

WEPS IN ACTION



PRINCIPLE 4

**Promote education, training,
and professional development
for women**

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Case Study: IMEX PAN PACIFIC COMPANY LTD. (IPPG)

FROM POLICY TO PROGRESS: IPPG'S COMMITMENT TO GENDER EQUALITY ACROSS INDUSTRIES

LESSONS LEARNED

- **Empowering Women in Leadership Requires a Holistic Approach:** Achieving gender equality goes beyond policy changes. Tailored mentorship, bias training, and flexible work arrangements equip women with the skills, confidence, and support to thrive, especially in male-dominated sectors.
- **Industry-Specific Solutions Drive Inclusivity:** Gender equality initiatives must be adapted to each sector's challenges.

CONTEXT

Imex Pan Pacific Company Ltd. (Imex Pan Pacific Group- IPPG), established in 1985, is a pioneering family-owned conglomerate in Viet Nam. It operates across 37 subsidiaries and ventures, spanning diverse industries such as retail, aviation, construction, and logistics. Led by Chairman Johnathan Hanh Nguyen and President Le Hong Thuy Tien, IPPG is a signatory of the Women's Empowerment Principles (WEPs) since March 2022.

With tailored leadership programmes, mentorship opportunities, and unconscious bias training, IPPG has developed a thriving pipeline of female leaders setting a benchmark for integrating gender equality into corporate culture and strategic operations.

ACTIONS AND INITIATIVES

Collecting Data to Track Change

IPPG developed a comprehensive system for collecting and analyzing gender ratios and measuring the representation of women across the overall workforce, leadership roles. Alongside wage equity analysis and participation in leadership development programmes, these metrics allowed the company to track progress, uphold accountability, and refine its strategies as needed.

Quarterly reviews transformed these insights into actionable strategies, allowing the company to address gaps, uphold accountability, and realign its objectives as needed.

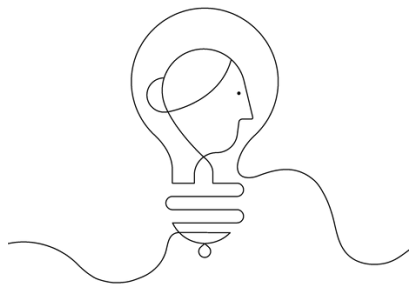
Leadership Development Programmes

IPPG’s leadership development programmes are designed to address the unique challenges women face in traditionally male-dominated sectors like construction and logistics. These programmes support both up-skilling and re-skilling efforts, ensuring that women not only gain leadership competencies but also acquire the technical expertise needed to excel in these industries. Through professional and soft skills training partnerships with Viet Nam Women Entrepreneur Council (VWEC) and WeLead, IPPG helps women transition into new roles or advance within their current fields. The programmes combine technical training, mentorship, and soft skills development, while unconscious bias training for all employees fosters a more inclusive environment. Progress is tracked through clear metrics such as training participation and completion rates, employee satisfaction surveys assessing barriers to leadership providing deeper insights into challenges and areas for improvement.



Working within the construction industry at the company, I realized that gender equality is not only a value but also an opportunity to overcome traditional barriers. Women in construction bring fresh perspectives, meticulousness, and a spirit of collaboration, contributing to significant achievements. The company’s support and commitment to gender equality have empowered me to confidently showcase my abilities and prove that success is accessible to everyone, regardless of the field.

Ms. Thoa Dinh
Cost and Quantity Management Specialist
Training Beneficiary



Flexible Work Policies and Family Care & Work-Life Balance Initiatives

IPPG’s flexible work policies are designed to support employees in managing their personal and professional responsibilities effectively. Comprehensive maternity leave benefits provide women with the time and security needed during critical life transitions, complemented by reintegration support programmes such as mentorship and retraining upon their return. Flexible work arrangements, including remote work options and adjusted hours, empower employees to balance work and family responsibilities, fostering a culture of equity and shared accountability.

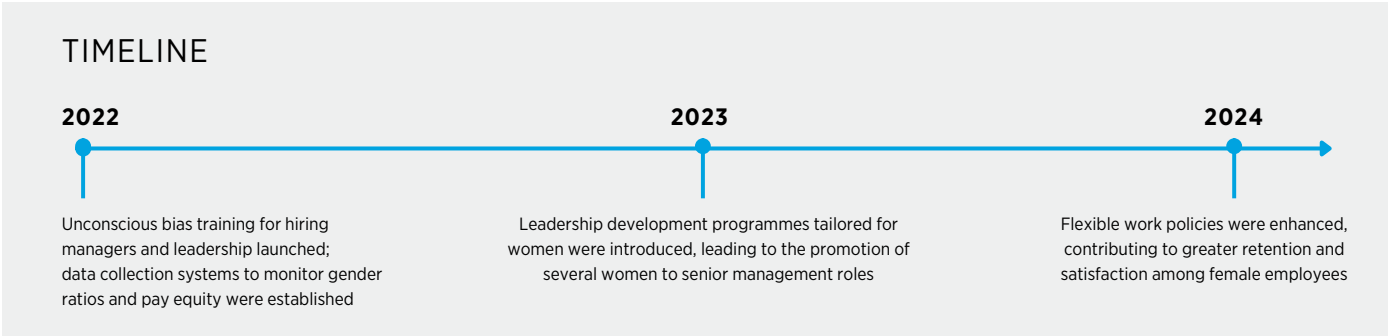
Transparent Recruitment and Promotion Practices

Recruitment processes are carefully structured to ensure applicants are evaluated solely on their skills and experience, with regular monitoring of gender ratios in hiring pipelines and leadership positions to uphold accountability. Promotion criteria are clearly defined, ensuring all qualified employees have equal access to advancement opportunities. To further support fairness, IPPG conducts unconscious bias training for hiring managers and leadership teams, fostering a culture of equity in decision-making.

Driving Change Through Strategic Partnerships and Global Engagement

Partnerships have been key in amplifying the impact of IPPG’s initiatives.

- In 2021, IPPG signed the Women’s Empowerment Principles. This commitment provides a structured framework for embedding gender equality across all facets of business operations.
- Later that year, Mrs. Lê Hồng Thuỷ Tiên, President of IPPG, received the highest award in the Leadership Commitment category of UN Women WEPs Awards for her commitment to promoting gender equality.
- Through engagement in the **UN Women WEPs Awards, the WEPs framework, and partnerships with VWEC and WeLead**, IPPG has refined its leadership programmes, strengthened unconscious bias training, and expanded vocational training for women. By sharing these experiences, it drives broader adoption of gender equality strategies across industries



CHALLENGES

Internally, unconscious biases and differing perspectives among employees and managers created barriers, with some perceiving leadership opportunities for women as an "unfair preference." Changing organizational culture required a gradual, resource-intensive process, further constrained by limited dedicated teams and funding.

Externally, gender imbalances in industries like construction and logistics, where women have historically been underrepresented, posed recruitment challenges. Traditional norms in these sectors slowed progress despite structured efforts. Additionally, leadership engagement varied across the conglomerate's subsidiaries, which operate with distinct cultures, making the consistent rollout of gender equality initiatives difficult.

As a diversified company, IPPG needed to tailor gender policies to different industries. While service-oriented divisions achieved better gender balance, technical fields like construction faced ingrained biases limiting women's participation. The company's expansive and decentralized structure required alignment across subsidiaries, emphasizing the need for flexible yet unified strategies.

RESULTS

- The representation of women in leadership roles has increased significantly, 46% holding managerial and leadership positions with direct decision-making authority and strategic influence within the organization. Additionally, over 60% of the company's workforce is now female. IPPG has achieved 100% pay equity, ensuring equal compensation for men and women in equivalent roles.
- Between 2022-2023, 12 women have taken part in leadership training and development programmes.
- Flexible work policies and family support initiatives contributed to a 20% increase in retention rates for women employees from 2021 to 2023.



RECOMMENDATIONS

1. Leadership Commitment:

Senior leaders actively demonstrated their commitment by participating in initiatives and communicating their importance. Leadership's role as role models was critical in fostering organizational buy-in and driving cultural change.

2. Awareness and Training:

Conducting unconscious bias training sessions and internal workshops helped shift mindsets and raise awareness about the benefits of diversity and inclusion. Sharing success stories from within the organization further inspired employee engagement.

3. Integration with Corporate Strategy:

By embedding gender equality initiatives into the organization's broader development strategy, IPPG ensured that these programmes were not seen as standalone efforts but integral to achieving long-term growth and sustainability.

4. Data-Driven Adjustments:

A robust monitoring system tracked progress through specific metrics such as gender representation, employee satisfaction, and cultural transformation. Regular evaluations enabled timely adjustments to strategies, ensuring continued relevance and effectiveness.

5. Resource Optimization:

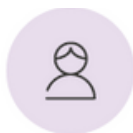
Collaborations with external organizations such as UN Women provided additional expertise and resources, easing financial and manpower constraints. These partnerships amplified the impact of initiatives while fostering community-wide engagement.



Promoting gender equality in the workplace is by no means an easy journey, with numerous barriers arising from social biases, industry structures, and internal organizational challenges. However, through perseverance and effective solutions, we have been and continue to overcome these obstacles.

- IPPG representative -

Principle 1



Establish high-level corporate leadership for gender equality.

Principle 2



Treat all women and men fairly at work-respect and support human rights and nondiscrimination.

Principle 3



Ensure the health, safety and well-being of all women and men workers.

Principle 4



Promote education, training and professional development for women.

Principle 5



Implement enterprise development, supply chain and marketing practices that empower women.

Principle 6



Promote equality through community initiatives and advocacy.

Principle 7



Measure and publicly report on progress to achieve gender equality.



LinkedIn



weps@unwomen.org



YouTube



weps.org



Facebook



**WOMEN'S
EMPOWERMENT
PRINCIPLES**