the production of text is not static when the primary place of publishing is online, what is actually investigated in terms of production and consumption of the *Power of Parity* is its current configuration as of May 2019, recognising that this does only provide snapshot of what is a dynamic and developing discursive practice.

In order to get a picture of the extent to which, and the manner in which, *The Power of Parity* has been picked up by media and development institutions a number of google searches combining

different key words where performed (details presented in appendices 3 and 4). Several limitations arose with regards to this part of the analysis, and the impossibility of determining the audience. These are discussed more thoroughly in subsection 4.6 dedicated to limitations.

Analysing the third dimension, social practice, involved the comparison of the findings from the analyses of the text and the discursive practice with the theories presented in section three. While presented in an individual paragraph in the analysis section, most conclusions were arrived at during the analysis of the textual material and the discursive practice.

#### 4.5. Ethical considerations

While Fairclough's framework for CDA was chosen partly due to its practicality, the ethical guidelines, under which the analysis has been conducted, borrow from Michelle Lazar's feminist approach to CDA (Lazar, 2005). In choosing CDA as the methodology it is inevitably implied that the research should not be seen as an attempt to adhere to unachievable standards of objectivity, but rather that it recognises itself as inherently political. Being upfront about the political nature does contribute to overcoming many of the ethical dilemmas which scholarship conducted from a positivist epistemological position face (Lazar, 2005, p. 6). Lazar explains the necessity for CDA to explicitly dedicate itself to feminist ethics, in that continuous self-scrutiny is needed to also be conscious of how we might, through our own writing, reproduce those same structures that we want to dismantle (Lazar, 2005, pp. 15-6).

On a practical note, all of the material used is publicly available, and several appendices providing insights into the processes of sampling and analysis are provided to ensure the highest possible degree of transparency (Bryman, 2012, p. 406).

#### 4.6. Limitations

Short into the process of conducting the analysis, it became evident that incorporating every relevant aspect would be impossible. In short, there was too much material and too little words and time to cover it. Certain limits had to be set, and the textual analysis presented below thus contains only the narratives which I found most prominent and pervasive in the empirical material. Another decision was to not include the images from the report and executive summary, but focus on the text and the figures, despite examples from others who have successfully done so (Wilson, 2011). Moreover, the available resources did not allow for systematically investigating the discursive practice in detail, and

thus what is provided is rather general conclusions. The same goes for social practice-dimension, which can be expanded on endlessly.

The argument of this thesis could have benefited considerably from employing a post-colonial perspective and situating McKinsey in that context. However, the secretive nature of McKinsey complicates this task (Bock, 2014). In general, more attention to how matters of intersectional character are or are not considered would have improved the analysis.

Living up to Lazar's ethical framework for conducting feminist CDA also proved challenging owing to the fact that it is to some extent necessary to start from the empirical material's premises in order to analyse it. Particularly, the analysis struggle to overcome in itself the dichotomous conceptualisation of gender that *The Power of Parity* enforces. I have put in my best to clarify this, but the outcome is not perfect.

## 5. Analysis

The aim of this section is to present the findings from the analysis of the *Power of Parity*. While the process of conducting the analysis did not strictly separate the three categories, the findings pertaining to each of the analytical dimensions from Fairclough's three-dimensional model for CDA, are presented individually.

### 5.1. Textual analysis

This subsection is dedicated to presenting the findings made in the analysis of the empirical material's textual dimensions. They are grouped into distinct themes that emerged during the coding process, yet they are all part of a greater narrative which will be considered more holistically in following subsections.

#### 5.1.1. Personalisation of McKinsey Global Institute

In all the analysed material MGI plays a visible and prominent role. The report and the executive summary both set out by presenting MGI, and their reasons for conducting the research underpinning *The Power of Parity*. The introduction establishes MGI's authority and legitimacy by affiliating themselves with 'experts, regional advisors, and Nobel Laureates', and more so presents the by stating that they are "not funded by governments or businesses", and by thanking the many external contributors who have volunteered their expertise (McKinsey, 2015b, p. V). Rather than writing in passive form

about their research and conclusions, an active sentence structure is used with MGI as the subject. Once it has been clarified that MGI is the active agent in focus, the personal pronoun “we” is employed in the place of MGI, which further personifies the organisation and underlines its humanity, illustrated here:

“To help policy makers, business leader, and other stakeholders prioritize action in a global effort to close the gender gap, MGI has also identified ten impact zones of gender inequality. [...] we find that the full-potential scenario could add as much as \$28 trillion to annual GDP in 2025.”

(McKinsey & Co. 2015a, pp. 7-8).

The quote also highlights how a personal relationship between the producer MGI and the reader is discursively fostered, by the expression of intention to “help”. MGI is quite literally given a human face in the video that features as part of the online article, where twelve diverse people presents the key findings of the report (McKinsey, 2015c; appendix III). The choice of giving the report a human face can be seen as a way of aligning the conversation and an attempt to reduce the distance between the producer and consumer of the text. Aforementioned use of the personal pronoun “we” is naturally accompanied by the possessive pronoun “our” with regards to the research and findings presented in the Power of Parity, and very well captured in the preface to the full report stating “We are grateful for all the input we have received, but the final report is ours and any errors are our own” (McKinsey, 2015b, p. V). This highlights that the corporation willingly takes ownership and stands by the findings.

### 5.1.2. Combining rights-based discourse with economics/management discourse

Fairclough (2010) maintains the possibility of more, or even contradictory, discourses to be employed within one text (Bryman, 2012, p. 538). The presence of more conflicting discourses is very prominent in the Power of Parity; while on the one hand it is several places acknowledged that gender inequality is a moral issue and should be addressed as such, the case for addressing it is made based on how it could potentially increase global GDP. Notably, the rights-based language is mostly used as an introduction to The Power of Parity, where statements such as the following can be found: “Gender inequality is not only a pressing moral and social issue, but also a critical economic challenge”. However, the attention to women’s right to equality in the name of what is just is rapidly (already in the above quote) replaced with an economics or management discourse, well-encapsulated



in the title of the second section of the full report “the economic case for change”. This trend is evident across all analysed material (McKinsey, 2015a, 2015b, 2015c).

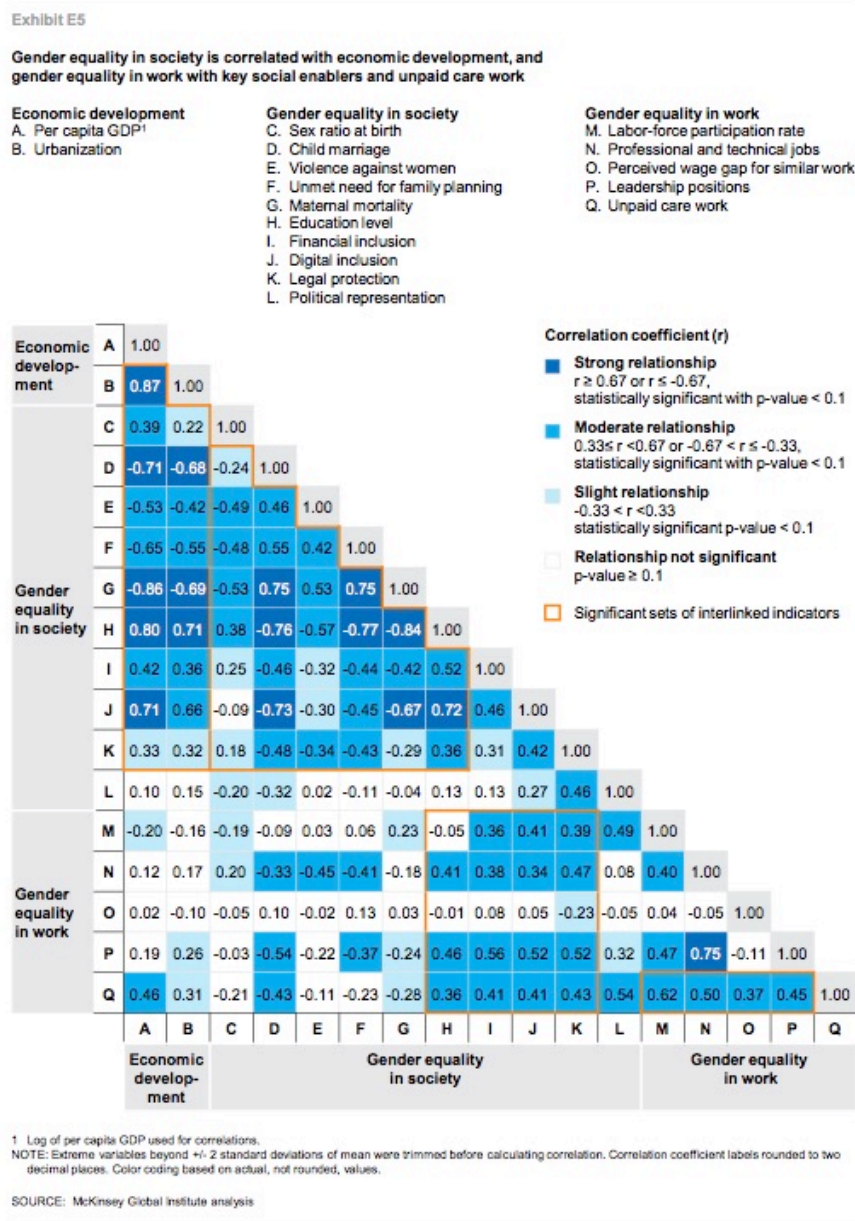
However, the rights-based discourse does not disappear completely from the text, but instead gets channelled elsewhere. In the first paragraph of the report, the summary and the online article following sentence is found: “If women – who account for half the world’s population – do not achieve their full economic potential, the global economy will suffer” (McKinsey, 2015a, p. 3; 2015c). The global economy is personified and given the human ability to suffer. The reader is pointed towards the understanding that global economy has the right to grow the most it can, and MGI is generously prepared to assist in reaching this goal. Simultaneously, women are framed as the agents with responsibility to fulfil this vision. The rights-based discourse thus still prevails, but its focus is redirected from the rights of women to the rights of the global economy.

While the win-win narrative is strongly featured throughout the material, both the full report and the executive summary establish a hierarchy between on one hand the attention to women’s equality and on the other hand attention to the state of the global economy. This is done by insisting on the need to prioritise the scarce resources which can be dedicated efforts for enhancing gender equality so that they result in the largest possible GDP increase: “All forms of gender inequality need to be tackled, but, given the magnitude of the gap and limitations on resources, it is important for governments, foundations, and private sector organizations to focus their efforts” (McKinsey, 2015a, p. 16). This choice of wording suggests that determining the most pressing indicator of gender inequality to address should be done with regards to how an indicator affects GDP-growth – not by its real impact on the people subjected to gender inequality. To this end, the neoclassical economic principle of an inevitable trade-off between equity and efficiency is employed, sometimes known as the trade-off between equality and GDP-growth (Jiménez-Buedo, 2011). The affirmative modality used to present the dilemma gives the reader the impression that this particular trade-off construction is an undebatable fact, and that growth is obviously to be prioritised over enhanced equality. The absence of a discussion proving why potential GDP-growth should be the primary determining factor used to decide which gender inequality indicator to prioritise first, depoliticises a choice, which is inherently political.

In determining which indicators affect GDP the most, and figuring out where to focus political action, MGI maps the 15 gender parity indicators to assert how they correlate with each other. The result of this mapping is presented in Exhibit E5 and reproduced below in figure 3. Notably, the only

indicator which is not included in a ‘significant links’-construction is ‘political representation’ suggesting that addressing it is not urgent or the most efficient. Looking at however substantial at the real individual scores of the gender parity indicators ‘political representation’ is the only indicator which shows ‘extremely high inequality’ in every single region (see figure 4). This shows the clear implications of prioritising gender inequality impact zones in terms of where GDP can get enhanced the most; those areas do not necessarily match the most pressing real issues facing women subjugated to gender inequality.

Figure 3 - Gender parity indicator correlations



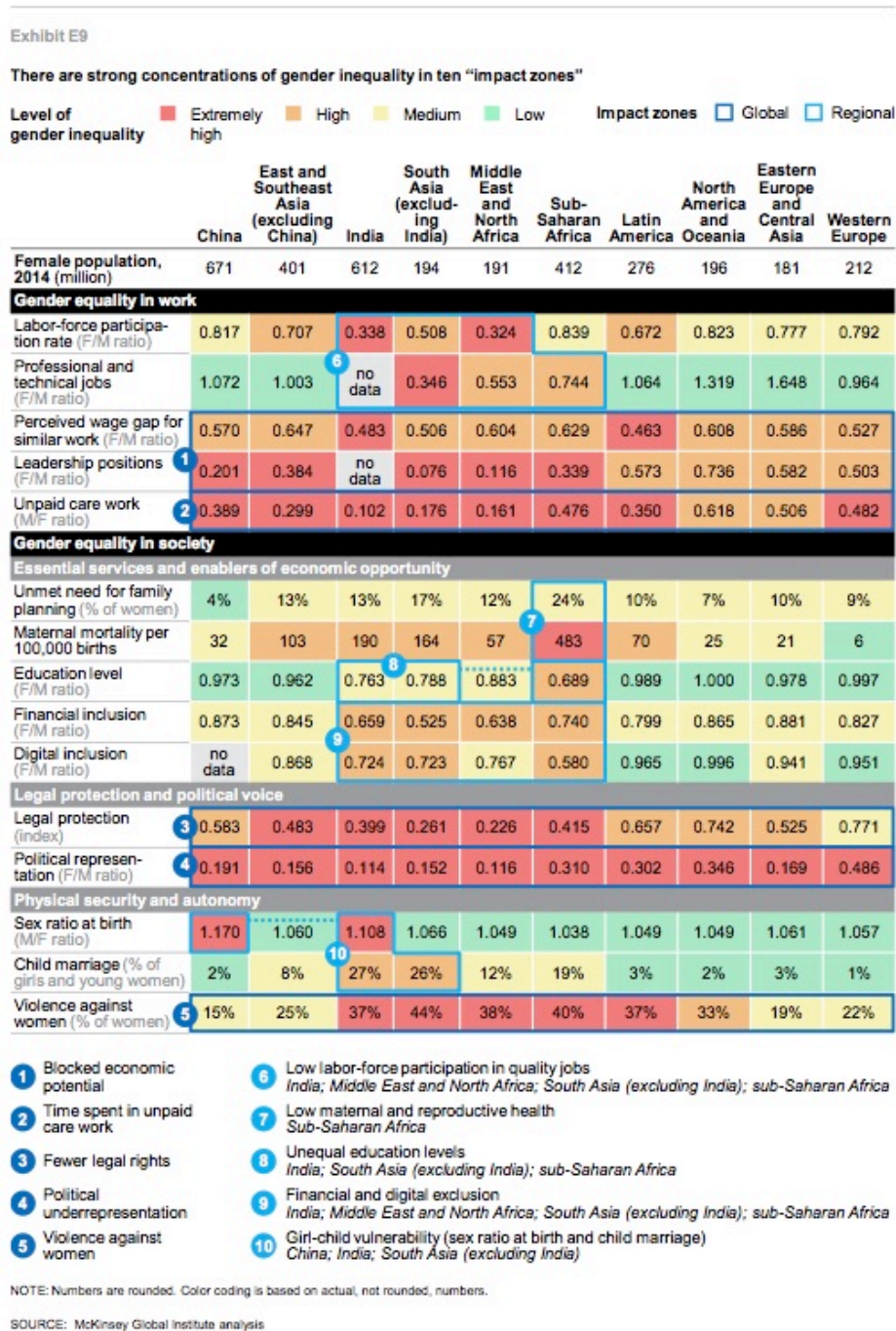
(McKinsey, 2015a, p. 11)

### 5.1.3. The male standard as the goal

In *The Power of Parity* MGI operates with two scenarios of increased gender equality and calculates how much global GDP would get boosted in each case compared to a ‘business-as-usual’ scenario. They name these the “full-potential scenario” and the “best-in-region scenario” (McKinsey, 2015c). The full-potential scenario depicts a situation in which “women contribute as much as men do”, while in the best-in-region scenario operates under the assumption that all countries in a region matches the fastest improving country within it (McKinsey, 2015a, p. 6). Differences in contribution between men and women are identified as owing to three factors which need to be addressed; (1) differences in labour-force participation rates; (2) differences in hours worked; and (3) the fact that men are employed in sectors with higher productivity than women (McKinsey, 2015b, p. 3). There are several points to take from these formulations of the issue. Firstly, it creates a dichotomous and oppositional understanding of gender, where men are framed as active contributors and women are seen as passive in comparison. Secondly, by taking the current contribution of the global male population as an aspiration for the female population to mirror, potentially problematic configurations regarding the way in which men are globally employed get ignored. What perseveres, is a picture in which men’s economic contribution is considered optimal in every aspect, while women as a group are lacking behind, thus guilty of dragging down the economy. The focus on making women adhere to the male standard also erases all discussion which does not pertain to the difference between men and women, effectively discarding race and not least class as analytical categories to be considered.

Both these points show how responsibility of optimising GDP-growth is placed squarely on the shoulders of the women of the world, while men as a gendered group are not required to be involved in the change, though individual men’s assistance might be required based on their professional position as per example CEO. That men’s involvement is not expected is further exemplified in the operationalisation of the indicator which measures violence against women, which MGI classifies as “a source of high inequality globally” (McKinsey, 2015b, p. 65). The choice of measuring violence against women as pct. of women who, at some point during their life, are subject to physical violence from an intimate partner means that the gender-based violence committed by someone other than an intimate partner is overlooked (ibid.). Simultaneously, by measuring ‘pct. of women who experience violence’ instead of ‘pct. men who commit violence against women’ men’s agency is made invisible, and the analysis of the issue wrongly focuses on the victim of violence rather than the perpetrator (see figure 4).

Figure 4 – Gender inequality impact zones



### 5.1.4. The role of unpaid care work

One of feminist scholars most central critiques of mainstream economics is the way in which unpaid care work is consistently neglected and undervalued in economic analyses (Peterson, 2002). In *The Power of Parity*, MGI does in fact incorporate unpaid care work as one of their 15 indicators to be considered when measuring inequality. However, there are certain inferences to be made with regards

to how the corporation incorporates and communicates ‘unpaid care work’ as an indicator of gender inequality.

On the subject of unpaid care work, MGI notes that 75 pct. worldwide is done by women, and “Using conservative assumptions, we estimate that unpaid work being undertaken by women today amounts to as much as \$10 trillion of output per year, roughly equivalent to 13 percent of global GDP.” (McKinsey, 2015b, 2). While *The Power of Parity* does not go into detail with regards to how this estimate has been made, which could have otherwise been interesting to look into, the very fact that unpaid care work gets acknowledged as being of measurable economic value is positive. However, the value is only considered in a separate section, and not integrated into the larger analysis of disparity in GDP generated by women relative to men, thereby disregarding the fact that including the unpaid care work value-estimate would decrease the gap in gendered GDP-generation.

Moreover, in *The Power of Parity*’s Exhibit E9 (reproduced in figure 4), the first block of indicators titled ‘Gender equality in work’ shows that of the three mapped work categories, ‘professional and technical jobs’, ‘leadership position’, and ‘unpaid care work’ the two first categories which are part of the productive economy are measured in terms of F/M, while unpaid care work is measured M/F. This is most likely chosen to provide consistency in what is to be considered inequality; while a GPI-score of 1.00 would signify equal share of men and women in employed in the sector, the closer it gets to 0.00 the deeper inequality for women is. This is also illustrated through the colour coding of the figure, where the colour red signifies ‘extremely high inequality’ and green indicates ‘low inequality’. However, taking a look at the indicator ‘Professional and technical jobs’ for the region ‘Eastern Europe and Central Asia’ it shows as GPI-score of 1.648 F/M, coded in the colour green to illustrate low inequality. But had this indicator been measured like unpaid care work, in terms of M/F, it would have been scored 0.608, thereby earning the orange colour and the predicate ‘high inequality’ (figure 4). By labelling it ‘low inequality’ though there are 3 women per every 2 men in the regional sector, illustrates the fact that gender inequality in the productive workplaces is understood in terms of ‘underrepresentation of women’, not ‘unequal representation between women and men relatively’. What is also implied, however, is the continued devaluation of unpaid care work relative to work in the productive economy; while it is positive to be overrepresented in the productive economy and not a source of ‘inequality’, the opposite is the case for unpaid care work. This is emphasised, in that the solution MGI suggests to remedying inequality with regards to time spent in unpaid care work, is to convert some unpaid care work into paying jobs, and potentially creating a public subsidised but private-driven model of child care (McKinsey, 2015b, p. 50).



## 5.2 Discursive practice – the production and consumption of discourse

The intention of this subsection is present the analysis on how The Power of Parity and its messages are conveyed to and received by the audience. As mentioned in the limitations section, the primary empirical material was published in 2015, but this discussion thus pertains only to the way in which the Power of Parity has been made available in late April and May 2019.

The primary channel through which The Power of Parity is disseminated is McKinsey's own online platform (McKinsey, 2019c). The choice of online publication and the fact that the material is only available in English limits accessibility with regards to language and digital connectivity. Notably, the lack of education and access to digital and financial services are facts that the Power of Parity emphasises as a major issue holding back women in certain world regions, also means that these women in particular will be unable to access the material (McKinsey, 2015b, p. 50). The four distinct textual components that compose the empirical material for the analysis can each be seen as individual links in an intertextual chain, where the same conclusions are presented in four different formats and including different degrees of details (Jørgensen and Philips, 2002, p. 64). However, both the article, the executive summary, and the full report follow a clear structure; (1) setting the scene and presenting the problem, (2) measuring the problems (3) identifying 'impact zones'; and (4) presenting policy recommendations. While in the online article, the main points of information from the Power of Parity are presented in a concise 2-minute read, it does not give any background on how the indicators have been operationalised and measured. The executive summary gives a clear-cut overview of the main operationalisations and conclusion, while the full report takes, and dedicates a full section to the explanation of the figures. While it could be inferred that the different formats target different audiences, they might also be seen as a way of assisting the readers in finding the information they need.

The four discursive components which form the empirical material, all presented under the same heading of "the Power of Parity – how advancing women's equality can add \$12 trillion to global growth" can also be seen as a collective link in a larger intertextual chain, consisting of McKinsey's entire series of publications titled 'Women matter', to which new publications have been added on a running basis since 2007. The production of the Power of Parity is thus not static in its manifestation but keeps evolving as MGI's Women Matter series grows. The particular report and associated materials from 2015 which this thesis investigates, have most likely been placed differently on McKinsey's website over time, means that consumption patterns evolve, and how many clicks required to

reach the material varies. Moreover, MGI manages an online newsletter, which allows users to sign up to receive publications in the area of their interest, including gender equality. At the time of writing *The Power of Parity* is featured 7<sup>th</sup> under McKinsey's page for gender equality research, but it is also linked to from other parts of the site (McKinsey 2019c).

Yet, in determining how *The Power of Parity* is produced, it also seemed relevant to look at the extent to which the material is being used by other actors and possibly spread through channels that are not managed by McKinsey themselves. While it is beyond the scope of this paper to systematically investigate this, a small experiment goes to show just how effectively the Power of Parity's communication has been produced. Employing the key words "global economy" and "gender" on May 25<sup>th</sup> in a non-personalised google search resulted in 172.000.000 search results. Of the first 9 results 4 are either referencing the Power of Parity or explicitly presenting the findings from it (see appendix IV). While it does not substantiate a research finding per se, it does confirm that when looking for information about the global economy and gender online, there is a good chance that *The Power of Parity* will show up. This speaks to the effectiveness of McKinsey's discursive production.

What can be concluded is that the dissemination of *The Power of Parity* is not undertaken by McKinsey only; by publishing *The Power of Parity* online an indeterminable number of agents are able to make use of the provided information, and some have chosen to reproduce it within their own format. The references to *The Power of Parity* on several non-McKinsey websites can both be seen as a form of consumption and production of the text; the consumption has been managed so efficiently that the consumer becomes a (re)producer. The spread of *The Power of Parity* in either form is worth looking into more systematically, but that task goes beyond the scope of this thesis. Suffice it to conclude that the production and consumption online of text online can hardly be separated but takes part of a dialectical ever-evolving process.

### 5.3. Social practice – implications on society

For the sake of analysing the social practice implications of *The Power of Parity*, what is kept in mind is Fairclough's notion of the dialectical relationship between texts and social practice; in other words, how discourses are both constitutive of and constituted by society. To make inferences of this type, the theories and theoretical notions presented in section 3 are taken into account.

### 5.3.1. Reinforcing trends of increased corporate power

The Power of Parity can both be seen as a product of increased legitimacy of private corporations in areas of social policy, as well as a tool of expanding the area of corporate legitimacy. The personalisation of MGI and its affiliation with a wide variety of people and organisation with established legitimacy and authority reflects on their own product; they lend their sources of legitimacy and authority to McKinsey, whose involvement thus seem unquestionable (Fuchs and Lederer, 2007). McKinsey exercises discursive power, not only by building a comprehensive framework to measure gender equality, but also determining how and where it should be addressed. This is achieved, not only by the existence of the report itself but also through the conclusions within the report which highlight the need to involve the corporate sector. This combination not only depoliticises but demands corporate involvement in determining and addressing gender inequality - McKinsey's involvement in particular. Following Moeller's (2013) understanding of corporate power and knowledge production, McKinsey's dedication to the agenda in the first place, should be seen as an attempt to claim power to shape it. Effectively, the organisation exercises discursive power as a means to deepen their power capital both in terms of discursive and structural power (Fuchs and Lederer, 2007).

### 5.3.2. Reproducing existing gendered structures of domination

There are several parallels to be drawn between what was the textual analysis of The Power of Parity concluded and arguments which have been made by feminist scholars scrutinising similar corporate gender initiatives. The Power of Parity operates with a dichotomous understanding of gender, naturalising the perceived differences between men and women. While the material does acknowledge women as experiencing structural subordination, the way in which this is communicated fails to place blame anywhere, but instead focuses on measuring the extent to which women's lives are different from that of men. The gap, furthermore, is mainly an economic construct, and the solution to it is found in the productive economic sphere. This striving after the 'male standard' further cements the already existing inequality between men and women's perceived worth, and undermines discussions that go beyond merely looking into the gendered gap. This is to some extent different from some of the already defined discourses (e.g. Elias, 2013; Prügl, 2012; Tornhill, 2016). Rather than basing the case for 'women's empowerment' on the grounds that inherent female traits are ideal for the economy, the case for women's empowerment in The Power of Parity is based on women's potential to replicate men's contribution on all parameters. The result is the continued devaluation of what are still considered female domains, and thus reproduction of already existing unequal gendered power



structures (Chant, 2008; Roberts, 2012). This effectively sustains the co-optation argument; like so many other corporate-led gender initiatives, McKinsey's contribution endorses an 'empowerment' ideal which does not dismantle gendered power structures, but actively uses them to disguise ethical issues underpinning any capitalist economy.

### 5.3.3. Economic discourse and instrumental use of gender in policy making

The use of economic discourse and arguments to sustain the case for enhanced gender equality are present throughout the Power of Parity. More than the economic discourse in itself representing an issue, what is the real problem is that it is discursively produced as being a more important argument than the rights-based case for gender equality (Carella and Ackerly, 2017). Analysing this hegemonic construction in the context of McKinsey's discursive power and ability to produce knowledge, women are seen as potential tools, and their subordination only relevant to challenge in the instance that it harms the economy. The implications of the instrumentalization are manifested in the way that gender equality have been used in development policy, where women are constructed as "the world's greatest untapped resource" which holds not only the ability but the responsibility to fulfil so many other development aims (Bexell, 2012; Chant, 2008; Gregoratti, Roberts, and Tornhill, 2016; Roberts and Soederberg, 2012). While the Power of Parity has been referenced by several development institutions in gender related material, the narrative of gender equality being good for the economy existed long before its publishing in 2015. Yet, the analysis of discursive practice surrounding the Power of Parity showed that rather than just reinforcing the narrative through existing models, MGI has succeeded in deepening its reach through the construction of new measures to identify where gender equality persists and where to 'efficiently' target it, notably the GPI. Thus, the Power of Parity both builds on and reproduces the instrumental use of women and the underlying economic case for gender equality, but also contributes to establishing and deepening their scope and grip.

## 6. Conclusion

This thesis set out to investigate contribution to the business case for gender equality made by management consultancy McKinsey & Co. – more precisely how the corporation discursively constructs the relationship between the gender and the global economy. The choice of McKinsey as a case was made in recognition of its exemplifying yet critical nature, given the fact that the company's publications have been referenced by major development institutions, yet had not been thoroughly

examined from a critical feminist IPE perspective. Through a process of purposive sampling, the report by MGI from 2015 “The Power of Parity” and its associated material was deemed appropriate empirical material to represent McKinsey’s work on the agenda. The analysis was conducted employing a three-dimensional approach to Faircloughian CDA, looking at the text, discursive practice, and social practice. For the analysis of social practice, a theoretical framework drawing on previous feminist engagements with corporate gender initiatives, theories of feminist co-optation, and the concepts of discursive power and knowledge production was employed.

The analysis concluded that The Power of Parity both builds on and helps to drive ‘The business case for gender equality’. It discursively places GDP-growth as of higher moral priority than gender equality, replicating decades of instrumental use of women ‘empowerment’ for other development imperative than their own.

Attention to The Power of Parity’s operationalisation of gender inequality, as well as to the way in which the quantitative data is visually presented, revealed how existing gender inequalities are being discursively reproduced. By using the existing contribution of the global male population as standard that women’s contribution should be measured against, men become framed as ‘ideal global citizens’, while women are under-contributors. Moreover, the visually data-representation reveals a devaluation of reproductive relative to productive work, and that the responsibility to tackle gender inequality is considered women’s whereas men are discursively erased from discussions of agency.

Through the use of discourse, and by affiliating itself with established development institutions, The Power of Parity succeeds in establishing McKinsey’s legitimacy and authority as a producer of gender knowledge. Moreover, the analysis of the discursive practice surrounding The Power of Parity revealed, that the publication has been effectively distributed beyond McKinsey’s own control. McKinsey has thus used its discursive power to produce knowledge, which further reinforces and strengthens its discursive power. Through the narratives outlined above, McKinsey’s knowledge production on gender and the global economy, depoliticises corporate involvement in defining the gender equality agenda.

In summary, the relationship between gender and the global economy in The Power of Parity is constructed as one in which gender inequality is primarily seen as problematic because it hurts the global economy. Disguised behind the moral imperative of tackling gender equality, The Power of Parity effectively enhances corporate claim to power, while reproducing the same gendered power structures it vows to dismantle.

### 6.1. Suggestions for future research

During the process of investigating the case of McKinsey's certain possibilities for future research were revealed. Stating the obvious, the mere size of McKinsey and the company's deep involvement in the production of gender knowledge warrants attention on a scale much beyond that of a bachelor's thesis. Just expanding the resources available to facilitate an analysis which could expand on the narratives preliminarily presented here and systematically interrogate the discursive practices of McKinsey's gender equality material could go a long way to deepen our understanding of the case at hand. Analyses of in particular McKinsey's gender equality series, but also other corporate gender initiatives, might additionally benefit from using longitudinal research design, to understand how they evolve over time. Moreover, employing a multidimensional framework to corporate power analysis might aid in capturing the complexities at play, as might taking a post-colonial approach to situating McKinsey (Bock, 2014; Fuchs and Lederer, 2007; Wilson, 2011). Lastly, it is possible that less critical feminist engagements with the material would reveal certain possibilities for transformative change (following Prügl and True, 2014). This thesis merely provided an initial contribution towards unpacking the power structures at play in McKinsey's involvement in the business case for gender equality.

## 7. Literature

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## 8. Appendices

### 8.1 Appendix I – Sampling process

Sampling completed between April 18th 2019, from <https://www.mckinsey.com/featured-insights/gender-equality>.

#	Year	Name of publication	Type	Author(s)/Publisher	Pages
	2019	One is the loneliest number	Article	Kevin Sneader, Lareina Yee/ McKinsey Quarterly	3
2	2018	Women in the Workplace 2018	Article + report	McKinsey and Company + and Leanin.org / <a href="https://womenintheworkplace.com">https://womenintheworkplace.com</a>	68
3	2019(a)/ 2018(r)	One aspiration, two realities: Promoting gender equality in Mexico	Article + report	Eduardo Bolio, Gabriela Garza, Valentina Ibarra, Melissa Renteria / McKinsey & Company website	80
4	2018	Women and the future of work: A window of opportunity in Western Europe?	Article + report	Sandra Sancier-Sultan, Julia Sperling	40
5	2018	Closing the gender gap: A missed opportunity for new CEOs	Article	Michael Birshan, Carolyn Dewar, Thomas Meakin, Kurt Strovink / McKinsey Quarterly	5
6	2018	Delivering through diversity	Article + report	Vivian Hunt, Lareina Yee, Sara Prince, Sundiatu Dixon-Fyle / McKinsey & Company	42
7	2015	<b>The Power of Parity: How</b>	<b>Article + report (r) +</b>	<b>Jonathan Woetzel, Anu Madgavkar, Kweilin Ellingrud, Eric Labaye,</b>	<b>172 (r)</b>

		<b>advancing women's equality can add \$12 trillion to global growth</b>	<b>executive summary (es)</b>	<b>Sandrine Devillard, Eric Kutcher, James Manyika, Richard Dobbs, Mekala Krishnan / McKinsey Global Institute</b>	<b>+ 32 (es)</b>
<b>8</b>	2018	The power of parity: Advancing women's empowerment in Asia Pacific	Article + briefing note (bn) + report (r) + executive summary (es)	Jonathan Woetzel, Anu Madgavkar, Kevin Sneader, Oliver Tornby, Diaan-Yi Lin, John Lydin, Sha Sha, Mekala Krishnan, Kweilin Ellingrud, Michael Gubieski / McKinsey Global Institute	2 (bn) + 44 (es) + 240 (r)
<b>9</b>	2017	The power of parity: Advancing women's equality in Canada	Article + report + executive summary	Sandrine Devillard, Tiffany Vogel, Andrew Pickersgill, Anu Madgavkar, Tracy Nowski, Mekala Krishnan, Tina Pan, Dania Kechrid / McKinsey Global Institute	24 (es) + 124 (r)
<b>10</b>	2016	The power of parity: Advancing women's in the United Kingdom	Article + report (r) + executive summary (es)	Vivian Hunt, Richard Dobbs, Emma Gibbs, Anu Madgavkar, Jonathan Woetzel, Smriti Arora, Wan Hong, Mekala Krishnan, Rishi Arora, Claire Barnett, Camerin Brookhouse / McKinsey Global Institute	18 (es) + 104 (r)
<b>11</b>	2018	The power of parity: Advancing women's equality in India, 2018	Article + report (r)	Jonathan Woetzel, Anu Madgavkar, Kevin Sneader, Oliver Tornby, Diaan-Yi Lin, John Lydon, Sa Sha, Mekala Krishnan, Kweilin Ellingrud, Michael Gubieski	120
<b>12</b>	2018	Closing the tech gender gap through philanthropy and corporate social responsibility	Article	Michael Conway, Kweilin Ellingrud, Tracy Nowski, Reene Wittemyer / McKinsey & Company	7
<b>13</b>	2018	Closing the gap: leadership perspectives on	Article + report	Stacey Chin, Alexis Krivkovich, Marie-Claude Nadeua / McKinsey & Company	28

		promoting women in financial services			
<b>14</b>	2017	Women in the food industry	Article + report	Alexis Krivkovich, Marie-Claude Nadeau / McKinsey & Company	11
<b>15</b>	2017	Women in law firms	Article + report	Marc Brodherson, Laura McGee, Mariana Pires dos Reis / McKinsey & Company	12
<b>16</b>	2017	How to accelerate gender diversity on boards	Article	Celia Huber, Sara O'Rourke / McKinsey Quarterly	5
<b>17</b>	2017	Straight talk about gender diversity in the boardroom and beyond	Commentary + article	Fabrizio Freda, William P. Lauder, Dan McCarthy, François-Henri Pinault / McKinsey Quarterly	4
<b>18</b>	2017	Women matter 2017: Ten years of insights on gender diversity	Article + report	Georges Desvaux, Sandrine Devillard, Alix de Zelicourt, Cecile Kossoff, Eric Labaye, Sandra Sancier-Sultan / McKinsey & Company	84
<b>19</b>	2014	Women matter 2014: Promoting gender diversity in the gulf	Article	Tari Ellis, Ciara Marcati, Julia M. Sperling / McKinsey Quarterly	8
<b>20</b>	2013	Women matter 2013: Gender diversity in top management	Report	Sandrine Devillard, Sandra Sancier, Charlotte Werner, Ina Maller, Cécile Kossoff / McKinsey & Company	20
<b>21</b>	2012	Women matter 2012: Making the breakthrough	Article + report	Sandrine Devillard, Wieteke Graven, Emily Lawson, Renée Paradis, Sandra Sancier-Sultan / McKinsey & Company	32
<b>22</b>	2011	Women matter 2011:	Summary + report	Joanna Barsh, Lareina Yee / McKinsey & Company	14

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<b>23</b>	2010	Women matter 2010: Women at the top of corporations	Report	Georges Desvaux, Sandrine Devillard, Sandra Sancier-Sultan / McKinsey & Company	28
<b>24</b>	2009	Women matter 2009: Women leaders in and after the crisis	Report	Georges Desvaux, Sandrine Devillard, Sandra Sancier-Sultan / McKinsey & Company	28
<b>25</b>	2008	Women matter 2008: Female leadership	Report	Georges Desvaux, Sandrine Devillard / McKinsey & Company	32
<b>26</b>	2007	Women matter 2007: Gender diversity, a cor- porate perfor- mance driver	Report	Georges Desvaux, Sandrine Devillard, Pascal Baumgarten / McKinsey & Company	28

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#### LINKS:

**(1) One is the loneliest number**

Article: <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Gender%20Equality/One%20is%20the%20loneliest%20number/One-is-the-loneliest-number.ashx>

**(2) Women in the Workplace 2018**

Article: <https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2018>

Report can be downloaded from: <https://womenintheworkplace.com>

**(3) One aspiration, two realities: Promoting gender equality in Mexico**

Article: <https://www.mckinsey.com/featured-insights/americas/one-aspiration-two-realities-promoting-gender-equality-in-mexico>

Report: <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Americas/One%20aspiration%20two%20realities%20Promoting%20gender%20equality%20in%20Mexico/One-aspiration-two-realities-Promoting-gender-equality-in-Mexico.ashx>

**(4) Women and the future of work: A window of opportunity in Western Europe?**

Article: <https://www.mckinsey.com/featured-insights/gender-equality/women-and-the-future-of-work-a-window-of-opportunity-in-western-europe>

Report: <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Gender%20Equality/Women%20and%20the%20future%20of%20work%20A%20window%20of%20opportunity%20in%20Western%20Europe/Women-and-the-future-of-work-A-window-of-opportunity-in-Western-Europe.ashx>

**(5) Closing the gender gap: A missed opportunity for new CEOs**

Online summary: <https://www.mckinsey.com/featured-insights/gender-equality/closing-the-gender-gap-a-missed-opportunity-for-new-ceos>

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**(6) Delivering through diversity**

Article: <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

Report: [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity_full-report.ashx)

**(7) The Power of Parity: How advancing women's equality can add \$12 trillion to global growth**

Article: <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>

Executive summary: [https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Employment%20and%20Growth/How%20advancing%20womens%20equality%20can%20add%2012%20trillion%20to%20global%20growth/MGI%20Power%20of%20parity\\_Executive%20summary\\_September%202015.ashx](https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Employment%20and%20Growth/How%20advancing%20womens%20equality%20can%20add%2012%20trillion%20to%20global%20growth/MGI%20Power%20of%20parity_Executive%20summary_September%202015.ashx)

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**(8) The power of parity: Advancing women's empowerment in Asia Pacific**

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**(9) The power of parity: Advancing gender equality in Canada**

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Report: <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Women%20matter/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20Canada/MGI-The-power-of-parity-Advancing-womens-equality-in-Canada-Full-report.ashx>

**(10) The power of parity: Advancing women's in the United Kingdom**

Article: <https://www.mckinsey.com/featured-insights/gender-equality/the-power-of-parity-advancing-womens-equality-in-the-united-kingdom>

Executive summary: <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Women%20matter/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20the%20United%20Kingdom/Power-of-parity-Advancing-womens-equality-in-the-United-Kingdom-Executive-Summary.ashx>

Report: <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Women%20matter/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20the%20United%20Kingdom/Power-of-parity-Advancing-womens-equality-in-the-United-Kingdom-Full-report.ashx>

**(11) The power of parity: Advancing women's equality in India, 2018**

Article: <https://www.mckinsey.com/featured-insights/gender-equality/the-power-of-parity-advancing-womens-equality-in-india-2018>

Report: <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Gender%20Equality/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20India%202018/India%20power%20of%20parity%20report.ashx>

**(12) Closing the tech gender gap through philanthropy and corporate social responsibility**

Article: <https://www.mckinsey.com/~media/McKinsey/Industries/High%20Tech/Our%20Insights/Closing%20the%20tech%20gender%20gap%20through%20philanthropy%20and%20corporate%20social%20responsibility/Closing-the-tech-gender-gap-through-philanthropy-and-corporate-social-responsibility.ashx>

**(13) Closing the gap: leadership perspectives on promoting women in financial services**

Article: <https://www.mckinsey.com/industries/financial-services/our-insights/closing-the-gap-leadership-perspectives-on-promoting-women-in-financial-services>

Report: <https://www.mckinsey.com/~media/McKinsey/Industries/Financial%20Services/Our%20Insights/Closing%20the%20gap%20Leadership%20perspectives%20on%20promoting%20women%20in%20financial%20services/Leadership-perspectives-on-promoting-women-in-financial-services.ashx>

**(14) Women in the food industry**

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**(15) Women in law firms**

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**(16) How to accelerate gender diversity on boards**

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**(17) Straight talk about gender diversity in the boardroom and beyond**

Commentary: <https://www.mckinsey.com/featured-insights/leadership/straight-talk-about-gender-diversity-in-the-boardroom-and-beyond>

Article: <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Leadership/Straight%20talk%20about%20gender%20diversity%20in%20the%20boardroom%20and%20beyond/Straight-talk-about-gender-diversity-in-the-boardroom-and-beyond.ashx>

**(18) Women matter 2017: Ten years of insights on gender diversity**

Article: <https://www.mckinsey.com/featured-insights/gender-equality/women-matter-ten-years-of-insights-on-gender-diversity>

Report: <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Women%20matter/Women%20Matter%20Ten%20years%20of%20insights%20on%20the%20importance%20of%20gender%20diversity/Women-Matter-Time-to-accelerate-Ten-years-of-insights-into-gender-diversity.ashx>

**(19) Women matter 2015: Promoting gender diversity in the Gulf**

Article: <https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Promoting%20gender%20diversity%20in%20the%20Gulf/Promoting%20gender%20diversity%20in%20the%20Gulf.ashx>

**(20) Women matter 2013: Gender diversity in top management**

Report: [https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Women%20matter/Addressing%20unconscious%20bias/WomenMatter%202013%20Report%20\(8\).ashx](https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Women%20matter/Addressing%20unconscious%20bias/WomenMatter%202013%20Report%20(8).ashx)

**(21) Women matter 2012: Making the breakthrough**

Article: <https://www.mckinsey.com/business-functions/organization/our-insights/women-matter>

Report: [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women\\_matter\\_mar2012\\_english%20\(1\).ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_mar2012_english%20(1).ashx)

**(22) Women matter 2011: Unlocking the full potential of women at work**

Summary: <https://www.mckinsey.com/business-functions/organization/our-insights/unlocking-the-full-potential-of-women-at-work>

Report: <https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Unlocking%20the%20full%20potential%20of%20women%20at%20work/Unlocking%20the%20full%20potential%20of%20women%20at%20work.ashx>

**(23) Women matter 2010: Women at the top of corporations**

Report: [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women\\_matter\\_oct2010\\_english.ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_oct2010_english.ashx)

**(24) Women matter 2009: Women leaders in and after the crisis**

Report: [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women\\_matter\\_dec2009\\_english.ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_dec2009_english.ashx)

**(25) Women matter 2008: Female leadership**

Report: [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women\\_matter\\_oct2008\\_english.ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_oct2008_english.ashx)

**(26) Women matter 2007: Gender diversity, a corporate performance driver**

Report: [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women\\_matter\\_oct2007\\_english.ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_oct2007_english.ashx)

## 8.2. Appendix II – The Power of Parity and development institutions

Results of non-personalised google search, done to get an overview over the scope of The Power of Parity in development. Conducted 13 May 2019. First three pages of search result of following constellations:

- (1) McKinsey + gender + world bank
- (2) McKinsey + gender + development
- (3) McKinsey + gender + united nations
- (4) McKinsey + gender + aid

#	Organisation	Website
1	He for she	<a href="https://www.heforshe.org/en/node/99">https://www.heforshe.org/en/node/99</a>

		<a href="https://www.heforshe.org/sites/default/files/2018-10/HeForShe%20Emerging%20Solutions%20Report%202018%20-%20Full%20Report.pdf">https://www.heforshe.org/sites/default/files/2018-10/HeForShe%20Emerging%20Solutions%20Report%202018%20-%20Full%20Report.pdf</a>
2	EIB Group	<a href="https://www.eib.org/attachments/strategies/eib_group_strategy_on_gender_equality_en.pdf">https://www.eib.org/attachments/strategies/eib_group_strategy_on_gender_equality_en.pdf</a>
3	UN	<a href="https://www.un.org/en/ecosoc/phlntrpy/notes/world_brochure.pdf">https://www.un.org/en/ecosoc/phlntrpy/notes/world_brochure.pdf</a>
4	MCC	<a href="https://www.mcc.gov/resources/story/story-kin-apr-2015-gender-equality-a-smart-business-proposition">https://www.mcc.gov/resources/story/story-kin-apr-2015-gender-equality-a-smart-business-proposition</a>
5	UNDP (co-authored McKinsey)	<a href="https://www.undp.org/content/dam/undp/library/Democratic%20Governance/Public%20Administration/gender%20diversity%20in%20the%20state.pdf">https://www.undp.org/content/dam/undp/library/Democratic%20Governance/Public%20Administration/gender%20diversity%20in%20the%20state.pdf</a>
6	UNWomen	<a href="http://www.unwomen.org/en/news/stories/2017/1/un-women-executive-director-in-davos">http://www.unwomen.org/en/news/stories/2017/1/un-women-executive-director-in-davos</a>
7	UNOPS	<a href="https://content.unops.org/publications/UNOPS_Gender-Parity-Strategy_EN.pdf?mtime=20180305151041">https://content.unops.org/publications/UNOPS_Gender-Parity-Strategy_EN.pdf?mtime=20180305151041</a>
8	UNDP	<a href="https://undg.org/wp-content/uploads/2018/01/Gender-equality-a-key-sdg-accelerator.pdf">https://undg.org/wp-content/uploads/2018/01/Gender-equality-a-key-sdg-accelerator.pdf</a>
9	Global SDG Awards	<a href="https://www.globalsdgawards.com/">https://www.globalsdgawards.com/</a>
10	Localizing the SDGs	<a href="https://www.localizingthesdgs.org/story/view/166">https://www.localizingthesdgs.org/story/view/166</a>
11	OECD	<a href="http://www.oecd.org/gov/gender-mainstreaming/gender-equality-and-sustainable-infrastructure-7-march-2019.pdf">http://www.oecd.org/gov/gender-mainstreaming/gender-equality-and-sustainable-infrastructure-7-march-2019.pdf</a>
12	World Bank	<a href="http://documents.worldbank.org/curated/en/172021527258723053/pdf/126579-Public-on-5-30-18-WorldBank-GenderInequality-Brief-v13.pdf">http://documents.worldbank.org/curated/en/172021527258723053/pdf/126579-Public-on-5-30-18-WorldBank-GenderInequality-Brief-v13.pdf</a>
13	CFR	<a href="https://www.cfr.org/interactive/womens-participation-in-global-economy/">https://www.cfr.org/interactive/womens-participation-in-global-economy/</a>
14	World Bank and IFC	<a href="http://documents.worldbank.org/curated/en/401321508245393514/pdf/120477-WP-PUBLIC-Weds-oct-18-9am-ADD-SERIES-36p-IFCWomenandTourismfinal.pdf">http://documents.worldbank.org/curated/en/401321508245393514/pdf/120477-WP-PUBLIC-Weds-oct-18-9am-ADD-SERIES-36p-IFCWomenandTourismfinal.pdf</a>
15	WEP website	<a href="https://weps-gapanalysis.org/resources/">https://weps-gapanalysis.org/resources/</a>
16	IFC	<a href="https://www.ifc.org/wps/wcm/connect/31b2d0e6-5908-4449-b2d6-9dcd66416bba/HBL+Gender+Intelligence+Report_final.pdf?MOD=AJPERES">https://www.ifc.org/wps/wcm/connect/31b2d0e6-5908-4449-b2d6-9dcd66416bba/HBL+Gender+Intelligence+Report_final.pdf?MOD=AJPERES</a>



17	World Bank	<a href="https://webs.ucm.es/info/estpsi/master/wp-content/uploads/2011/11/2012-world-development-report-on-gender-equality-and-development.pdf">https://webs.ucm.es/info/estpsi/master/wp-content/uploads/2011/11/2012-world-development-report-on-gender-equality-and-development.pdf</a>
18	CGDev	<a href="https://www.cgdev.org/publication/promoting-womens-economic-empowerment-us-foreign-development-policy">https://www.cgdev.org/publication/promoting-womens-economic-empowerment-us-foreign-development-policy</a>
19	UKAid	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/708116/Strategic-vision-gender-equality1.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/708116/Strategic-vision-gender-equality1.pdf</a>
20	UNDP	<a href="https://www.undp.org/content/undp/en/home/blog/2018/mas-mujeres-en-puestos-de-decision-en-las-empresas--ganancias-pa.html">https://www.undp.org/content/undp/en/home/blog/2018/mas-mujeres-en-puestos-de-decision-en-las-empresas--ganancias-pa.html</a>
21	ICC	<a href="https://iccwbo.org/media-wall/news-speeches/5-reasons-why-gender-equality-in-trade-matters/">https://iccwbo.org/media-wall/news-speeches/5-reasons-why-gender-equality-in-trade-matters/</a>
22	Inter Action	<a href="https://www.interaction.org/choose-to-invest/fy2020/development-assistance-and-economic-support-fund/gender-equality/">https://www.interaction.org/choose-to-invest/fy2020/development-assistance-and-economic-support-fund/gender-equality/</a>

### 8.3. Appendix III – Video transcription

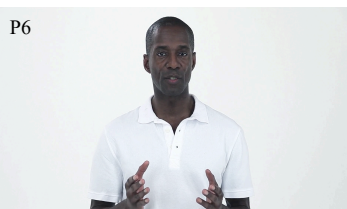
Video available at: <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>

Accessed 18 May 2019.

Time code	Speaker	Text
0:31	P1	Imagine a world in which women participate in the global economy on the same basis as men.
0:37	P2	What impact will this have on our economies and societies?
0:40	P3	Today, women make up half the world's population.
0:44	P4	But only contribute 37% to global GDP
0:48	P5	They do not have equal rights, opportunities
0:50	P6	Representation or contributions in the economy and society.
0:54	P7	Fixing this could potentially add \$12 trillion to the global GDP in a decade.
1:00	P8	And this applies to every economy: advanced or developing.
1:04	P9	To deliver the economic potential of women requires tackling inequality in society.
1:10	P8	We can't achieve one without the other.
1:12	P2	For example, violence against women is a barrier to their participation in the economy.
1:18	P3	As is unequal access to education in certain parts of the world.
1:21	P6	Another barrier is unequal access to financial services,
1:25	P8	...technology or digital connectivity.

1:28	P10	Addressing these social disparities is critical to closing the gender gap in the economy...
1:33	P4	...And helping women realize their full potential.
1:36	P11	Where?
1:37	P7	How?
1:38	P9	The McKinsey global institute has identified 4 categories of inequality around the world...
1:44	P3	... And looked at how each country scores on this gender parity-indicator
1:49	P2	We have identified the regions where these gaps are the highest...
1:53	P1	...So now we know where to prioritize action....
1:54	P10	...On what type of issues, and where in the world.
1:58	P7	Actually, there are 10 priorities to address in order to close the gender gap...
2:03	P5	...at the global level and 5 in specific regions.
2:07	P6	Focusing on these 10 areas will change the game for 75% of the women affected by gender inequality around the world.
2:14	P4	We can <b>bridge</b> the gap
2:15	P11	By providing financial support, ...
2:17	P5	... Bringing technology to women who can't access it ...
2:20	P12	Creating economic opportunities for women, ....
2:23	P8	... Building their capabilities, ....
2:25	P2	...Changing attitudes in society, in families and at work...
2:29	P3	...Changing laws, policies and regulations.
2:31	P8	Closing the gap is good for the economy and society
2:35	P4	And it's good for business.
2:36	P9	This is not just a domain of governments and NGO's.
2:41	P1	Businesses can and should help.
2:44	P3	By lending voice, capital, expertise ...
2:47	P6	... By driving change...
2:48	P4	... Both within their organisations ...
2:51	P2	... And in the society in which we live.
2:54	P1	... All stake holders ...
2:55	P12	... Men, ...
2:56	P8	... And women ...
2:56	P4	... public, ...
2:57	P5	... social, ...
2:58	P3	... and private sector ...
2:59	P10	... Need to come together ...
3:00	P7	... To make change happen ...
3:02	P6	Only then can we drive broader social change ...

3:06	P2	... that makes the world more equal ...
3:08	P9	... and unlocks the economic value of women....



#### 8.4. Appendix IV - Google search mini-test

Results of non-personalised google search using the key words “global economy” and “gender” conducted May 25<sup>th</sup> 2019. While acknowledging that the order of search results in google change by the minute, this serve as an exemplifying moment’s glimpse of the dissemination of The Power of Parity.

Link to google search: <https://www.google.com/search?q=global+economy+gender&oq=global+econom&aqs=chrome.69i59j69i6013j69i57j0.2086j0j7&sourceid=chrome&ie=UTF-8>

<b>Result #</b>	<b>Website</b>	<b>Quoting/paraphrasing the Power of Parity?</b>
1	<a href="https://www.raco.cat/index.php/treballsscgeografia/article/view-File/236309/318572">https://www.raco.cat/index.php/treballsscgeografia/article/view-File/236309/318572</a>	No
2	<a href="https://www.businessinsider.com/closing-gender-gap-could-add-as-much-as-28-trillion-to-global-economy-2019-3?r=US&amp;IR=T">https://www.businessinsider.com/closing-gender-gap-could-add-as-much-as-28-trillion-to-global-economy-2019-3?r=US&amp;IR=T</a>	Yes
3	<a href="https://press.rebus.community/introwgss/chapter/introduction/">https://press.rebus.community/introwgss/chapter/introduction/</a>	N/A
4	<a href="http://reports.weforum.org/global-gender-gap-report-2018/press-release/">http://reports.weforum.org/global-gender-gap-report-2018/press-release/</a>	No
5	<a href="http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures">http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures</a>	Yes
6	<a href="https://www.nbcnews.com/know-your-value/feature/how-gender-equality-growth-engine-global-economy-ncna963591">https://www.nbcnews.com/know-your-value/feature/how-gender-equality-growth-engine-global-economy-ncna963591</a>	Yes
7	<a href="https://www.un.org/womenwatch/daw/csw/beirutglo.htm">https://www.un.org/womenwatch/daw/csw/beirutglo.htm</a>	No
8	<a href="https://ourworldindata.org/economic-inequality-by-gender">https://ourworldindata.org/economic-inequality-by-gender</a>	No
9	<a href="https://www.cfr.org/interactive/womens-participation-in-global-economy/">https://www.cfr.org/interactive/womens-participation-in-global-economy/</a>	Yes