Workshop Support Document

WOMEN & FINANCE

Rethinking the Offer to Unlock Demand in Morocco

Targeted approaches to accelerate women's financial inclusion

April 22, 2025

Salé, Morocco

بنك المغرب
BANK AL-MAGHRIB

المملكة المغربية
Royaume du Maroc
وزارة الاقتصاد و المالية
Ministère de l'Economie et des Finances

CGAP

Disclaimer

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WOMEN & FINANCE
Rethinking the Value Proposition to Unlock Demand in Morocco

Targeted approaches to accelerate Women's Financial Inclusion (WFI)

April 22, 2025 – Salé

Workshop Companion Document

This document was developed as a companion to a workshop held in Morocco within the framework of the National Financial Inclusion Strategy (NFIS). The workshop examined concrete courses of action that financial service providers (FSPs) worldwide have implemented to strengthen their service range and unlock low-income women's demand for financial services.

Section A sets the stage by examining both the strategic opportunities and the challenges that women's financial inclusion presents for FSPs.

The document then highlights two complementary areas of action:
- Section B: adapting financial offers to the realities of women
- Section C: reshaping internal institutional practices to design these offers.

Section B is structured around four key challenges identified by Moroccan FSPs:

- Challenge #1: Gender norms limit women's engagement with the financial sector. What can financial institutions really do?
- Challenge #2: Women still predominantly use cash. How can accounts be more attractive than cash?
- Challenge #3: Women open accounts but make little use of financial services. How can we strengthen engagement?
- Challenge #4: Women's businesses and access to capital: we have covered the solvent market. What more can be done?

The workshop was facilitated by Alice Negre (Senior Consultant), Othman Ouannane (Consultant), and Arisha Salman (Financial Sector Specialist) from CGAP, who also developed all the workshop materials.

A Serving Women Better: A Strategic Opportunity, With Real Challenges

A market opportunity with high potential

Of the 18.8 million adult women in Morocco, more than **12 million do not have an account,** i.e. an account ownership rate of 35%, compared to 55% among men (Findex 2024). This gap of 20 percentage points is almost four times higher than the average for emerging economies (of 5 percentage points).

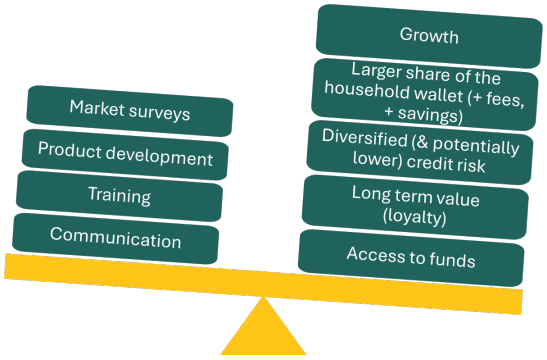
International experience suggests that **the women's market can be profitable** for financial institutions, driven by the following 4 factors:

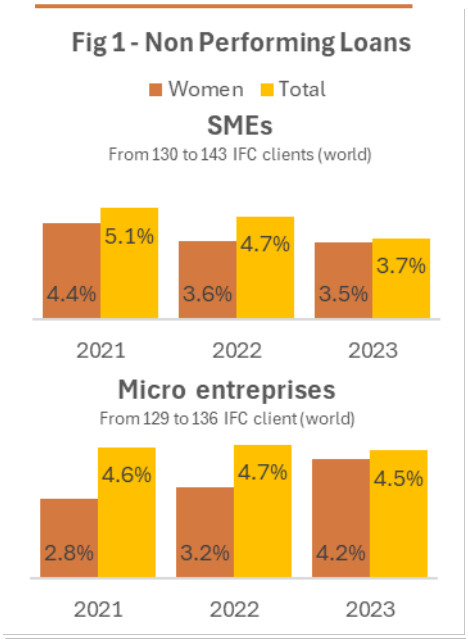
Growth potential: Across the world, there is unfullfiled credit volume for women (along with gender gaps in other financial services). In Morocco, the unfulfilled credit volume for women is USD 5.6 billion, including USD 3.3 billion for women-led micro, small and medium-sized enterprises (IFC 2022).

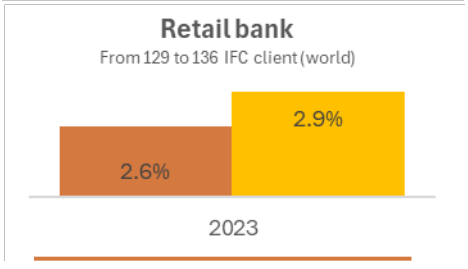
Diversified or lower credit risk: Women's portfolios have consistently lower default rates (Figure 1. Source: IFC). A survey conducted by the Financial Alliance for Women in 34 countries shows that the default rate for women is on average only 69% of that of men.

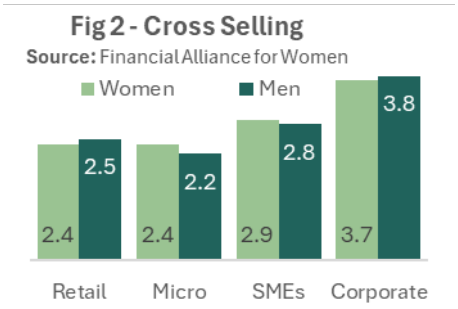
Long-term value : Women prove to be valuable long-term customers as indicated by customer retention (in developed markets, 61% of women stay with their bank for more than five years, compared to 46% of men - WWB 2022), and cross-selling rates (Figure 2. Rates are similar to those of men. Source: Financial Alliance for Women).

Access to international financing Financial institutions (FIs) that are committed to women's financial inclusion can mobilize targeted financing, such as the GGSF (USD 500 million in blended finance).









But a difficult market to conquer

The investment required is considered high and the low historical adoption reinforces the idea that women are an important segment from a social point of view but not very profitable commercially.

> Less than 20% of women are economically active in Morocco

Low demand : irregular or non-existent income, use of cash, or dependence on the spouse's account.

Complex demand : reduced mobility, low financial and digital literacy, difficulties in formalising companies, lack of assets, need for support.

Social norms : obstacles to autonomy, mobility, and decision-making.

Building profitable models

Overall, the profitability of serving underserved women's segments remains largely unmeasured. Several factors contribute to this gap:

1. **Lack of gender-disaggregated data.** Profitability figures are often unavailable because reporting does not separate data by gender.
2. **Confidentiality of profitability data**. Where data does exist, it is often withheld for competitive or proprietary reasons.
3. **Narrow MIS capabilities**. Most management information systems capture only direct revenues and costs. They miss indirect benefits women customers may bring, such as more stable deposits, peer referrals, cost-sharing within households, long-term loyalty, and increased uptake of digital services.
4. **Importance of external factors.** Profitability outcomes are shaped by the broader context such as level of economic empowerment, access to technology and education, making comparisons unreliable.

Still, international evidence shows that some FSPs have found effective models and continue to invest, despite early challenges.

Given the importance of women's financial inclusion for household resilience, economic growth, and gender equality, this growing body of evidence warrants action.

The following sections share approaches that have helped FSPs build viable, scalable offers for the women's market.

Developing these solutions requires committed FSPs in the driver's seat—supported by governments and development partners working on systemic reforms and providing early-stage co-funding to absorb the costs of research, testing, and adaptation.

With the right support, FSPs can build sustainable models that unlock new demand in underserved women's markets.

B New perspectives on the service offer

Four key issues were identified by FSPs in Morocco.
For each, a few levers have worked abroad.

Challenge 1

Gender norms limit women's engagement with the financial sector.

What can financial institutions do?

In Morocco, as elsewhere, gender norms influence women's participation in the labour market and their relationship to financial services, even questioning their legitimacy as clients of the financial sector.

Challenge 2

Women still predominantly use cash.

How can accounts be more attractive than cash?

Despite significant investments in digital payment and financial education, many women continue to favour cash in Morocco. Digital channels are fast, secure and cost-effective, but cash is still more familiar and perceived as easier to manage and safer, especially in informal contexts. Low levels of digital literacy, especially among rural and older women, also limit adoption.

Challenge 3

Women open accounts but make little use of financial services.

How can we strengthen engagement?

Women who have a bank/payment account make little use of it for more advanced financial services, such as payment, savings, credit, insurance. Accounts remain just channels to receive welfare or salary payments.

Challenge 4

Women's businesses and access to capital: We covered the solvent market.

What more can be done?

Financial institutions have already taken important steps to finance women-led businesses, such as lowering fees and interest rates, reducing collateral requirements, and providing training. These efforts have made it possible to better serve the "bankable" segment, but many women entrepreneurs encounter obstacles upstream of credit: fragile business plans, little financial history, difficulty in formalizing, insufficient start-up capital.

Challenge 1

Gender norms limit women's engagement with the financial sector. What can financial institutions do?

How have financial institutions acted around the world in the face of restrictive gender norms?

Financial institutions are not powerless. In many countries, they have begun to deploy various strategies.

It is essential to understand that gender norms do not only shape women's behaviours. They also influence the way financial services are designed and delivered. **So-called "neutral" approaches can therefore unintentionally reinforce exclusion**.

Gender-sensitive approaches require to work at **two levels**: adapting the **services** offered to women, and rethinking **internal practices and systems**.

Strategies vary depending on the degree of influence and rigidity of the norms.

Approach 1

Circumventing the norm

Adapt services to avoid triggering norms that limit women's access to financial services.

Services

Examples of recommendations :

Mobile banks, agents, female branch staff, to overcome the constraints of mobility or social interaction.

Interfaces with audio and visual messages to help illiterate women.

Alternative collateral to overcome asset ownership constraints.

Prototyping of products and testing with women to adapt to reactions.

Internal practices & systems

Example of recommendations :

Clear objectives and written procedures to limit unconscious bias by staff and ensure quality service to customers.

Approach 2

Revealing the gap between the perceived norm and reality

Show that there is no real basis for this norm.

Services

Examples:

Open days to encourage women to learn about financial services (City Tours Campaigns, Morocco)

Campaign exposing the false perception that “I will be frowned upon by the neighbors if my wife works” (Jordan)

Internal practices & systems

Examples of recommendations :

Equip teams to recognize and overcome their biases, by sharing evidence on women's financial behaviour

Approach 3

Reinforcing norm transformation

Partner with public actors to change representations, by valuing women's successes and promoting more inclusive standards.

Services

Examples:

Campaigns to highlight women entrepreneurs (BLC Bank, Lebanon with the "Brilliant Lebanese Awards")

Training and campaigns to encourage the acquisition of new skills ("Your Budget is in Your Hand", in Jordan, focused on budgeting and debt management)

Internal practices & systems

Examples:

Achieve gender parity in management bodies (46% of BancoSol’s board).

Train all sales representatives on new gender-sensitive services (1,000 people at BancoSol).

Challenge 2

Women still predominantly use cash.
How can accounts be more attractive than cash?

Lever 1

Changing perceptions through targeted communication

Improving access is not enough: women must also be convinced that financial services are for them. Their perception depends on their experience, their social environment and the messages they receive. Adapted communication – with the right relays, targeted content, and stories in which they recognize themselves – can change these representations.

Involve influencers

Women often consult those around them before making a decision. Including these actors in awareness-raising actions can promote buy-in and calm family dynamics.

E.g., PostBank (Uganda) in partnership with the NGO CARE offered mobile wallets to women during family dialogue sessions on shared decision-making, which led to an increase in account opening among married women.

Personalize messages

Communication that speaks to the realities of targeted segments of women reinforces the visibility of the service.

E.g. Verity Credit Union (United States) has launched a "mommy blog" run by a mother, focused on daily life and not finance. This has strengthened the commitment of women aged 25 to 45 to the brand.

Make use cases more concrete

Visual formats make use more concrete and less intimidating.

E.g. BancoSol's "Women who dream big" communication campaign (Bolivia) with educational videos on social networks, testimonials from women entrepreneurs, step-by-step demonstrations.

Lever 2

Bringing financial services closer to women, physically and emotionally

Several institutions have rethought distribution by prioritizing **proximity**, **trust**, and **simplicity**. Underbanked women often face constraints of time, mobility, literacy or trust, which limit their use of branches or digital interfaces. International experience shows the value of anchoring services in familiar places, by combining digital and physical channels, by relying on local relays, and by adapting branches.

Phygital pathways in everyday places

Combine digital platforms (phones or terminals), with human support (agents, ambassadors) and expand digital payment acceptance in the places where women already shop and spend.

E.g., TymeBank (South Africa) digital kiosks in supermarkets, with regular presence of ambassadors from the local community. Women open an account while shopping, receive personalized support, and enjoy discounts/loyalty points.

Mother friendly branches

Adapt agencies in particular to the constraints related to childcare, by adjusting opening hours and space organisation.

E.g., BancoSol (Bolivia) has extended branch hours to 7pm in some areas, offers priority queues for mothers, and partners with local organizations to offer childcare vouchers near select agencies. Impact: +29% of women visit these branches.

Home service

Reaching out to women at their homes or on markets, so that they don't have to travel.

E.g., Diamond Bank (Nigeria) transformed the informal savings of women traders into formal deposits, thanks to mobile agents who came to collect the money in the market or at their homes.

Enrol in trusted places

Introduce financial services where women feel safe, respected and connected (e.g., community networks, clinics, schools).

E.g., BLC Bank (Lebanon) works with networks of women entrepreneurs, training centers and universities.

ClinicPesa MaMa (Uganda) recruited 800,000 women through health providers in one year.

Encourage referrals

Women often ask more questions, want more details, and are less likely than men to assume that a product will work for them. They seek reassurance from people they trust before taking action. Financial institutions can capitalize on this momentum by actively encouraging referrals.

E.g., BancoSol (Bolivia) encourages referrals with an interest discount.

JazzCash (Pakistan) tested six referral messages before selecting the best ones: the best-performing message triggered 60% more sign-ups compared to the control group. Female-centric messages (e.g., "invite your sister" or "share with your mother") were particularly effective among female users, while men's behavior remained unchanged.

Lever 3

Make the mobile wallet an everyday ally

More regular use of the mobile wallet can be encouraged by a clean, intuitive and fun interface.

Make the interface simple and intuitive

Design an interface that is suitable for low literacy, with clear and easy-to-understand visual tracking.

E.g., BancoSol (Bolivia) has replaced long texts with icons, added voice navigation in local languages, and integrated human support when opening the account. The result: less digital apprehension and better adoption among women with low literacy.

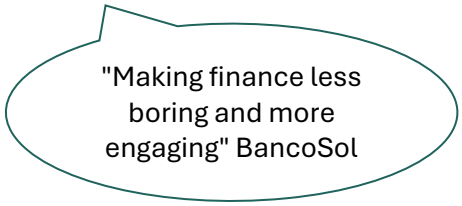
TymeBank (South Africa) allows clients to personalise savings accounts with personal goals and photos.

Banco Bradesco (Brazil) links the wallet to WhatsApp to inform customers (notifications, confirmations), and to provide simple customer service.

Introduce playful elements to encourage positive behaviors

Use games and rewards to make regular use more attractive. Processes can also be inspired by existing social mechanisms, such as tontines.

E.g., BancoSol (Bolivia) users earn points for each savings transaction, which can be redeemed for small prizes or access to training. Results: +21% connections, +48% bill payments, +36% one-time refunds.



Challenge 3

Women open accounts but make little use of financial services. How can we strengthen engagement?

Lever 1

Building skills at the right time

The effects of financial education are often short-lived, except when they are associated with specific, actionable moments. In short, the moment when one teaches is as crucial as the content taught. The most effective approach is therefore to link skills development and transactions.

Embedding learning in the service itself

Built-in tutorials, accompanied by reminders or incentives, allow users to discover the features while developing regular habits.

E.g., TymeBank (South Africa) offers GoalSave which encourages regular savings through personalized goals, built-in tutorials, friendly automatic reminders and rewards.

Just-in-time support

Offer personalized support or clear tutorials at key moments, often related to financial issues such as registering a company, opening an account, receiving a salary or applying for credit.

E.g., Women receiving training during the first weeks of using the M Pawa savings product (Tanzania) saved 3 times more than others.

Mobilising agents as pedagogical relays

CICO agents are very effective, when they are well trained and paid, in training users.

Designing services that fit the realities and pace of women's lives

Women juggle family responsibilities, domestic chores, economic activities, health and financial concerns. To serve them effectively, financial institutions have designed services that reflect this reality – not only in their purpose, but also in how they are accessed, paid for and used.

Tailored purpose

Women are more likely to adopt a service that meets a real need and respects their way of dealing with this type of situation.

E.g., Insular Life Sheroes (Philippines) offers an affordable and flexible health insurance plan that can cover women's health problems, but also more generic health risks, accidents and disability, and include a savings component, thus addressing several women's concerns – health, family responsibilities, and the future. Between 2019 and 2021, more than 7.6 million people subscribed.

Integrated into existing practices

The more a service fits into the existing routine or social structures, the easier it is to use.

E.g., Tahweesha (Egypt) helps women formalize their tontines by connecting them to payment cards and savings accounts. Two years after the launch (2021), 5,408 groups have joined the banking system, involving 118,704 women.

Homely (Mexico), a cleaning services platform, helps its employees open a bank account, in partnership with Stripe (digital payments) and Platzi (financial education courses).

More flexibility

To combine family and professional roles, in a context often of irregular income, women need flexible services.

E.g., BRAC (Bangladesh) offers two free maturity extensions, which has improved overall repayment performance.

Medical Credit Fund (East Africa) offers cash loans to women entrepreneurs in the health sector, the repayments of which are taken as a percentage of their daily income (between 2016 and 2021: 6,500 loans granted, for a total of €120 million, with a repayment rate of 96%).

Micro-amounts

Products designed for small amounts are better suited to the spending and saving habits of underbanked women.

E.g., InLife Sheroes (Philippines) offers digital vouchers for emergency care, for single use, between 14 and 143 USD.

Diamond Bank (Nigeria) allows micro-amounts to be saved via mobile agents in the markets.

Lever 3

Providing solutions that integrate financial and non-financial aspects

Simplifying women's daily lives by allowing them to access financial and non-financial services that address the same issue from the same platform has helped to strengthen the adoption of financial products.

E.g., In agriculture, platforms such as Babban Gona (Nigeria) or AgriPay (Zambia) combine agricultural loans, market information and agronomic advice.

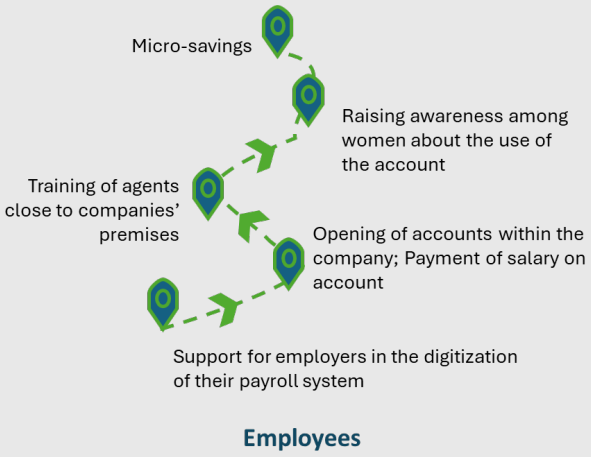
In health, Bancamía (Colombia) offers health insurance coupled with online medical consultations and educational resources – and for women in rural areas, veterinary advice.

Lever 4

Creating financial inclusion pathways

Financial inclusion does not happen overnight. Step-by-step coaching builds trust, commitment, and sustainable habits. Such journeys, when made explicit, also facilitate customer relationship management and cross-selling.

E.g., HERfinance (Bangladesh) has built, with employers and financial institutions, a path leading women employees in the textile industry from opening an account to payment and saving, through progressive activities at the level of employers (digitization of their payroll system) and women (awareness-raising, consultations, pilots, improvement of the local network, etc.). Results: +50 percentage points of account owners, with an average of 8 transactions per month, of which 27 % were withdrawals and 17 % transfers.



Challenge 4

Women's businesses and access to capital: we covered the solvent market.

What more can be done?

Lever 1

Removing the obstacles related to guarantees

The guarantee is often a major obstacle for women entrepreneurs. To address this, several solutions have proven successful elsewhere – not only facilitating access to credit but also changing women's perception that credit is not for them.

Alternative collaterals

Use what women have. When women do not own land titles, they can hold valuable mobile assets (jewelry, equipment, telephone). Some financial institutions have expanded access to credit by accepting these assets as collateral.

E.g., Garanti BBVA (Turkey) offers gold-backed credits and uses a guarantee fund.

M-KOPA (Kenya) offers the purchase of smartphones on a leasing basis, with the phone serving as collateral - this solution has halved the gap between men and women in their customer base.

No collateral

Offer collateral-free loans, based on compelling cash flow analysis.

E.g., Sterling Bank (Nigeria) offers digital credit based on cash flow analysis. As a result, more than 4,500 SMEs had access to working capital in 2022.

Lever 2

Assessing women-led businesses at their real value

Generic credit reporting systems often penalise women owned MSMEs, missing out on the enabling factors of their atypical profiles. Irregular income, informal employment or the absence of traditional guarantees can lower their score, while women have real strengths that compensate for these limitations. By refining their valuation models, financial institutions can better measure real risk, extend more credit, and maintain the quality of their portfolio.

E.g., Having found that women had lower default rates, AB Bank (Zambia) integrated gender as a positive factor in its algorithm; the share of women in the portfolio increased from 57 % to 60 %, with a stable default rate of 3.5 % for all customers.

Tyme Bank (South Africa)
Gender-Sensitive Scoring Test
NPL< 5%

	% Approved Women	% Approved Men
Single threshold	79.6 %	79.8 %
Differentiated threshold	84.6 %	75.4 %
Different models	89.6 %	76.5 %

"Gender-Intentional Credit Scoring." Technical Guide CGAP

Lever 3

Helping women build their capital

Starting or developing a business can also start with saving. By helping women accumulate and manage their capital gradually, financial institutions are laying the foundation for stronger entrepreneurship.

Default business accounts

E.g., in Uganda, some microfinance loans are paid into savings accounts dedicated to the activity – enabling women to better separate personal and professional funds, which improves their business performance.

Scheduled savings

E.g., myAgro (Senegal) allows women farmers to save in advance to buy quality seeds and fertilizers. Savings are made via scratch cards or mobile money, with regular reminders – ensuring the availability of funds at the time of purchase.

Savings + microcredit

E.g., Kaleidofin (India) offers digital savings with objectives, adapted to informal workers. These plans provide access to bundled microloans on the same platform, combining a safety net and start-up capital.

Lever 4

Becoming a one-stop-shop for growth drivers

Non-financial services – training, mentoring, legal advice – strengthen companies while also consolidating the portfolio of financial institutions – through portfolio growth, reduction of non-payments, loyalty, cross-selling. Providing these services come with costs, but according to IFC, providing well designed non-financial services can generate a return on investment in 1 to 2 years. The "one-stop-shop" model, in which financial institutions select, coordinate or co-facilitate a set of non-financial services, is particularly suitable for women entrepreneurs, as they are often time-constrained and/or have limited access to information.

Be careful, the quality of the programs is important: the most effective programs go beyond the typical entrepreneurship training, to tackle **concrete obstacles**, strengthen **personal skills** ("soft skills"), offer **information or even access to markets**, and promote **peer networks**. They also rely on **customer management tools** to help the financial instituiton track individual engagement and quicky adapt content according to customer feedback.

E.g., KCB – Biashara Club (Kenya) offers paid annual membership, combining training, peer networks, exchange trips, and personalized training courses in partnership with the African Management Institute. Results: 75% of the participants saw their turnover increase, 50% created jobs, a reinforced image of the bank as a growth partner.

E.g., Mahila Money (India): this fintech, which offers credit and investment services, organizes daily video calls with experts, webinars with successful women entrepreneurs, and runs a digital community for collaborative support.

E.g., InLife – Sheroes (Philippines): This insurance program is based on four pillars: financial education, health and wellness education, professional and social networks, and insurance products tailored to women's needs.

Lever 5

Facilitating the transition of companies to more profitable activities

Women-led businesses often operate in low-margin sectors (e.g. retail, personal services), and have difficulty innovating or accessing more remunerative markets. Financial institutions can play a catalytic role by supporting their transition to higher value-added activities.

Backing women-led enterprises as they expand into high-opportunity sectors

Sector-specific credit products, combined with technical support, can help women structure their business, invest in new tools, or formalize their business.

E.g., longer, deferred credit, accompanied by advisory services, can help women enter new sectors, such as light manufacturing (agribusiness, semi-industrial crafts, electronic products assembly) or digital services, which require a higher initial investment, but offer better margins.

Helping women enter procurement processes

By collaborating with corporate buyers in value chains, financial institutions can co-construct financing solutions that enable women to meet sourcing requirements — and access new markets.

E.g., HSBC (Mexico) *has partnered with* CEMEX*, a cement company, to finance women entrepreneurs in the CEMEX production chain. Loans are secured by invoices, making it easier to access credit.*

Designing products for technology adoption

To facilitate the adoption of new technologies, financial institutions can remove both liquidity and information constraints by relying on certified providers.

E.g., the MFI PAMECAS (Senegal) *supports women farmers' access to solar irrigation systems by offering loans for the acquisition of equipment from trusted suppliers. The result: easier adoption, reduced risk for the client and the MFI, and increased agricultural productivity.*

C

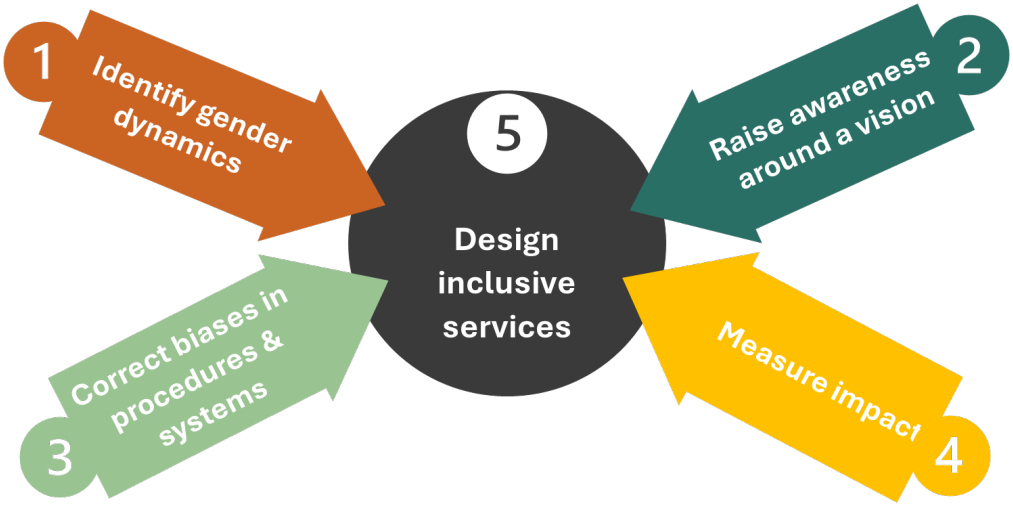
Shaping Institutions for Women's Inclusion

Transforming your internal organization to design these tailored solutions

The examples presented in the previous section show what is possible — but **are not models to be replicated identically**.

The institutions that have developed these solutions have for the most part engaged in a in-depth internal reflection on their governance, their organizational set-up and their incentives – to implement internal processes that put women's needs at the centre from the outset. It's not just about changing quick wins in the product design. We need to review the way services are designed.

Five key factors have enabled these institutions to better meet the needs of their female clients. These key principles are translated into 10 operational recommendations, accompanied by concrete ways of implementation in the guidelines developed by CGAP, IFC and F4D.



1. Identify the differences in needs, behaviours and obstacles between women and men.

2. Commit the entire organization to a formal goal. Train employees in gender-sensitive practices and build a culture of inclusion, for customers and staff.

3. Review rules, processes, tools (e.g., scoring algorithms) and strengthen internal skills to eliminate gender biases.

4. Establish indicators and evaluation systems to monitor progress, adapt if necessary and justify the approach.

5. Develop targeted, accessible and easy-to-use solutions.

Here are **some examples** of how to implement these key success factors (more information available in the CGAP guide).

1 Identify gender dynamics

- **Disaggregate customer data by gender and socio-demographic characteristics**, in order to analyze differences in behaviors throughout the customer journey. This includes not only credit data, but also data related to acquisition, product usage, satisfaction, complaints, and access channels.
- **Use typical customer profiles** (or archetype) in product design. Teams often tend to imagine a male customer. The standard profiles ensure that women's needs and behaviours are also taken into account in the design process: motivations, aspirations, financial needs, lifestyles.

2 Raise awareness among staff and managers & develop a vision

- **Clearly affirm the institution**'s commitment to gender equality and women's financial inclusion as a core value. Without conviction or mobilization from the board of directors and the management team, the chances of success remain limited. Positioning the women's segment as a strategic lever for the business model is essential. Because overcoming the obstacles – inevitable in any transformation process – requires strong and sustained support at the highest level of governance.
- **Train teams to recognize bias.** Customer-facing staff play a key role in the first impression of customers. Training should help them identify unconscious biases, adopt inclusive communication and build trusted relationship with female customers.
- **Promote female leadership.** Supporting women's advancement through career paths, mentorship, and increased visibility. Involving women leaders in mentorship and external representation strengthens an inclusive institutional culture.
  Example impact: When Sheryl Sandberg, an executive at Facebook, had difficulty walking from the parking lot during her pregnancy, she asked for nearby spaces to be reserved for pregnant women.

3 Correct biases in procedures & systems

- **Empower teams to implement the gender strategy.** This involves appointing a reference person at the executive level, with operational responsibilities, to steer the initiative and ensure coordination between departments.
- **Implement a zero-tolerance policy for sexual harassment and violence in the workplace.** This includes confidential reporting mechanisms, clear handling procedures, and safeguards against retaliation – to ensure a safe and inclusive environment.
- **Offer flexible working arrangements** to promote work/life balance and retain talent.

  For example, Citibanamex (Mexico) has implemented extended maternity leave (16 weeks), extended paternity and adoption leave (4 weeks), as well as awareness campaigns on inequalities in the workplace. As a result, the rate of departures after maternity leave fell from 30% in 2019 to 1% in 2024, and women's resignations decreased by 14%.
- **Ensure that internal and external communication is free of bias and gender stereotypes.** This includes adopting guidelines on inclusive and neutral language — whether written, oral or visual — in all internal and client communications. (Figure 3)

Figure 3	Avoid	Prefer
Use the neutral plural	A good employee knows that he must strive for excellence	Good employees strive for excellence
Don't perpetuate gender stereotypes	Use images of women, clothing, and beauty products to illustrate a credit card	Illustrate a professional credit product with portraits of women entrepreneurs in various sectors

Your notes, your questions