

***Activist to***

***entrepreneur:***

***The role of social enterprise in supporting  
women's empowerment in India***



# British Council

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Our previous publications include:

- a ***Vision of Social Enterprise in Europe 2020*** which considers the evolution of social enterprise into the mainstream economy
- ***Think Global Trade Social*** which examines the role of social business in achieving progress on the UN's Sustainable Development Goals
- surveys providing crucial evidence about social enterprise in countries such as Pakistan, Ghana and Myanmar

More information about our work in both social enterprise and women's empowerment can be found at: [www.britishcouncil.org/society](http://www.britishcouncil.org/society)

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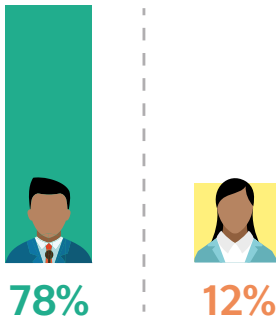
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## Gender inequality exists in India

... in politics, where less than 12% of parliamentary seats are held by women



... in work, where only 39% of Indian women are employed



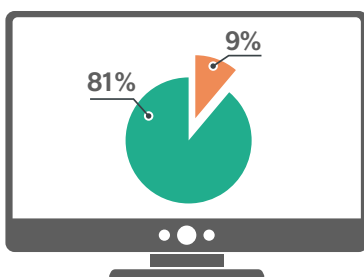
... in pay, where Indian women earn 25% less than men



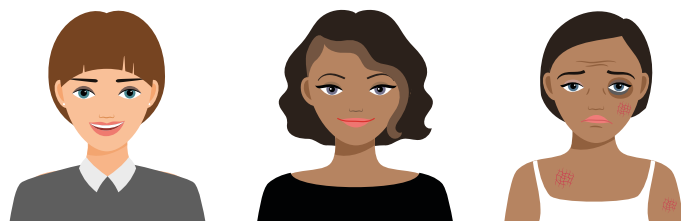
... in entrepreneurship, where there are only ten countries in the world where as many women start businesses as men



... in business, where less than nine per cent of for-profit companies are led by women



... in society, where over 300,000 violent crimes against women were reported in 2015 (and the rate of unreported crime is far higher)

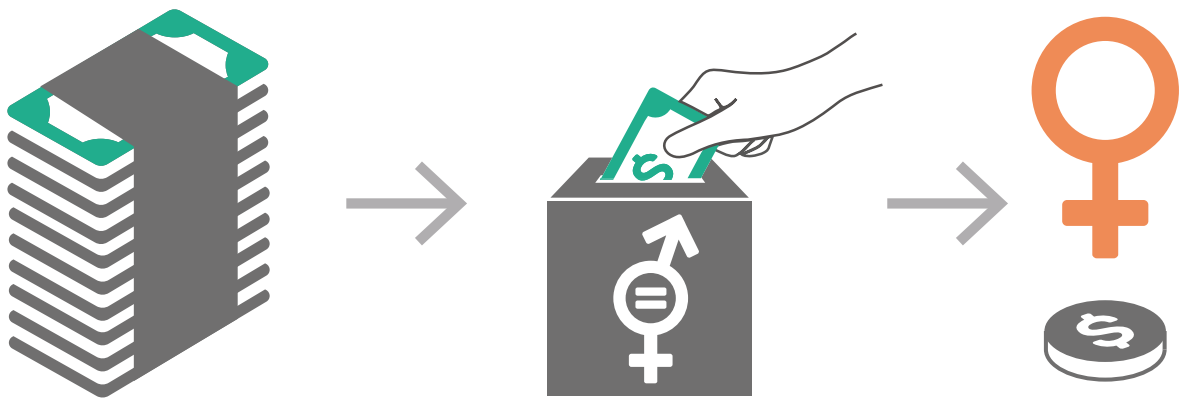


UN'S SUSTAINABLE  
DEVELOPMENT  
**GOAL 5:**

'ACHIEVE GENDER EQUALITY  
**AND EMPOWER**  
ALL WOMEN AND GIRLS'

## Organisations fighting gender inequality are under-funded – particularly at the grass roots

Less than five per cent of OECD members' aid budgets go towards projects that explicitly target gender equality and women's empowerment, and of this only 0.5 per cent goes to women's rights organisations. The median income of women's rights organisations is just \$20,000.



## Social enterprise is an under-utilised source of funding for gender equality

**29%**

Globally, only 29 per cent of women's rights organisations use income generation activities. Many lack the knowledge, skills, assets and resources to take advantage of social enterprise.

## Social entrepreneurs are the R&D lab for women's empowerment

**GLOBALLY**  
THERE ARE AN ESTIMATED  
**210 million**  
social entrepreneurs,  
ALL DEVELOPING AND TRYING  
DIFFERENT APPROACHES TO  
SOLVE THE WORLD'S  
SOCIAL AND ENVIRONMENTAL  
**CHALLENGES**

**IN THE UK 4%**  
OF SOCIAL ENTERPRISES  
FOCUS ON WOMEN'S  
**EMPOWERMENT**  
-----  
**IN INDIA**  
THIS FIGURE IS **33%**

Even when not explicitly focussed on women's empowerment the social enterprise sector is providing greater opportunities in employment than the wider economy:

	Brazil	India	Pakistan	UK	USA
Women (% of total workforce)	43%	24%	22%	46%	46%
Women (% of social enterprise workforce)	55%*	25%	37%	66%	65%

\* Estimated based on surveys, leadership statistics, and non-profit sector statistics

And more opportunities for women's leadership than the for-profit sector:

	Brazil	India	Pakistan	UK	USA
Women (% leaders in for-profit sector)	43%	9%	5%	18%	31%
Women (% leaders in social enterprise)	25%	24%	20%	41%	55%



And women starting a social enterprise is itself contributing to women's empowerment:

**80%**

REPORTED AN INCREASED SENSE OF SELF-WORTH

**82%**

REPORTED INCREASED CONFIDENCE

**49%**

SAID IT HAD MADE THEM FEEL LIKE THEY COULD MAKE THEIR OWN CHOICES

But in India, the social enterprise sector still has a long way to go before it can claim gender equality

**30% OF WOMEN IN INDIA**

SAID THEY ENCOUNTERED BARRIERS IN RUNNING THEIR SOCIAL ENTERPRISE BECAUSE OF THEIR

**GENDER**

THERE ARE **FOUR TIMES AS MANY** SOCIAL ENTERPRISES LED BY MEN AS BY WOMEN AND, ON AVERAGE, SOCIAL ENTERPRISES LED BY MEN ARE **TWO AND A HALF TIMES LARGER**

**INDIA RANKS 36TH** OUT OF THE WORLD'S 44 **LARGEST ECONOMIES FOR EQUAL PAY** BETWEEN MEN AND WOMEN IN SOCIAL ENTERPRISE

Social enterprise both challenges and reflects gender inequalities in wider society. Governments, funders, social enterprises and women's organisations need to

**work together to realise the potential of social enterprise**

# Foreword

Gender inequality continues to be a significant issue worldwide. If we are to meet our UN Sustainable Development Goal 5 to ‘achieve gender equality and empower all women and girls,’ we must both increase resources for existing activities and understand the potential application of new approaches.

Social enterprise is, in essence, a concept of business that takes social good as an equal priority to profit-making and seeks to bring about a ‘fairer economy’. So it is fitting to ask to what extent can social enterprise enable a fairer economy for women and girls’ empowerment

Social enterprise is not a panacea and its application to the issue of gender equality should not be seen in isolation from other measures. However there are some promising signs that social enterprise can make a meaningful contribution.

For example there is evidence of social enterprises breaking down the dichotomy between ‘the empowerer’ and ‘the empowered’. If traditional interventions focus on women as beneficiaries, social enterprise can empower women as customers, employees or business owners with a genuine stake in the future. This is a welcomed addition to more traditional programmes as it contributes to new levels of ‘agency’ and trust. Indeed greater gender balance in decision-making has been consistently shown to produce more innovation, transparency, and attention to risk than is produced by the male dominated leadership of many established institutions. It also builds confidence among women and provides crucial new role models for the next generation.

Recommendations to ensure this opportunity is fully realised could produce significant benefits. We need to ensure not only that women’s empowerment agendas are mainstreamed in existing programmes to support social entrepreneurs, but also that new programmes are created to develop social entrepreneurial solutions to women’s empowerment issues.

For cash-strapped women’s organisations, social enterprise is already a source of additional and crucially unrestricted income, this report finds. Twenty-nine per cent of women’s organisations engage in their own income generating activities, but the median income of women’s rights organisations across the world is just \$20,000. With women’s empowerment remaining a significantly underfunded issue, social enterprise is a promising but under-utilised source of funding for gender equality. Surely, this is an opportunity which much be capitalised on if we are at all committed to achieving our global targets.

But the life of a social enterprise is not simple. Balancing the need to operate a successful business in competitive markets while delivering to a social or environmental imperative requires real business acumen. For example, social impact investors may be willing to accept fewer financial dividends for the assurance that the investment will benefit others, but their standards for the social mission may also be unrealistically high, given the realities of the complex, often structural, inequities being confronted.

In the context of these real structural inequalities, it is perhaps unsurprising to find that social enterprise reflects many of the same issues we find in other areas of the economy. For example the report finds that social enterprises in all five countries, including the US and the UK, are clustered in gender stereotyped industries that attract women largely because they are culturally acceptable. For instance, women in Pakistan and India, in order to stay within the cultural confines of gender, choose enterprises that provide “feminine” services, such as education for children, or produce “feminine” products, such as handicrafts. Similarly, women in the US and UK are clustered in teaching, care industries, fashion, and gifts. Uncompensated domestic labour is the number one barrier to women’s economic participation everywhere. Women suffer a remarkably similar set of constraints, each of which crosses countries as well as sectors. Thus, the underlying problem here is structural inequality and we probably should not be surprised to see these findings in the data.

The report makes a number of recommendations which the social enterprise sector must act upon to live up to its mandate of enabling a fairer economy. The report finds that social enterprise produces a pattern of disadvantage for women that is only slightly better than that found in for-profit enterprises. Women are paid less, clustered in low-paying and gender-stereotyped industries, and present in ever-declining numbers from the bottom of the organization to its top. They are also less able to get funding outside their own intimate social circle, whether that is from invested capital or government grants. Women command less attention from governments and NGOs in social entrepreneurship, just as they struggle for attention throughout the private sector, from enterprise and employment to investment and leadership.

Finally, though the rhetoric of the women’s economic empowerment movement shies away from the question of justice, closing the gender gap is a goal we should all be working to achieve. This report has shown that social enterprise holds great potential as a tool for enabling women’s empowerment. I for one hope that this potential will be fully realised.

#### **Linda Scott**

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Founder, DoubleXEconomy and The Power Shift Forum for Women in the World Economy

*Linda is Emeritus DP World Professor for Entrepreneurship and Innovation, Saïd Business School, University of Oxford. She is best known for her creation of the concept of the DoubleXEconomy – a perspective which describes the global economy of women in both the developed and developing world. Linda and her colleagues at Oxford did some of the earliest, path-breaking research in women’s economic empowerment.*

*Today, she works with many large organizations, public and private, to design and assess women’s empowerment programs in many domains. She has twice been chosen as one of the top 25 Global Thinkers in Prospect magazine’s annual list. She writes a blog called DoubleXEconomy and her twitter handle is @ProfLindaScott.*

## 1. Introduction

India continues to face significant challenges in the area of gender equality. Sex-selective abortion, foeticide, and infanticide are still prevalent in India, despite being illegal. Violence against women is endemic with over 300,000 crimes reported in 2015, and the rate of unreported crime is far, far higher. Economically, women are also disadvantaged with only 39 per cent employed and men paid more than women by an average of nearly 25 per cent, and even more in the corporate sector<sup>1</sup>. The UN's Sustainable Development Goal (SDG) Number 5 is to 'achieve gender equality and empower all women and girls.' There is a lot of work to be done to achieve this by the target date of 2030.

In recent years, social enterprise has started to play a small but growing role in women's empowerment. Proportionally more women lead social enterprises than for-profit businesses in India. There are some well-publicised examples of social enterprises supporting vulnerable women

through employment and training, and providing affordable products and services. However many of the gender inequalities in the wider Indian economy are reflected in the social enterprise sector: gender segregation, a wage gap, and prejudice and discrimination against women social entrepreneurs.

This report sets out to establish how well social enterprise addresses gender inequality and women's empowerment in India. It is part of a series of reports commissioned by the British Council to look at the link between social enterprise and women's empowerment across five countries: Brazil, India, Pakistan, the UK and the US. It explores the strengths and weaknesses of social enterprise as a mechanism for empowering women and considers different ways it is being used for this end. It also examines the idea that social enterprise as a business model might advance women's empowerment even when that is not a specific objective.



It should be stressed that social enterprise is simply one tool in supporting women's empowerment. It can be extremely useful and effective in certain contexts, as this report will demonstrate. But it should be seen as complementary to, not in competition with, other approaches to women's empowerment. Gender equality can only be achieved through a multi-faceted approach.

That said, we found social enterprises supporting women's empowerment in three powerful ways:

- by creating economic empowerment for women through micro-entrepreneurship by delivering training or employment opportunities for women
- by providing affordable products and services for women.

We also found evidence that the social enterprise sector is contributing to women's empowerment in its impact on women social entrepreneurs, on women leaders, and on women employees.

Each of the five country reports in this series as well as an overarching report that analyses the findings from all five countries are available for download at [www.britishcouncil.org/society/social-enterprise/reports](http://www.britishcouncil.org/society/social-enterprise/reports).

## 2. Methodology

For this report, we took an inclusive approach to the concept of social enterprise. As well as considering organisations identifying as social enterprises, we looked at organisations and initiatives that were using an entrepreneurial approach, generating at least 25 per cent of their income from trade, and prioritised social and environmental impact over profit.

The methodology used a four-stage process:

1. In order to identify the key research questions the team conducted an extensive literature review and interviewed a series of 27 key actors in social enterprise and women's empowerment in India.
2. A detailed questionnaire consisting of qualitative and quantitative questions was sent to social enterprises gathering 228 responses, of which 163 met the criteria for inclusion in the research.
3. The data was analysed and initial findings were shared with practitioners and experts in women's empowerment and social enterprise through a series of ten focus groups and facilitated discussions in March 2017. These were held all over India to provide a good national representation. In total the early stage findings were discussed with over 300 experts. These facilitated discussions helped to understand, deepen, correct and clarify the findings from the survey.
4. Further desk research and key informant interviews were then conducted to fill remaining gaps in the research to produce the final report.

### 3. The use of social enterprise by women's organisations

Women's organisations, governments and NGOs are using social enterprise models to support the direct economic empowerment of women, supporting them to generate income for themselves and their communities. The most common model is the Self Help Group (SHG).

These SHGs, often facilitated by NGOs through government programmes, use microfinance and cooperative models to encourage micro-entrepreneurship amongst women. SHGs are not formal social enterprises, but they are among the most common model for a combination of income generation and community improvement activities in India. Income generation is often combined with skill development.

Although women are given leadership roles within Self-Help Groups, they do not necessarily have full control over the system. The extent to which women will be able to engage in these activities depends on their ability to negotiate with their family. Many of the NGOs that facilitate these activities, are led by men.

There is less evidence of women's organisations using social enterprise models to generate income and support their activities. Globally women's organisations are under-funded and this may be an additional area where women's organisations in India could utilise social enterprise.

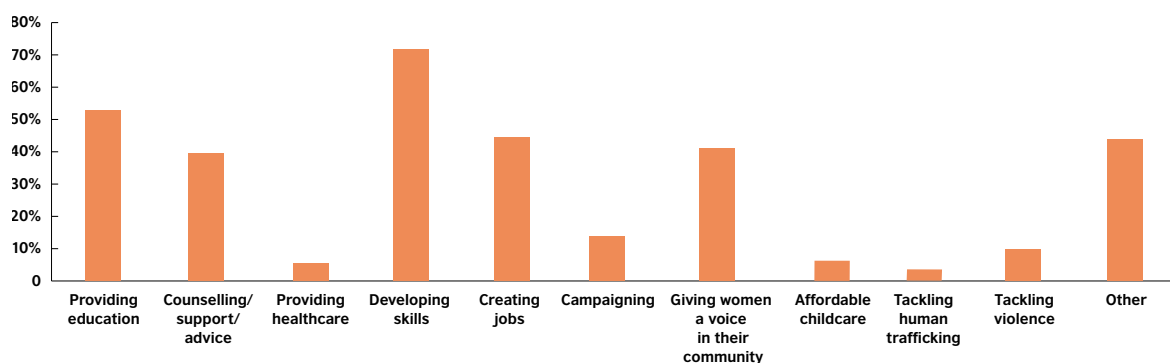
### 4. The impact of individual social enterprises

There is no doubt that individual social enterprises are having a positive impact in the field of women's empowerment. There are an estimated two million social enterprises in India and, according to British Council research, 33 per cent are focussed on women's empowerment. That suggests there could be over 600,000 social enterprises specifically focussing on empowering women, as well as many others supporting women as a bi-product of supporting young people, providing education, providing health care or delivering other services.

Our survey was specifically targeted at social enterprises with an interest in this field. Ninety four per cent of the 163 social enterprises responding said they do empower women and girls. And, as the results below clearly demonstrate, the impact they are having is diverse.

Our research uncovered some inspiring examples. Jaipur Rugs promote traditional crafts, textiles, and handmade products by creating market links for rural artisans through fair trade principles. DesiCrew provide skills training and jobs in call centres. Aakar Innovations produce low-cost, affordable sanitary pads using raw materials and agro-waste, and manufacture and market these through a network of women. And Mysore based anti-trafficking NGO Odanadi has created a number of social enterprises including a taxi company, beauty parlour, ice cream parlour, artisan products and bakery to help provide vocational and soft skills as well as integrate marginalised women into mainstream society.

#### 'How does your social enterprise help empower women and girls?'



## 5. Women as social entrepreneurs

Less than nine per cent of for-profit companies in India are led by women, whereas 24 per cent of social enterprises in India are started by women<sup>2</sup>.

Despite this seemingly positive picture, social enterprise reflects many of the gender inequalities seen in the wider economy in India. A recent Thomson Reuters Foundation report placed India 36th out of the world's 44 largest economies in terms of the gender pay gap in social enterprise. Women report additional barriers compared to men when starting social enterprises, including prejudice and discrimination. Social enterprises run by men are, on average, two and a half times larger than those run by women<sup>1</sup>. And there is significant gender segregation by industry sector.

Women social entrepreneurs share many characteristics with for-profit entrepreneurs. They face many of the same barriers and draw on many similar enablers. Their motivations however are quite different, as social entrepreneurs are driven almost entirely by a desire to create social impact.

Ninety five per cent of women in our survey started a social enterprise to address a social or environmental concern, or to benefit their community. Only five per cent said they started one purely for career opportunity or flexible working. However, both of these were important secondary considerations.

Fifty one per cent of women who responded to our survey felt that the social enterprise sector offered better opportunities for flexible working than other sectors.

Thirty two per cent of women with children said the prospect of 'flexible working around family commitments' was a motivating factor in starting a social enterprise.

Women social entrepreneurs face the same barriers as their male counterparts plus additional barriers as a result of their gender. These include

- prejudice and discrimination
- barriers to accessing funding and investment
- greater demands on time through home and family commitments
- lack of support or hostility from families

Becoming a social entrepreneur has both positive and negative effects on women. While many of the benefits of social entrepreneurship are experienced by both men and women, those relating to financial independence and respect within the family are markedly more impactful on women.

- 80 per cent of female social entrepreneurs responding to our survey said that starting a social enterprise had given them an increased sense of self-worth
- 82 per cent reported increased confidence
- 47 per cent reported increased respect within their families compared to only 29 per cent of men
- 49 per cent said they were more able to make their own choices, compared to 32 per cent of men.

However 49 per cent of female social entrepreneurs reported experiencing some negative impact, particularly linked to financial insecurity and stress.

Compared to for-profit entrepreneurship, social entrepreneurship is likely to create higher rates of social return for the community and society at large. It is also likely to create proportionally more jobs for women. But rates of pay in the social enterprise sector tend to be lower than in other sectors. And, as with the wider economy in India, there is also a substantial gender pay gap in the social enterprise sector.

So women social entrepreneurs are likely to earn less than their male counterparts and less than their for-profit counterparts. They are also unlikely to move into the for-profit sector. But social enterprise offers financial independence to proportionally more women than for-profit entrepreneurship.

If we consider the holistic view of women's empowerment in the UN definition, social enterprise also offers significant opportunity beyond economic empowerment. It enables women 'to influence the direction of social change to create a more just social and economic order.' And, for 95 percent of women social entrepreneurs, this is more important than economic empowerment.

<sup>1</sup> British Council survey data 2016, (average size, removing outlying 10 per cent)

## 6. The social enterprise sector as an employer

As we have seen, many social enterprises empower women as ‘beneficiaries’ of their services. Social enterprises empower the women entrepreneurs who set them up. And many social enterprises also create jobs that empower the women who work in them.

There are three important questions to consider as we evaluate the impact of social enterprise employment on women’s empowerment:

- Are proportionally more women employed in social enterprise than other sectors?
- Are the jobs created good jobs?
- Do the jobs created challenge or reinforce gender stereotypes?

The social enterprise sector employs proportionally more women than the workforce as a whole, and more than the private sector.

- 26 per cent of full-time employees in social enterprises are women and 65 per cent of part-time employees in social enterprise are women.
- By comparison, only 24 per cent of all employees in India’s workforce are women.

Furthermore, many of the women employed by social enterprises are from particularly disadvantaged backgrounds - as a result, for instance, of poverty or abuse - and would not otherwise find employment.

For those disadvantaged in the labour market, social enterprise generally offers better employment opportunities than those available in the private sector. Sixty eight per cent of social enterprises in our survey said that if they did not employ them their workforce would either be unemployed or working elsewhere in worse conditions and for less pay.







And, while they may only be entry level, jobs with social enterprises typically involve training and development. Ninety two per cent of social enterprises responding to our survey that cited creating employment as one of their areas of impact on women also cited developing skills. So, the evidence suggests that jobs created by social enterprises specifically for beneficiaries are likely to be better jobs than those available through for-profit businesses.

It should be noted, however, that some social enterprises have the same deficiencies as some private sector companies when it comes to workplace issues such as poorly maintained toilet facilities for women – or their complete absence, as in one reported case.

For those in leadership and management positions, pay and conditions in the social enterprise sector can be lower than in other sectors. Also, as in the wider economy, there is a substantial gender pay gap with men earning more than women.

The pay gap partially attributable to a gender segregation by industry. In the for-profit sector women are over-represented in low-paid jobs, particularly in textiles, craft and agriculture, and under-represented in manufacturing and tech, for example. In social enterprise, we also see a similar degree of gender segregation.

Some social enterprises are deliberately challenging such gender stereotypes by training and employing women in industries where they are under-represented. The Women on Wheels programme, for example, empowers resource-poor women to become professional drivers.

Sixty three per cent of our survey respondents believe social enterprises are challenging gender norms while eight per cent believe they are reinforcing them. The reality is that there are strong elements of both.

## 7. Recommendations

Based on our research and particularly on the discussions of our focus group of social enterprise and women's empowerment experts, we have drawn together some recommendations to increase the effectiveness of social enterprise as a model for supporting women's empowerment. These are grouped into recommendations for funders and investors, social enterprises and intermediaries, and governments. Some of the recommendations apply to one or more group, and all stakeholders need to work together to ensure the successful implementation of these recommendations.

It is critical that both men and women are involved in considering and implementing these recommendations. Many of the issues are underpinned by gender norms that affect, and are reinforced by, both men and women.

### 7.1 For social enterprise support organisations and the broader ecosystem

Many of the recommendations for the social enterprise sector will also require support from government and/or funders.

#### Women's social enterprise networks

- Facilitate networking between gender-focused social enterprises and women's organisations nationally and internationally with a view to sharing best practice and replicating successful models.
- Create a women's social enterprise network to increase the peer support available specifically for women social entrepreneurs and board members. This will help women social entrepreneurs share best practice, provide mentorship, and discuss the unique challenges of social enterprise.

#### Training for women social entrepreneurs

Work in partnership with provincial governments to assess training needs and provide appropriate training for women social entrepreneurs. This should focus particularly on:

- financial literacy
- business planning
- business skills
- pitching for funding and investment
- technology



### Social enterprise incubators and accelerators

- Increase the number, quality and sustainability of social enterprise incubators in India, with particular incentives for women-led social ventures.
- A quality control system for incubators should be introduced which monitors and evaluates impact on a range of measures, including gender equality and women's empowerment.
- Some 'women only' incubators should be established. These could be cross-sector, supporting social and for-profit enterprises.
- Online accelerator programmes could also be established, including a programme marketed specifically at women social entrepreneurs. These will have a greater reach than individual incubators, although the anticipated success rate will be lower. Such a programme will also mainly be utilised by educated urban elites rather than poor and rural women.

### Increase awareness

- Make effective use of media and communications to ensure women social entrepreneurs are seen and heard.
- Provide a gender-balanced portrayal of social enterprise in the media to ensure that the social value created by both female and male social entrepreneurs in a range of sectors is recognised.

### Challenges and competitions

- Instigate competitions to start social enterprises specifically to tackle gender inequality and women's empowerment with an appropriate mix of grant, equity and loan finance, as well as mentoring and support for the winning enterprises.
- These could be cross-sector and potentially focus on those at the Bottom of the Pyramid (BoP), supplying beneficial products and services to the poorest communities in India.

## 7.2 For funders and investors

### Add a gender lens to investing

Gender lens investing is the practice of investing for social and/or financial return while also considering the benefits to women. Many argue that adding a gender lens to investing can help promote female led social enterprises as well as providing role models to women.

- Use a 'gender lens' when making investment decisions; understand the additional barriers faced by women social entrepreneurs, and the strengths of women-led social enterprises.
- Provide training for funders and investors to understand the differences between male and female social entrepreneurs and the potential of women-led social enterprises.
- Set specific targets for a funding or investment portfolio that is balanced for gender. Consider launching products or services that are specifically targeted at under-represented sectors of the population.

### Build the financial spectrum

- A particular gap in finance for social enterprise was identified in early stage investment, particularly small amounts of seed funding. This could be met through a variety of tools such as grants for R&D (research and development), preferential lending and exemptions and incentives. Doing this using a gender lens will ensure the increase in social enterprise start-ups and growth will benefit women social entrepreneurs as well as men.
- A collaborative effort by funding agencies and the government is required to build an ecosystem in which it is easier to start a social enterprise. A transparent model to select projects for funding and support women throughout the journey of setting up and growing a social enterprise was also recommended.
- One observer noted that the sectors in which women social entrepreneurs tend to participate most (e.g. community-based production and activities) are less scalable, or perhaps scalable in different ways, than, for example, IT-based social enterprises, where men predominate. Therefore, there should be accessible funds available for more localised and smaller-scale social enterprises, as well as more funds for scaling and replication.

### 7.3 For governments

Many of the barriers facing female social entrepreneurs are the same as those facing male social entrepreneurs. Some of these recommendations will be of equal benefit to both.

Governments should bear in mind that any policies to support women into work will actively support the social enterprise sector, which has a disproportionately high female workforce, particularly part-time workers. Equally, any policies that support the social enterprise sector will support women's empowerment in India.

#### **Facilitate the work of funders, investors and intermediaries**

- Governments should look to facilitate the above recommendations by working with intermediaries, funders and investors, and by supporting social enterprise growth by drafting supportive policies, convening stakeholders, and providing finance.
- Governments should also ensure coordinated and effective communication of the support and funding available for social enterprises. This communication should be especially targeted at women to help reduce the gender gap in social entrepreneurship.

#### **Social enterprise taskforce**

- The Government of India should set up a social enterprise taskforce with a specific remit to consider gender equality and provide expertise and recommendations for policy.
- The taskforce should be balanced for gender and have cross sector representation with stakeholders from business, government, academia and the social enterprise sector.

#### **Produce a white paper on social enterprise**

- With the support of the Social Enterprise Taskforce (8.2.2), the Government of India should look to build on this research, and on the 'National Skill and Entrepreneurship Policy' with a white paper on social enterprise.
- The white paper should include examples demonstrating the benefits and the social impact of women-owned business, and an accurate mapping of the numbers and types of social enterprises in this space. This will enable better policy decisions and more focused interventions by governments and other stakeholders.

- The government white paper should also include a definition to support understanding, communication and engagement. India does not have an official definition of a social enterprise presently, and governments are unwilling to engage with private, for-profit companies to provide social services.
- The government white paper should include suggested policies to ease the administrative burdens for social enterprises. The hybrid nature of social enterprises also makes them slower to grow in comparison to other mainstream enterprises. The government should recognise this fact and provide relevant support in the form of tax subsidies, separate schemes and incentives.
- The white paper should consider a framework for encouraging governments to procure from social enterprises, possibly modelled on the UK Social Value Act.
- A specific legal structure that could be adopted by social enterprises, such as the Community Interest Company in the UK, is also recommended.

#### **Social enterprise education**

- Governments and social enterprises should work in partnership to increase the use of social entrepreneurship education in schools, and ensure it includes a specific focus on addressing gender inequality. This should begin in primary school.
- This programme should prioritise working with girls and promote business skills, confidence and the social acceptability of female entrepreneurship.
- Public awareness of social enterprise can also be increased through changes in school, college and university curricula, with mandatory lessons on social entrepreneurship.

# References

1. Gender Pay Gap in the Formal Sector: 2006 - 2013(September, 2013)". *Wage Indicator Data Report*.
2. [https://www.britishcouncil.org/sites/default/files/bc-report-ch4-india-digital\\_0.pdf](https://www.britishcouncil.org/sites/default/files/bc-report-ch4-india-digital_0.pdf)



