

Making Women Workers Count

A Framework for Conducting
Gender-Responsive Due Diligence in Supply Chains



About this Report

This paper, prepared by BSR, offers guidance to brands and suppliers on how to conduct gender-responsive due diligence in supply chains. The Gender Data and Impact (GDI) framework presented in this guidance has been developed with extensive input from external stakeholders through multistakeholder consultations during March and April 2019 in Bangladesh (through the United Nations Global Compact Network), New York, and London (through Ethical Trading Initiative's membership). This report and the development of the GDI tool were funded by Laudes Foundation.

Scope and limitations

The term “gender” refers to socially constructed roles of and power relations among men, women, and gender nonbinary persons, all of whom may be affected differently by business activities. Gender equality refers to equal rights, responsibilities, and opportunities that all persons should enjoy, regardless of whether one is born male or female. However, considering that women historically have been disproportionately discriminated against and their needs been made invisible for so long, the focus of this guidance is on women only.

This guidance introduces the Gender Data and Impact (GDI) tool. This tool was designed with special attention for application in the garment sector. However, it can be used across sectors with a focus on manufacturing environments and can potentially be adapted to fit agricultural settings.

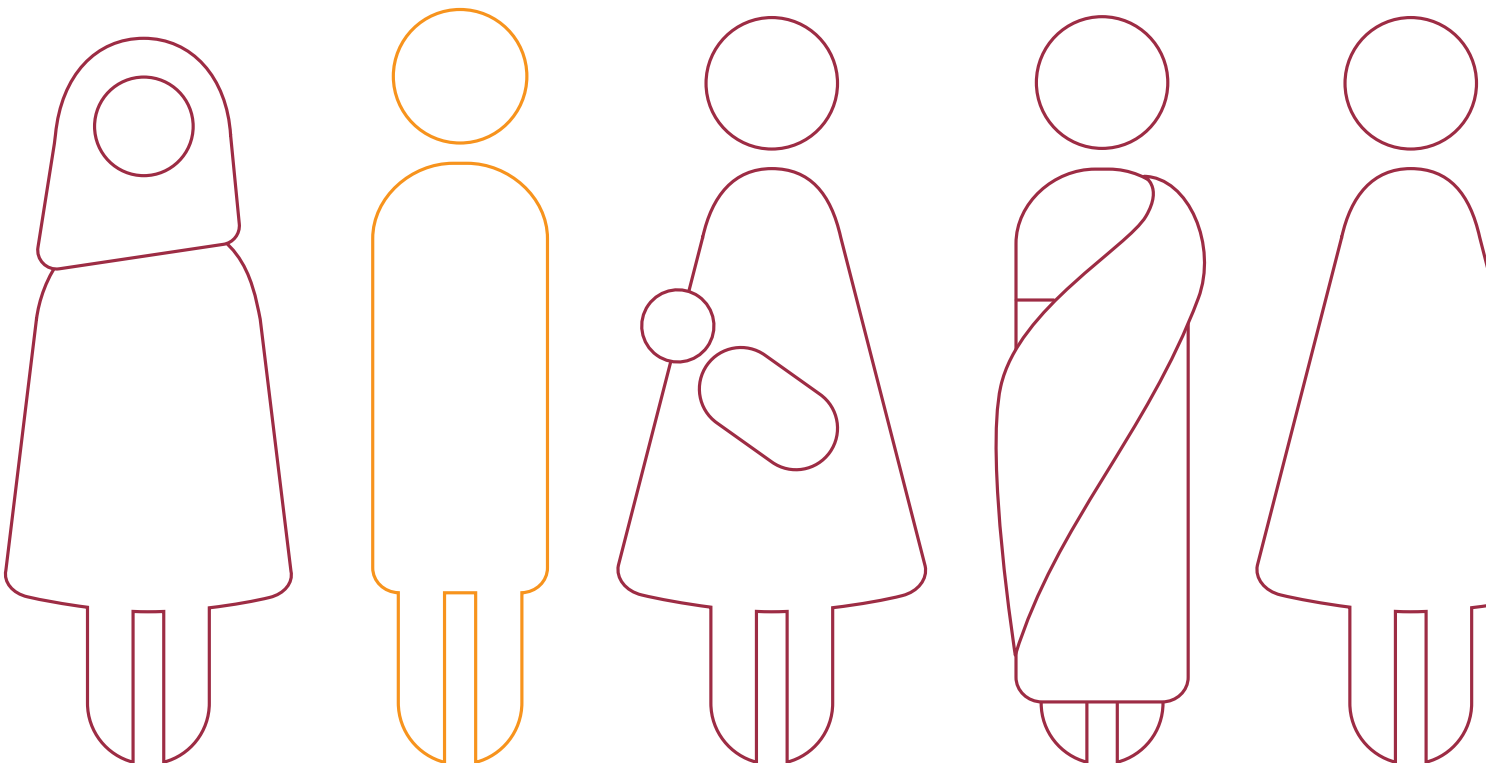
Acknowledgments

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Contents

About this report	2
Executive Summary	3
Introduction	6
Phase 1 Assess and Analyze	19
This phase introduces the different dimensions of conducting gender-responsive assessments and introduces the Gender Data and Impact (GDI) tool. It also provides guidance on data collection methodologies and on how to conduct root causes analysis with the objective of implementing the most appropriate solutions to issues faced by women	
Phase 2 Integrate and Act	61
This phase provides recommendations to suppliers on how to prioritize specific issues and define adequate remediation measures and targets, as well as guidance on implementation processes	
Phase 3 Track	69
This phase outlines how progress should be tracked against worker outcomes and related targets and the measures that have been identified to address specific issues	
Phase 4 Communicate	73
This phase looks at how both brands and their suppliers can communicate about progress toward achieving gender-equal workplaces both internally and externally	
Conclusion	88
Appendices	89

Executive Summary

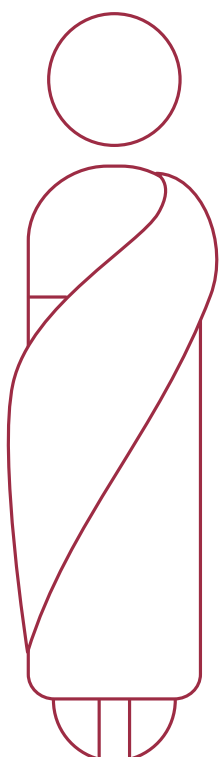
From the lack of gender-sensitive data indicators to gender-biased collection methodologies, the absence of the most basic reliable data has led to the development and implementation of policies and programs that do not account for the various barriers women face or the number of women who face them.

These policies and programs therefore fail to deliver equally beneficial outcomes for men and women—or worse, may at times deliver outcomes that are actively harmful to women. Progress overall does not equate to progress for all. In its June report, the UN Working Group on the Gender Dimensions of the Guiding Principles on Business and Human Rights makes it clear that brands have the responsibility to require and encourage their suppliers to respect the human rights of women in their operations and track the effectiveness of their responses using gender-disaggregated data where relevant.

For businesses, data is essential to assess risks and adverse impacts on women impacted by their operations, justify internally action on women's empowerment and drive approaches that positively improve the lives of women. In a nutshell, data helps to illustrate sometimes invisible challenges and build more effective, targeted programs. However, most brands do not know what specific gender data to ask for or how to interpret it, and suppliers are unclear about the benefits to them of collecting additional data points, nor do they have the systems and processes in place to do it.

This guidance provides recommendations to both brands and suppliers on how to conduct deliberate gender-focused due diligence along four due diligence phases (phase 1, assess and analyze; phase 2, integrate and act; phase 3, track; and phase 4, communicate) and introduces a set of indicators that should be used to measure outcomes for women and men workers as well as methodologies for collecting and analyzing the gender data. The guidance refers to the Gender Data and Impact (GDI) tool that helps detect gendered gaps in outcomes for workers, supports root cause analysis of these in order to take adequate actions, and tracks improvements against worker outcomes that are gender transformative.

This guidance calls for brands and suppliers to take joint ownership and dual accountability of workplace improvements for women workers and for building commercial partnerships to this effect. It also raises the importance of setting up adequate systems and processes both at the brand and supplier level to collect, manage, analyze, and make use of the gender data for decision-making purposes. Throughout the due diligence phases, it calls for regular constituent feedback and engagement, anchoring the importance of worker committees and trade unions that represent women's needs and concerns.



Introduction

‘Women and girls count and must be counted’

Why is more gender-disaggregated and impact data needed?

Data can be powerful. It can make the seemingly invisible, visible. It drives advocacy, accountability, and progress. Yet, at a global level, only 21 percent of the data needed to monitor the 54 gender-specific indicators in the UN Sustainable Development Goals (SDGs) is up to date. With the launch of the SDGs, a strong call to action for better and more gender data was made to better understand the needs and aspirations of women and girls and to develop policies that advance progress across the 17 global goals.

From the lack of gender-sensitive data indicators to gender-biased collection methodologies, the absence of the most basic reliable data has led to the development and implementation of policies and programs that do not account for the various barriers women face or the number of women who face them. These policies and programs therefore fail to deliver equally beneficial outcomes for men and women—or worse, may at times deliver outcomes that are actively harmful to women. Progress overall does not equate to progress for all.

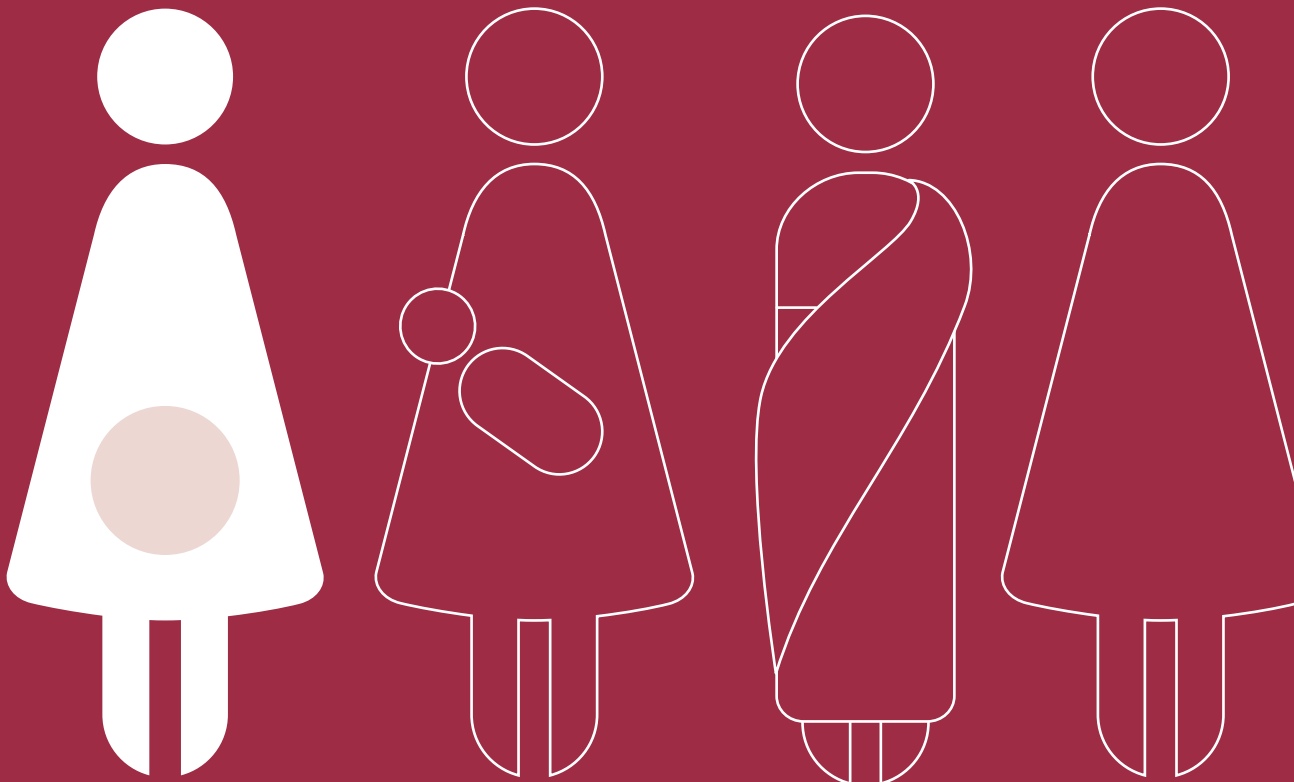


“ We need unbiased data to design policies and monitor progress in people’s lives. But, right now, the data picture is imbalanced. We only have a partial snapshot of the lives of women and girls and the constraints they face because there are gaps in gender data worldwide.

Source: Data 2x

Why is gender data critical for brands?

- **Assess gender-related risks and adverse impacts on women:** Gender and impact data are essential to evaluate the potential negative outcomes of business operations on women. The importance of collecting gender-disaggregated data as part of the due diligence assessment process has been highlighted numerous times in the Gender Dimensions of the UN Guiding Principles on Business and Human Rights report that was presented to the Human Rights Council in June 2019. The report outlines how both, states and businesses, should take a more deliberate approach to identifying and mitigating the differentiated and disproportionate impact of their activities on women and girls.
- **Make the business case for action on women's empowerment:** Unless the gendered issues are clearly identified and evidenced by data, they are not going to get the attention they deserve within the business. Data can also help reveal the human stories behind the numbers, which is a powerful and persuasive tool to support internal and external advocacy efforts.
- **Build impactful, evidence-based program:** Substantive gender equality through corporate action cannot be achieved without evidence that helps shape the programs that intend to deliver positive outcomes for women.



¹ data2x.org

² www.equalmeasures2030.org

³ equileap.org

⁴ shareaction.org/wdi/2018-findings

In 2015, the call to action on gender data was intended to directly connect evidence to action by encouraging governments, NGOs, advocates, and brands to use unbiased gender data and evidence to inform and guide their investments and programs toward building more gender-inclusive policies and ecosystems and to eventually benchmark their progress along this journey. Since the advent of the SDGs, a number of organizations, such as Data 2x¹, Equal Measures 2030², and Equileap³, have taken this mission to heart and have supported the realization of the 2030 Sustainable Development Agenda through advocacy and the provision of evidence that influences and informs a variety of stakeholders to take adequate action on women's empowerment and gender equality.

Brands face challenges no different than the ones encountered by policymakers and advocates: better knowledge and understanding of women's issues is essential to assess risks and drive more impactful interventions toward achieving more gender equal and sustainable business models.

Indeed, for brands, data is essential to assess risks and adverse impacts on women by their operations, justify internally action on women's empowerment, and drive approaches that positively improve the lives of women. In a nutshell, data helps to illustrate sometimes invisible challenges and build more effective, targeted programs.

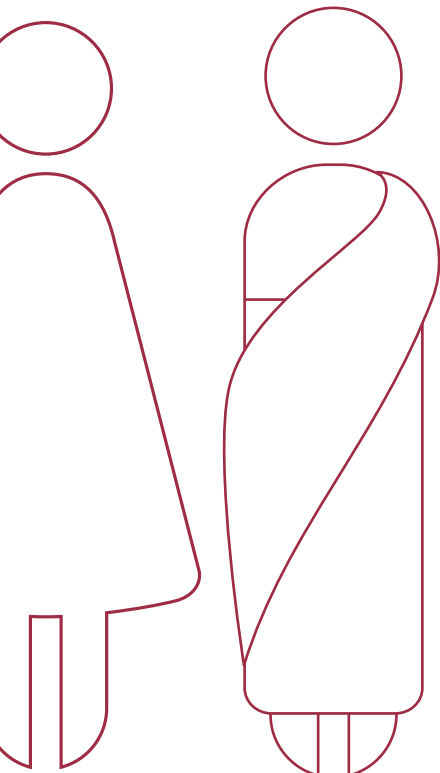
This is true for brands' own workforce at the corporate level, but it is equally key when focusing on efforts to improve the lives of women workers in their supply chain.

With approximately 190 million women employed in global supply chain-related jobs, businesses ought to develop a clearer and fuller picture of the realities and issues women face if they are serious about strengthening their supply chain's longer-term resilience. Supply chains, which are further removed from a company's direct control and influenced by different local cultural contexts, often face different realities. This is why it is so critically important to capture women's voices both identifying the challenges they face in a particular setting and devising the most adequate solutions: Women are different and have different needs and aspirations from one context to another. Equally important, what will work in a specific geographical, sectoral, or cultural setting may not be effective in another.

However, recent initiatives, such as the investor-led Workforce Disclosure Initiative (WDI), have shed light on the fact that very few companies collect and monitor gender-disaggregated data in their supply chains. In WDI's second survey of 2018—in which 90 companies, including representatives from 38 industries and 21 of the 100 largest companies in the world, participated—only 17 percent of companies reported that they collected gender data for their supply chain and very few companies were able to report any overall gender composition data of their supply chain workforce⁴.

A 2017 report from the Economist not only pointed out that a disappointing 28 percent of companies address gender equality among their suppliers but also that less than one-quarter of companies required their suppliers to provide gender-disaggregated data to them, despite companies' deep-rooted belief that regularly came up in interviews that "if it can't get measured, it won't get done."

And herein lies the challenge: most brands do not know what specific gender data to ask for or how to interpret it, and suppliers are unclear about the benefits to them of collecting additional data points, nor do they have the systems and processes in place to do it.





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Source: Collecting Gender-Disaggregated Data— Demonstrating the Business Case to Suppliers

When suppliers do not collect and analyze gender-disaggregated data, they contribute to rendering women and their issues invisible from a management system's perspective. The below table aims to address some of the questions and concerns that suppliers may express in the context of gender data collection.

Table 0.1 | Making the case for suppliers to invest in gender data collection





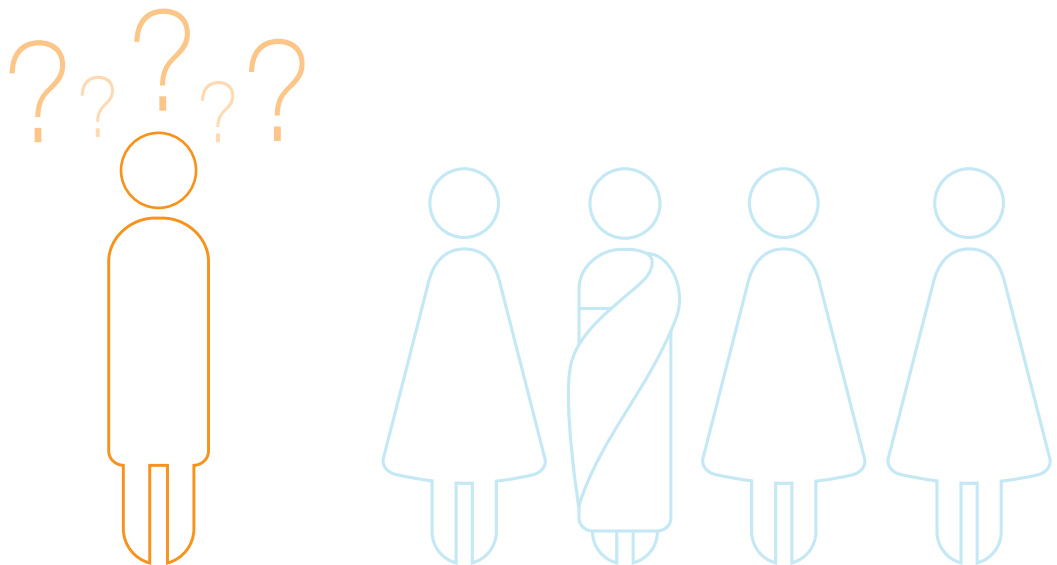
Potential supplier concerns	What suppliers may ask themselves	Some answers
<p>Lack of systematic customer requirement/ interest in gender data</p> 	<p>“Few of my customers are asking for gender-disaggregated data. Why should I care?”</p>	<p>Gender data is becoming increasingly important to brands. The gender focus in the international regulatory and human rights landscape has been strengthened by various key milestones in 2019 (e.g., ILO Convention on Violence and Harassment in the World of Work and the gender dimensions of the UNGPs).</p> <p>Gender data is crucial for brands, which face increasing external pressure from investors and stakeholders seeking a more complete picture of their indirect workforce and the gender-related challenges they face. The interest in gender data collection across supply chains by a variety of actors is therefore also growing.</p> <p>Certification schemes, supply chain initiatives, and auditing schemes such as Sedex are integrating gender indicators within their tools and systems. In addition, gender impact data is key to understanding why gender gaps persist and how to best design effective interventions that meet the needs of women, as well as to adequately report on achievements.</p>
<p>Lack of resources and adequate systems for collecting gender data</p> 	<p>“This is too costly. How can I still act when I have little extra resources to allocate?”</p>	<p>Setting up systems to collect gender-disaggregated data requires:</p> <ul style="list-style-type: none"> ■ establishing what is currently collected and what is not, ■ defining additional indicators to be collected, ■ setting up the relevant systems and processes, and ■ adequately training relevant staff to analyze and report the data to inform decision-making. <p>Most of the workforce performance and profile indicator collection should be managed by human resources, although this will depend on the size of the supplier. It is important to underscore that the collection of most gender-disaggregated data should not represent a significant additional workload once suppliers agree to report this data routinely as part of existing data reporting management systems for operations, health services, human resource, and other functions.</p> <p>Collecting worker perceptions and behaviors may require additional costs when conducted by a third party but will have a different collection frequency.</p>

Table 0.1 | Making the case for suppliers to invest in gender data collection

Potential supplier concerns	What suppliers may ask themselves	Some answers
<p>The business case</p> 	<p>“This process only requires additional resources but does not bring any benefits to me!</p>	<p>Simply put, the absence of gender data prevents suppliers from identifying symptoms (a sign that a problem exists) of potential gendered issues that may have a significant impact on their financial performance, such as high female turnover or absenteeism.</p> <p>It also prevents suppliers from understanding the root causes (factors that bring about an effect or a result) of these issues. Lastly, and as a result, it prevents adequately addressing these issues because the identification of appropriate options for addressing a problem should be guided by an understanding of its root cause.</p> <p>The lack of gender data collection may imply that a supplier's bottom line could be strongly impacted by gendered issues but that these remain invisible to the management team for a sustained period.</p>
<p>The burden of additional compliance</p> 	<p>“Collecting more gender data and tracking women worker outcomes is yet an additional compliance requirement imposed by brands.</p>	<p>Demonstrating that suppliers can collect, analyze, reflect, and make evidence-based decisions on gender data that drive positive outcomes for women should convince customers that suppliers are endorsing responsibility for improving their own workplace for women and men workers.</p> <p>This should strengthen brands' trust in suppliers' ability and willingness to tackle most other compliance-based requirements. An open conversation between suppliers and their customers should take place on how these efforts should be rewarded by less stringent and frequent compliance verifications or by other more empowering self-declarative processes.</p>



Who is this guidance for?

¹ Gender dimensions of the Guiding Principles on Business and Human Rights Report of the Working Group on the issue of human rights and transnational corporations and other business enterprises [documents-dds-ny.un.org/doc/UNDOC/GEN/G19/146/08/PDF/G1914608.pdf?OpenElement](https://www.un.org/doc/UNDOC/GEN/G19/146/08/PDF/G1914608.pdf?OpenElement)

² *ibid*

In its recommendations¹, the UN Working Group on the Gender Dimensions of the Guiding Principles on Business and Human Rights makes it clear that brands have the responsibility to require and encourage their suppliers to respect the human rights of women in their operations.

In this context, brands can use this guidance to conduct deliberate gender-focused due diligence in their supply chains aligned with Step 1 (gender-responsive assessments) of the gender framework approach recommended by the UN Working Group (see page 13).

Suppliers can use the Gender Data and Impact (GDI) tool introduced in this guidance (see page 29) to conduct gender-responsive due diligence in their own operations.



“ The Working Group recommends that ... business enterprises provide support and use their leverage to ensure that all their business partners apply the gender framework and guidance in their operations and respect women’s human rights²”

UNGP Working Group Gender Framework



Source: [Report of the Working Group on the issue of human rights and transnational corporations and other business enterprises on Gender Dimensions of the Guiding Principles on Business and Human Rights⁴](#)



Brands can use this guidance to:

- Inform gender-responsible human rights due diligence assessments in their supply chains
- Evaluate suppliers on the outcomes that they drive for women and men workers before starting a commercial relationship with them and/or to evaluate the overall impact of specific measures and remedies that were put in place as a result of an initial assessment
- Review their own purchasing practices as part of assessing how their activities impact suppliers and thereby disproportionately affect women supply chain workers
- Understand how they can best **act**, **enable**, and **influence** to improve gender equality in their supply chains and drive better-targeted gender-transformative solutions for women workers



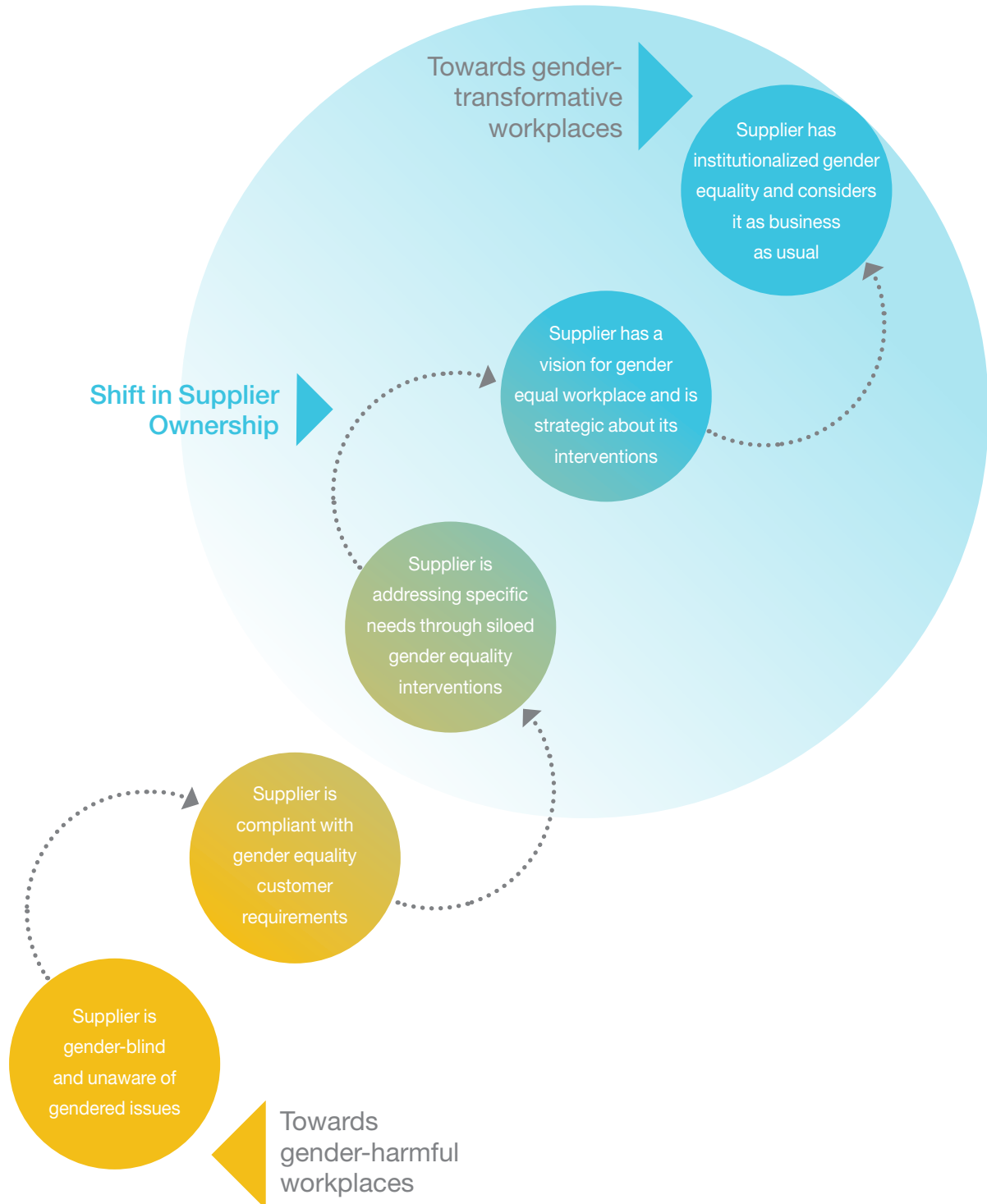
Suppliers can use this guidance to:

- Better understand why gender data is important to both advancing positive outcomes for women in the workplace and the business bottom line
- Integrate gender indicators within their internal management systems
- Seek worker feedback within their own operations to better detect the gender issues that impact their operations
- Identify and prioritize measures to prevent, address, and mitigate gender issues to improve outcomes for women workers and work toward gender-transformative workplaces

This guidance introduces the Gender Data and Impact (GDI) tool. This tool was designed with special attention for application in the garment sector, but it can be used across other sectors with a focus on manufacturing environments. The GDI tool supports suppliers in taking ownership of their own journey towards gender equality in their factory, which is about achieving equal outcomes for women and men workers (see page 15).

The supplier journey towards a gender-transformative workplace





The diagram below represents a supplier journey toward gender-transformative workplaces and why supplier ownership of workplace improvements is necessary to achieve change.



How to use this Guidance

This guidance provides recommendations and a practical approach for brands and suppliers to conduct gender-responsive due diligence in their supply chains/own operations along the four phases of the below BSR framework.

Each phase contains actionable information to guide brands and their suppliers in their journey toward more gender equal workplaces.

	Phase 1 Assess and Analyze	19
	Reviewing brand business practices	20
	Understanding country context and risks	26
	Assessing supplier workforce performance, profile and impact data	28
	Collecting and analyzing GDI indicators	36
	Phase 2 Integrate and Act	61
	Recommendations for brands	62
	Recommendations for suppliers	66
	Phase 3 Track	69
	Phase 4 Communicate	73
	Recommendations for brands	74
	Recommendations for suppliers	84

The guidance is strongly anchored around the implementation of the Gender Data and Impact (GDI) tool, which is introduced in Phase 1: Assess and Analyze (page 36).



Phase 1 Assess and Analyze Principle 18

This phase covers how to conduct gender-responsive assessments and use findings to identify root causes of gendered issues

- Reviewing brand business practices
- Understanding country context and risks
- Assessing supplier workforce performance, profile and impact data
- Collecting and analyzing GDI indicators

Phase 4 Communicate Principle 21

This phase covers how brands and suppliers can communicate about progress toward achieving gender-equal workplaces internally and externally



Gender-Responsive Due Diligence in Supply Chains

Phase 3 Track Principle 20

This phase covers how to track progress against worker outcomes, related targets, and measures that have been identified to address specific gendered issues

Phase 2 Integrate and Act Principle 19

This phase covers how brands and suppliers can prioritize specific issues and define adequate remediation measures, targets and accountability for implementation

Source: Adapted from BSR's human rights due diligence framework/
aligned with the UN Guiding Principles on Business and Human Rights



“ The importance of collecting gender-disaggregated data as part of the due diligence process is highlighted numerous times in the report on the Gender Dimensions of the Guiding Principles on Business and Human Rights.

Making Women Workers Count

Phase 1

Assess and Analyze



Phase 1 Assess and Analyze

Phase 1 checklist

Assess and Analyze



- Reviewing Brand business practices
- Understanding country context and risks
- Assessing supplier workforce performance, profile and impact data
- Collecting the Gender Data and Impact indicators
- Analyzing the Gender Data and Impact tool findings

This phase reviews the different dimensions of conducting gender-responsive assessments and introduces the Gender Data and Impact (GDI) tool.

It also provides guidance on data collection methodologies and on how to conduct root causes analysis with the objective of identifying the most appropriate solutions to the issues women face in supply chains.

Reviewing Brand Business Practices

Undertaking an impact assessment of gender-related supply chain issues starts with reviewing a brand's internal business practices. Yet this is an area that is often overlooked in the human rights due diligence process. It is widely recognized that brands' own buying practices cause or contribute to suppliers' unethical practices, which, in turn, directly impact the working conditions of both women and men workers.

Some examples include late payments, low prices that have an impact on workers' salaries, last minute changes to orders or short lead times during peak season that result in excessive overtime. Often, these practices also contribute to severely undermining brands' efforts and investments to ensure their suppliers provide safe and fair working conditions for the workers that produce their products.


Reviewing Brands' sourcing practices

Brands should ask themselves the following questions when reviewing their own sourcing practices:

- Are there adequate contract terms in place with suppliers that define expectations and responsibilities for both the buyer and supplier? Are there open channels for suppliers to raise issues when these are not fulfilled?
- Is supplier performance and/or behavior adequately incentivized to achieve good working conditions for workers?
- Is there enough available information and/or an accurate understanding about the supplier's local market conditions, production capacity, and critical variables such as labor costs? Are contract terms set taking these variables into account?
- Has the supplier pool been rationalized to maximize leverage and build more sustainable commercial partnerships?

Table 1.1 presents a list of purchasing practices to review as part of good corporate due diligence based on the Better Buying¹ Index categories.

Source: betterbuying.org



“ Without predictable business, adequate production time, mutually beneficial financing, and incentives for suppliers helping to achieve shared goals, there can be no sustainable business for suppliers or buyers.

Table 1.1 | Reviewing Brand Business Practices

Better Buying Purchasing Practices Index categories	Types of buying practices experienced by suppliers	Recommendations
<p>Overall Planning and Forecasting</p> <p>The extent to which buyers include suppliers in production plans, as well as the accuracy of planned orders compared with orders actually placed</p>	<ul style="list-style-type: none"> ■ Not providing a forecast or not far enough in advance ■ Not asking suppliers to book capacity in advance ■ Placing orders which do not match booked capacity of suppliers 	<ul style="list-style-type: none"> ■ Provide a forecast 120 days or more in advance of order placement ■ Update the forecast regularly ■ Maintain a high level of accuracy when placing orders
<p>Design and Development</p> <p>The delay or inaccuracy of technical and production details provided by buyers to suppliers. This category also covers the frequency with which suppliers receive orders for products they develop</p>	<ul style="list-style-type: none"> ■ Delivering tech packs late, incomplete, or with inaccuracies ■ Having specifications which require more costly than anticipated techniques or materials ■ Ordering few products as compared with the number of products developed by supplier ■ Taking samples developed by one supplier to lower-cost suppliers to be produced ■ Oversampling or experimenting with designs with little intention of ordering them 	<ul style="list-style-type: none"> ■ Place orders for all products developed by suppliers ■ Deliver tech packs accurately and on time
<p>Cost and Cost Negotiation</p> <p>Whether suppliers are given enough funds to meet buyer expectations, including production costs and compensation for suppliers to meet buyer codes of conduct and legal requirements</p>	<ul style="list-style-type: none"> ■ Using negotiation strategies which pressure suppliers to accept lower prices, such as: ■ Allowing short response times to price demands ■ Using an online bidding strategy versus a ‘partnership’ negotiation strategy ■ Persistently calling or emailing, asking for lower price, multiple rounds of negotiation, or other fatiguing tactics ■ Threatening to move production of existing programs or cutting orders in the future 	<ul style="list-style-type: none"> ■ Order directly from supplier rather than using a third party ■ Pay prices that cover compliant production for all orders
<p>Sourcing and Order Placement</p> <p>Whether buyers are rewarded for compliance with their codes of conduct and month-to-month order fluctuation</p>	<ul style="list-style-type: none"> ■ Having erratic shifts of volume from month to month ■ Making purchase orders which differ from verbal and email commitments ■ Not giving any incentives to suppliers who comply with the code of conduct 	<ul style="list-style-type: none"> ■ Place large volume of orders ■ Order consistent minimum volume of production per month ■ Offer to set higher minimum order level ■ Pay premium prices and provide other incentives for compliant production ■ Fund training for skill building/ capacity development

Table 1.1 | Reviewing Brand Business Practices

Better Buying Purchasing Practices Index categories	Types of buying practices experienced by suppliers	Recommendations
<p>Payment and Terms</p> <p>Whether suppliers are paid on time and at the price agreed in the original contract.</p>	<ul style="list-style-type: none"> ■ Asking for discounts and/or rebates after price was agreed ■ Making late or unsubstantiated claims of quality defects ■ Making unsubstantiated claims about shipping and/or packing ■ Reverberating poor sales on payments ■ Using arbitrary administrative procedures (e.g., claims of incorrect shipping information, wrong procedures for submitting documents/invoices) ■ Asking to provide discounts or switching currency used in the order due to currency fluctuations 	<ul style="list-style-type: none"> ■ Pay sample invoices before the samples ship ■ Issue letters of credit so that suppliers are paid promptly and avoid having to take an external line of credit at high interest rates ■ Pay deposits on volume orders ■ Pay for volume orders in full on or before shipment
<p>Management of the Purchasing Process</p> <p>The amount of time offered to the supplier for the development and production phases in which buyers are required to complete key actions outlined in a Time and Action Calendar (TNA).</p>	<ul style="list-style-type: none"> ■ Having poor management of relationship with supplier ■ Disrespecting the deadlines outlined in the TNA 	<ul style="list-style-type: none"> ■ Provide enough time for production in the TNA/contractual terms ■ Track TNA milestones and, where problems exist in meeting those, analyze and address the cause ■ Have a direct line of communication with the supplier rather than involving a third party ■ Collaborate regularly with suppliers to resolve any issues that arise throughout the various production stages and alleviate unnecessary financial and resource strain ■ Be flexible in adjusting shipping dates and/or prices to ensure adequate production time
<p>CSR Harmonization</p> <p>The internal alignment of buyer companies on corporate social compliance goals and their contribution to reducing industrywide audit duplication</p>	<ul style="list-style-type: none"> ■ Demanding lower prices that negatively affect the workplace ■ Wasting time during color and print approvals, thus not allowing enough time for production ■ Making last minute changes adding cost and time to production ■ Overloading factories leading to noncompliant overtime 	<ul style="list-style-type: none"> ■ Resolve internal conflicts that can lead to negative impacts and non-compliance in the factory ■ Set minimum expectations of CSR/compliance requirements for production of orders ■ Accept recently completed audits/assessments to help suppliers save money and combat audit fatigue

Source : betterbuying.org/wp-content/uploads/2018/10/Better-Buying-Benchmark-Report_fall-2018.pdf



Potential Supplier Impacts

Financial risks

- Cash flow gap
- Accountability issues
- Absorption of financial loss

Production risks

- Difficulty of predicting production needs accurately
- Increased pressure for suppliers to meet own commitments
- Inability to cover associated production costs

Human Resources risks

- Exposure to higher turnover
- Difficulty of recruiting new workers

Compliance risks

- Use of casual labor and outsourcing of production time
- Less compliance with social and safety standards, including due to overtime use
- Less incentives to invest in improving standards for contracts, buying practices
- Less incentives to invest in working conditions

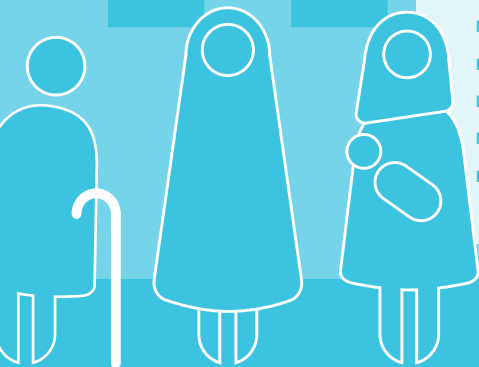
Business and development risks

- Difficulty of enforcing contracts
- Reduction of negotiating power and ability of achieving higher prices
- Poor relationships with firm
- Less access to capacity building



Potential Worker Impact

- Low wages
- Higher risk of inequalities related to pay
- Risk of excessive overtime, including unpaid overtime
- Lack of adequate working conditions
- Higher risk of workplace abuse and of harassment
- Lack of job security
- Negative impacts on sexual and reproductive health



¹ www.hrw.org/sites/default/files/report_pdf/wrd0419_web2.pdf

At the surface, brands' abusive purchasing practices may impact both women and men workers equally. However, considering the prevalence of women workers in garment supply chains and the fact that the vast majority occupy casual, vulnerable jobs, women will be disproportionately affected by overall adverse working conditions that are influenced by bad purchasing practices.

In addition, a recent Human Rights Watch report¹ specifically identified the different impact of work intensification on women workers as a result of brands' poor purchasing practices. Sexual harassment and verbal abuse as well as impacts on women's reproductive health and rights are intensified when there is pressure to work faster.

Sexual harassment and verbal abuse

- **Challenge:** Brands' buying practices may drive unrealistic productivity goals. This push for unreasonable work paces creates an environment conducive to sexual harassment and verbal abuse.
- **Impacts:** Women workers are especially at risk of being subjected to such treatment because they are often under direct pressure to work faster. The study found that many women workers were abused by male line supervisors. This includes being asked for sexual favors in exchange for leave approval and sexualized humiliation and verbal insults to push them to do more work.
- **Enabling factors:** Abusive behavior is more likely to perpetuate in factories where wages are low and supervisors' pay is tied to productivity, and where there are too many "rush orders."

Reproductive health and rights

- **Challenge:** Brands' buying practices push for an increased attendance time at the production line.
- **Impacts:** Pressure to meet excessive productivity goals harms women's reproductive and sexual health by restricting their freedom of movement. The study found many male managers did not understand women's needs for additional toilet breaks when they menstruate. Similarly, pregnant women were often found to be perceived as "unproductive" and were fired or not renewed.
- **Enabling factors:** Reproductive and sexual health issues are more likely to arise in factories where male staff are not aware of menstrual hygiene challenges and where there is a lack of facilities to provide sanitation products and to dispose of them.

Source: www.hrw.org/sites/default/files/report_pdf/wrd0419_web2.pdf



Understand Country Context and Risks

There are several factors that should be considered when conducting gender-responsive assessment of suppliers, including type of supplier, size, length of relationship, production volumes, and business leverage potential.

In addition, country/local context is critical to understanding the cultural norms in which suppliers operate. It is important to be aware of country-specific risks that may impact suppliers' overall ability to achieve good gender performance. A desk-based review of macro-level indicators can support the identification of country-specific challenges that women may face in a geography. Brands can start with overall gender data comparison by country and decide to delve into more specific country-level indicators (see Table 1.2) to nuance their understanding of the broader challenges and inequalities faced by women.

There are various data sources available to understand the country context and risks related to gender. While some indices exclusively address gender-specific issues (such as indicators related to reproductive and sexual rights), others present gender-disaggregated data that allows comparisons on outcomes between women and men on specific topics (such as literacy).



“ Brands can start with overall gender data comparison by country and decide to delve into more specific country-level indicators to nuance their understanding of the broader challenges and inequalities faced by women.

Assessing the state of overall Gender Equality by country

The following indices should be useful to check the temperature on the state of overall gender equality at country level.

Table 1.2 | Global Gender Indices

Index	What does it measure?	What can it be used for?
<p>Equal Measures 2030 SDG Gender Index</p> 	<p>Measures the state of gender equality aligned to 14 of the 17 Sustainable Development Goals (SDGs) in 129 countries covering 51 issues ranging from health, gender-based violence, climate change, decent work, and others. Fragile states and countries with little data are not covered.</p> <p>www.equalmeasures2030.org/products/sdg-gender-index</p>	<p>To understand the big picture of gender equality in a given country or region across a broad range of over 50 issues aligned with the SDGs.</p> <p>Updated annually.</p>
<p>UNDP Gender Inequality Index (GII)</p> 	<p>Measures gender inequalities for 189 countries in three important aspects of human development — reproductive health, empowerment, and economic status.</p> <p>hdr.undp.org/en/content/gender-inequality-index-gii</p>	<p>To understand the loss in potential human development due to gender inequalities at the macro level, as a complement to the UNDP Human Development Index.</p> <p>Updated annually.</p>
<p>OECD Development Centre's Social Institution and Gender Index (SIGI)</p> 	<p>Measures discrimination for 180 countries against women in social institutions (formal and informal laws, social norms and practices). Focus issues include discrimination in the family, restricted physical integrity, restricted access to productive and financial resources, and restricted civil liberties.</p> <p>www.genderindex.org</p>	<p>To understand the root causes behind gender inequalities and discriminatory social norms. Includes country profiles with in-depth quantitative and qualitative legal and sociocultural information.</p> <p>Updated annually.</p>
<p>World Bank's Women, Business, and Law Index</p> 	<p>Measures gender inequality for 187 countries in the law and identifies barriers to women's economic participation and encourages the reform of discriminatory laws.</p> <p>wbl.worldbank.org</p>	<p>To understand the national regulatory and/or legal framework and its impact on women's economic participation. Contains qualitative legal information for over 100 data points.</p> <p>Updated every two years and tracks legal changes over time.</p>
<p>WEF Gender Gap Index</p> 	<p>Measures progress towards gender equality for 149 countries across four thematic dimensions: economic participation and opportunity, educational attainment, health and survival, and political empowerment. Countries with missing data on more than 2 of the indicators are not included in the analysis.</p> <p>www.weforum.org/reports/the-global-gender-gap-report-2018</p>	<p>To benchmark and track countries' progress toward gender equality at the national level.</p> <p>Updated annually and includes relevant thematic analysis.</p>

Assessing issue-specific indicators by country

In addition to indices that provide a general overview of how countries perform on gender equality, specific indicators can be helpful in guiding a more topic-specific investigation depending on the focus of the company's due diligence process. For instance, if country X has, according to the general indices listed above, an overall acceptable gender equality score but is performing less well on economic outcomes for women, it may be required to identify specific indicators (such as the proportion by gender of the adult population receiving its private-sector wages into an account and/or the gender pay gap) in these broader areas to better understand the country context.

For a list of recommended topic-specific indicators and their sources, please refer to [Table A1.1 in Appendix 1](#).

Assessing Supplier Worker Performance, Profile, and Impact Data

Assessing whether a factory is driving positive and equal outcomes for workers is complex and is not easily achieved through conventional measurement tools.

Traditionally, impact indicators tend to be program-based and aligned with specific interventions. Few approaches contribute to answer the question: What are the outcomes that a truly gender-equal empowering factory environment would drive for women and men workers?

To address this specific need, the Gender Data and Impact tool enables brands to:

- Identify which key performance indicators should be collected and monitored by suppliers to assess potential gendered worker impact
- Understand how best to collect the gender data
- Analyze the findings and conduct root causes analysis
- Understand which supplier practices and necessary conditions contribute to more gender-equal workplaces (i.e., have the potential to drive improvements and showcase progress on the GDI impact indicators).

Supplier policies, processes, and programs have always been the means, not the ends, of improving workers' conditions and outcomes. While policies and processes do matter, their existence does not systematically guarantee positive outcomes for women and men workers. Yet most current gap analysis tools (including social audits) and measurements only focus on policy commitments, activities, and outputs and pay very little attention to actual worker impact. The focus of the assessment remains on what is being done and not on what outcomes are achieved for people.

Moreover, traditional measurement and monitoring tools do not help us understand how and why certain practices are taking place (such as the root causes of the identified issues).

The GDI tool should be used to conduct a factory baseline assessment to understand whether gender gaps in worker outcomes exist. As part of the finding analysis, the country context should be considered to determine the severity and likelihood of issues and risks, the existing laws and legal protection for women's labor rights, and the social and cultural practices that affect the workplace.

The Gender Data and Impact (GDI) Tool



Why this tool?

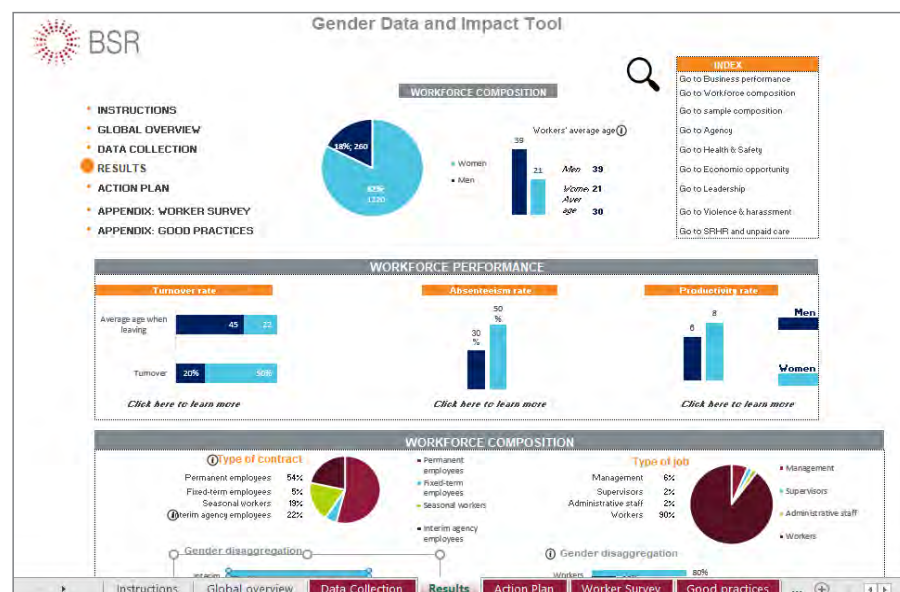
Moving from evaluating policies and practices to assessing worker impact and root causes

The GDI tool assesses whether gender gaps in worker outcomes exist in a factory. Gender data can be directly inputted in the Excel tool.

How is this tool structured?

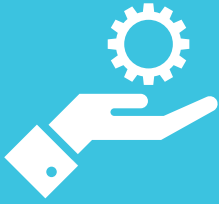
The GDI Excel tool is structured as follows:

Global Overview:	provides you with a high-level overview of the Gender Data and Impact Indicators.
Instructions:	explains on how to use the tool.
Data Collection:	enables you to input the gender disaggregated data.
Results:	displays the detailed results of the assessment.
Action Plan:	enables you to set targets, measures and timeframes for indicators you have prioritized for improvement.
Appendix Worker questions:	provides you with detailed questions and possible answers used for collecting data points related to the worker perceptions, behaviors and social norms indicators.
Appendix Good Practices:	lists recommendations around policy, process, people and plant (4Ps) to improve performance on the GDI indicators.



Although the GDI tool and the related recommendations in this guidance have been designed with the apparel and textile supply chains in mind, the tool can be used in the manufacturing context of a variety of sectors

The Gender Data and Impact (GDI) Tool



How to use the GDI tool?

Using this tool, you will be able to collect gender data, analyze it and develop an action plan.

Step 1 Collect the Gender Data

The **Data collection** tab is where you input all the data which needs to be collected.

You are expected to provide data for each indicator:

- Data related to workers should be gender-disaggregated except for indicators which only concern women (such as reproductive health indicators)
- Data may take the form of numbers, rates, or averages as indicated in the calculation methodologies.

To help you navigate the specific data points for each indicator, you will find:

- Definitions of the main concepts
- Calculation methodologies where relevant
- Details on the data source and possible collection methods
- Worker questions and possible answers (for the worker engagement data) in the Appendix: Worker question.

Step 2 Analyze the Gender Data

Upon completion of data collection, you can access findings for each indicator in the **Results** tab. Click on each category to expand and see the detailed results.

Each indicator comes with information which may be helpful to analyze the results and identify root causes.

Based on the results, you should select the indicators you wish to include in your action plan by ticking the appropriate indicator in the blue boxes (column O).

Step 3 Develop an Action Plan

The indicators that you chose in the **Results** tab will appear clearly in the **Action Plan** tab.

For each indicator, you should choose the timeline (long, medium or short) in column E. The deadline will be automatically calculated based on the date of the assessment you have entered.

Based on the indicators you have chosen to include in your action plan, you can identify measures to put in place in the **Appendix: Good Practices**.

Table 1.3 | Workforce indicators



 Workforce Performance Indicators	 Workforce Profile Indicators				
Percentage Turnover	Percentage of permanent employees	Percentage of fixed-term employees	Percentage of seasonal employees	Percentage of interim agency employees	Percentage of management positions
Percentage Absenteeism	Percentage of supervisors	Percentage of administrative staff	Percentage of workers	Percentage of migrant workers	Percentage of workers paid by time or piece rate
Productivity Ratio	Percentage of informal (including home workers)				

Table 1.4 | Worker impact indicators










Sub-category	 Agency	 Health and Safety	 Economic Opportunity	 Leadership	 Violence and Harassment	 SRHR and Unpaid Care
Workforce outcomes 	Percentage of workers in trade unions	Percentage of workers who have been injured in the workplace	Percentage of new recruits	Percentage of promoted workers	Percentage of grievances related to sexual harassment (out of all recorded grievances)	Percentage of eligible workers taking parental leave
	Percentage of workers on worker committees	Percentage of workers regularly working over-time	Percentage of workers receiving their salaries in digital payments	Percentage of workers enrolled in professional training and development	Percentage of addressed sexual harassment grievances	Percentage of women workers returning to work after having a child
Worker Perceptions and Behaviours 	Percentage of workers who say they are comfortable reporting grievances/complaints	Percentage of workers who say they can access health services as needed	Percentage of workers who have an individual bank account	Percentage of workers who say women have the same opportunities as men in the workplace	Percentage of workers who understand what constitutes sexual harassment	Percentage of workers who are aware of modern family planning products/ types of contraceptives
	Percentage of workers who say they are confident to speak up to supervisors and/or management	Percentage of workers who say toilets are accessible, safe and hygienic	Percentage of workers who say they earn enough to cover their family's basic needs and save for emergency situations	Percentage of workers who say they have the right abilities and skills to advance	Percentage of workers who are aware of the policy addressing violence and harassment in the workplace	Percentage of workers who are comfortable taking parental leave

Table 1.4 | Worker impact indicators

Sub-category	 Agency	 Health and Safety	 Economic Opportunity	 Leadership	 Violence and Harassment	 SRHR and Unpaid Care
Worker perceptions and behaviours (continued) 	Percentage of workers who say they can move freely in and out of the workplace	Percentage of workers who say they take paid leave when they are sick	Percentage of workers who say they have control over their earnings	Percentage of workers who say women are able to occupy leadership roles in the workplace	Percentage of workers who are aware they have access to whistleblower/ethics hotlines and/or worker ombudsman/HR complaints process	Percentage of workers who say their working hours allow them to perform their unpaid care duties and domestic work
	Percentage of workers who are aware of the existence of worker committees and/or trade unions	Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers			Percentage of workers who trust the factory's grievance mechanism/complaints procedure	Percentage of workers who are satisfied with the on-site child care facilities (if available)
	Percentage of workers who say their voices are heard and taken into account by management	Percentage of workers who say it is safe for women to commute to and from the workplace				Percentage of women workers who say they come to work when menstruating
	Percentage of workers who have access to mobile phones and digital technologies					
Social Norms 	Percentage of workers who say women and men should have an equal role to play in community decision making		Percentage of workers who say women and men should have equal rights to employment and economic participation	Percentage of workers who say women should occupy leadership roles in the community	Percentage of workers who say harassment against women is unacceptable	Percentage of workers who say women and men should share an equal responsibility for unpaid care duties and domestic work
	Percentage of workers who say women and men should have equal responsibility for making major household decisions				Percentage of workers who do not stigmatize survivors of violence against women	Percentage of workers who say women should be able to negotiate their own sexual and reproductive decisions

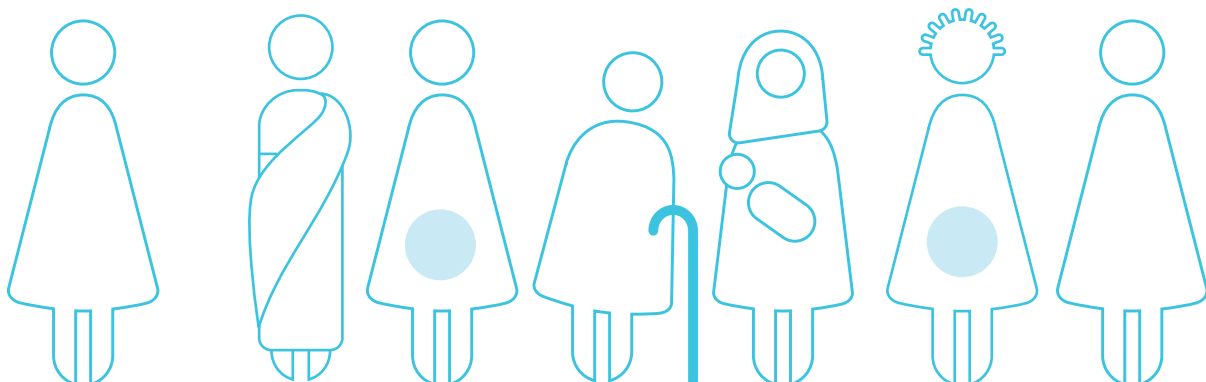
The Gender Data and Impact Framework Indicators



Workforce indicators

These indicators provide a general overview of the gender profile of the workforce and its performance which may affect suppliers' bottom line. These include workforce performance indicators and workforce profile indicators.

- **Workforce performance indicators:** These indicators assess whether gender could be a defining factor in workforce dynamics, thereby impacting the supplier's financial performance. These include percentage of absenteeism, percentage of turnover, and productivity ratio disaggregated by gender.
- **Workforce profile indicators:** These indicators assess the gender composition of the workforce along different dimensions such as contract types, job distribution, and hierarchical structure, wages, and other vulnerability factors. Examples include percentage of seasonal workers, percentage of supervisors, percentage of migrants, and percentage of homeworkers.



Workforce impact indicators

These indicators provide a general overview of worker outcomes by gender based on 1) workplace outcomes, 2) worker perceptions and behaviors, and 3) associated social norms that influence and contribute to reproduce some of the unequal outcomes for women.

Workplace outcomes

These indicators assess the gender gap for critical workplace outcomes that suppliers should be striving to achieve for workers. These help to evaluate whether factory policies, practices, and workplace culture are effective in achieving positive outcomes for women workers or where there are potential negative trends. Examples include percentage of promoted workers and percentage of eligible workers taking parental leave.

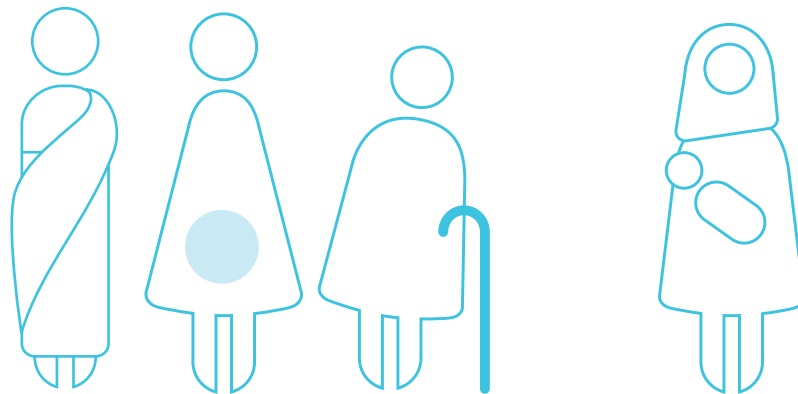
Worker perceptions and behaviors

These indicators assess how individual workers perceive and behave in the workplace across key empowerment topics. These help to evaluate whether factory policies, practices, and workplace culture are effectively providing an enabling environment for women workers and whether women have access to critical services. Examples include percentage of workers who understand what constitutes sexual harassment, percentage of workers who are aware of modern family planning products/types of contraceptives, and percentage of workers who consider that they have the right abilities and skills to progress in the workplace.

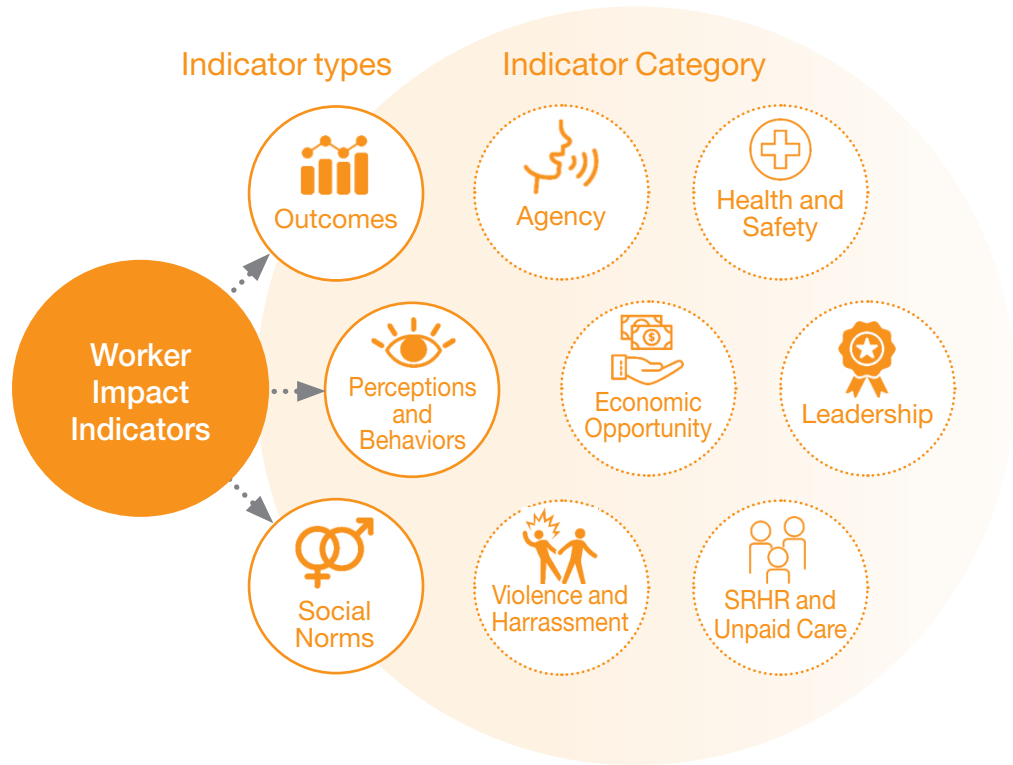
Social norms

These indicators assess the opinions of the group (i.e., the norm) with regards to key topics that influence women's outcomes in both the workplace and the community. These help evaluate whether social norms are conducive to substantive gender equality or are, on the contrary, contributing to perpetuating inequalities. Examples include percentage of workers who consider that they should have equal rights to employment and economic participation and percentage of workers who consider that women and men should share an equal responsibility for unpaid care duties and domestic work.

The worker impact indicators are divided into six categories, which are representative of the enabling factors that are essential for women to thrive in the workplace.



Worker Impact Indicator Matrix



What indicators are covered in each category?

Agency

Indicators related to women's ability to speak up and to make, act, and freely exercise their own decisions. This is a result of various social norms, practices, and behaviors that enhance or limit their possibilities to act upon their choices.

Health and Safety

Indicators related to women's health and safety in the workplace, including occupational safety, workplace hygiene, and health benefits services. These are essential for women to be fully engaged and productive in the workplace.

Economic Opportunity

Indicators related to women's ability to be fully productive participants in the economy. This means that they should benefit from equitable and non-precarious economic activities and have access to economic and financial resources, among others.

Leadership

Indicators related to women's full and effective participation in the workplace. This is dependent on their access to equal opportunities, in both education and training as well as in work, and the cultural belief that women should or should not occupy leadership positions.

Violence and Harassment

Indicators related to women's right to be free from violence and harassment in and outside the workplace. This is often due to their subordinate social position compared to men, social norms and

practices, as well as lack of standards, policies, and practices to address sexual harassment. Being risk-free of violence and harassment is essential for women's empowerment and gender equality.



Sexual and Reproductive Health and Rights (SRHR) and Unpaid Care

Indicators related to women's sexual and reproductive health and rights, encompassing family planning and expected household duties and responsibilities. These remain a limitation on women's advancement and gender equality as lack of knowledge and access to vital services, coupled with negative social norms, perpetuate restrictive gender roles in society.

Collecting the Gender Data and Impact Indicators

Having adequate data collection protocols in place is essential to complete the GDI tool. Completing the GDI tool will require different data sources, collection methods, sampling techniques, and frequency/collection time frames, depending on the primary objective of the assessment.



¹ Triangulation facilitates validation of data through cross verification from more than two sources. Usually social audits will use document checks, worker interviews, and management interviews as the sources to triangulate evidence.

² Likert-type scale assumes that the strength/intensity of experience is linear (i.e., on a continuum from strongly agree to strongly disagree) and assumes that attitudes can be measured

³ www.bsr.org/reports/BSR_Gender_Equality_in_Social_Auditing_Guidance.pdf

Data Sources and Collection Methods

There are two main data sources for the collection of the GDI indicators:

Supplier Data

The workforce indicators (both performance and profile indicators) and the worker impact outcome indicators are best collected through suppliers' management systems (i.e., the systems used by suppliers to manage their operations, including human resources-related matters). This data can be collected through:

- **Supplier Self-Assessment Questionnaires (SAQs):** Supplier self-assessment questionnaires are tools that allow brands to engage with suppliers and assess potential risks related to their sustainability performance. Incorporating gender-disaggregated indicators related to workforce profile, performance, and worker outcomes in these questionnaires is a good first step to understand the overall gender context of a supplier and sends a strong signal to suppliers that brands care about their gender equality performance.
- **Social Audits:** To triangulate evidence, auditors review supplier management systems and documents as part of the auditing process¹. Reporting gender-disaggregated indicators related to workforce profile, performance, and worker outcomes as part of this process would ensure that any systemic gender discrimination or inequalities are identified during the auditing exercise. If not captured already via supplier SAQs, sending the list of gender indicators to be completed in advance of the social audit enables the auditor to conduct a pre-audit analysis of the data, which allows for more targeted investigations with management during the exercise.

Worker data

The worker impact indicators related to perceptions and behaviors as well as social norms are best collected through worker engagement (i.e., collecting workers opinions). To collect indicators that are related to worker perceptions, behaviors, and social norms, it is recommended to use a mix of structured and Likert-scale questions². This is important if workers' responses are to be aggregated and compared in a given factory or across several factories. Workers' opinions can be collected via the following methods:

- **Worker surveys:** IT-enabled worker surveys are practical tools to gather direct worker insights through polls and questionnaires. Technology can provide a safe and anonymous channel for workers to share information from their own mobile phones from anywhere, at any time, creating a much more comfortable environment to express grievances or raise sensitive concerns. Additionally, women and men may be more likely to answer candidly sensitive questions related to sexual harassment and discrimination. For more information on Technology-Enabled Worker Voices Solutions see Section 4 of the BSR Gender Equality in Social Auditing Guidance³.
- **Worker Interviews:** Worker interviews should be conducted face to face on a one-to-one basis with workers in an appropriate and confidential setting. It is preferable for the interviewer to be a woman when interviewing women workers. It is crucial for the interviewer to begin the interview by introducing themselves and explaining the interview's objective. Furthermore, it is important that the interviewer guarantee that workers' answers are treated anonymously. Compared to worker surveys, face-to-face interviews will allow the interviewer to gather more insights on worker reactions and may provide the interviewer with a fuller, more contextual picture of the challenges faced by women workers and their root causes.



Sedex Integrates Gender Indicators Across Its Tools

Sedex is a world-leading ethical trade service provider, improving sustainability and working conditions in global supply chains. It provides practical tools, services, and a community network to help companies develop their business practices and source responsibly. Sedex has 55,000 members in 180 countries, collaboratively working to manage risk and protect people working in the supply chain.

Currently, there is a considerable lack of data available about issues specifically affecting women in supply chains. Sedex is continuously focusing more on gender as an indicator when developing its products and services. This is based on several key drivers:

- Women are concentrated in lower-paying jobs, have higher participation in casual, temporary, and part-time work, and often need to balance this paid work with a disproportionate share of unpaid work at home. Women are also more vulnerable to gender-based violence and harassment in the workplace, and it is crucial to understand these issues.
- Sedex aligns its product development with the International Labour Organisation (ILO), the United Nations Human Rights Council (UNHRC), and the UN Sustainable Development Goals, particularly Goal 5—Gender Equality and Empowerment of Women and Girls.
- Sedex is committed to equipping its members with the meaningful information they need to incentivize change and advance women’s empowerment, and to gain a greater understanding of the challenges faced by women in their businesses and supply chains.
- Data is essential to be able to benchmark business performance and understand progress, and to then develop the business case for why companies need to invest in gender equality and its positive impact on company outputs.

In 2019, Sedex launched a Gender Working Group as part of its Sedex Stakeholder Forum, which convenes responsible sourcing experts from all over the world. The aim of the group is to tackle the lack of gender-disaggregated data in supply chains and to help members gain a better understanding of where women are in supply chains and of their working conditions.

To do this Sedex used the BSR Gender Data and Impact (GDI) framework and asked members to identify which data points they would like Sedex to capture. From this, Sedex has identified the data points we currently capture and the data points that we will build into future assessment tools.

Alexia Ward, head of Improvement in Responsible Sourcing at Sedex, said,

“The BSR framework has greatly facilitated assessment and development of our tools and saved significant time in research, development, and member input, while at the same time encouraging the collection of a standard set of data points across supply chains.”

Identification of vulnerable workers and the likelihood of human rights violations are key focus areas for the new Sedex Self-Assessment Questionnaire (SAQ) and Risk Assessment Tool (RAT). BSR has contributed recommendations to both new releases. The new SAQ has greater gender disaggregation. ►



for worker type (e.g., permanent, temporary, agency, etc.) and job role (manager, supervisor, apprentice, etc.). It also asks for information on accidents, injuries, and grievances, all disaggregated by gender. Sedex intends to use gender-specific indices within the new Risk Assessment, namely the Gender Inequality Index, Global Gender Gap, and Women, Business and the Law.

A new reporting tool, Sedex Analytics, will improve the way that gender information is displayed on the Sedex platform. This will provide world maps to show numbers of women and men by country and worker type.

Sedex has an ongoing Audit Quality Program that seeks to improve identification of sensitive issues during audit as well as overall audit quality. Enhanced gender information from the new SAQ and Risk Assessment Tool will be available to the auditor to help direct their resources during an audit.

To gain a greater understanding of worker perceptions, a Worker Well-being Assessment tool has been developed and all data is disaggregated by gender. Several “worker voice” methodologies are being piloted and assessed, to evaluate what will be effective at scale.

Sedex believes that by enabling its members to collect more gender-disaggregated data, it will increase the visibility of women and the issues they face across supply chains. Understanding this is the first stage in addressing gender-specific issues and driving improvements for women in global supply chains.

Ward says a key challenge is making sure that data collected is meaningful and enables action. “We not only need to identify risk and problem areas but provide the kind of information that can support and incentivize sustainable improvement,” she said.

Next steps for Sedex

- Rolling out the data points into existing and new assessment products.
- Ensuring the data collected is presented in a way that enables and supports our members to take positive action.
- Developing the information and training required for our members to understand and address gender inequalities in their companies and supply chains.

Worker Interviews

Ensuring Consent and Confidentiality

Whatever the context and circumstances, interviewers must always ensure that there is consent from all participants. During face-to-face interviews, make sure to share the following:

- What is the scope of the interview?
- Who will see the information?
- How will the information be reported and to whom?
- For what purposes will it be reported and when?

Any of the information shared by the participants should be kept confidential unless the interviewer feels that the participants are in danger. This should also be made clear to the participants.

After the first assessment takes place, the collection of worker perceptions, behaviors, and social norms should take place at different intervals than the one for workplace and worker outcome indicators. Some of the shifts in perceptions and behaviors and norms are difficult to be achieved overnight and these therefore require longer-term monitoring time frames.

A full list of questions for the GDI indicators that capture workers' perceptions, behaviors, and social norms can be found in Appendix 2. For example, the table below contains the questions for the Agency category. Please note that:

- The statements are purposefully worded differently to have the sought answers match different ends of the attitude continuum. This should avoid interviewee's tendency to provide a stereotyped response.
- These questions can be used for both a worker survey and to structure worker interviews.
- Worker surveys should not cover the questions included in the building rapport/deliberate loading sections (see below), which are only relevant for worker interviews.
- In both worker surveys and interviews, make sure to capture worker profile details (such as gender, age, type of contract, job category, and other vulnerabilities) in addition to the provided questions. This will allow for an intersectional analysis of the worker engagement results to identify differentiated impacts based on the different groups sampled (i.e., older women, migrant women, seasonal workers, etc.).



Table 1.5 | **رنگی** Example of Agency Worker Questions

<p>Context setting</p> <p><i>Questions to be used only during worker interview when/if appropriate to set the context</i></p>	<ul style="list-style-type: none"> ■ Would you say that women are able to participate in community gatherings? Are women equally represented in community dialogues? ■ To what extent can women raise a point/issue during a community meeting? Is there a specific order or procedure that needs to be followed for women to get to speak?
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Agency Indicators	Questions	Answers
<p>Percentage of workers who say they are comfortable raising grievances/complaints</p>	<p>Do you agree with the following statement: <i>'If you had an issue or complaint at work, you would feel comfortable reporting it'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who say they are confident to speak up to supervisors and/or management</p>	<p>If there was an issue at work that made you feel uncomfortable, for example an issue with co-workers in the production line, who would you speak to at work?</p>	<p>1) Management 2) Supervisors 3) Other workers 4) I would keep it to myself</p>
<p>Percentage of workers who say they can move freely in and out of the workplace</p>	<p>Do you agree with the following statement: <i>'I feel that my movements in (such as access to toilets) and out of the workplace (withholding of documents) are restricted by management'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who are aware of the existence of worker committees and/or trade unions</p>	<p>Can you name the person(s) who are part of the worker committees and/or trade unions</p>	<p>1) Yes, I can name xxx, xxx ... 2) No, I can't</p>
<p>Percentage of workers who say their voices are heard and taken into account by management</p>	<p>Do you agree with the following statement: <i>'At my workplace, management does not take action on workers' feedback'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who have access to mobile phones and digital technologies</p>	<p>Do you have access to mobile phones or other digital technologies (e.g., computers, the internet)?</p>	<p>1) Yes—I have my own mobile phone 2) Yes—I have access to a mobile phone/digital technologies 3) No—I don't have access to or use mobile phone/digital technologies 4) No—no-one in my household has access to mobile phone/digital technologies</p>

Table 1.5 | **ردي** Example of Agency Worker Questions

Agency Indicators	Questions	Answers
Percentage of workers who say women and men should have an equal role to play in community decision-making	Do you agree with the following statement: <i>'Men should be in charge of making decisions for the community'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say they should have equal responsibility for making major household decisions	Do you agree with the following statement: <i>'Wives and husbands usually have an equal say on the following decisions: determining your own health care, making large household purchases, making household purchases for daily needs, visiting family and relatives, deciding what to prepare for daily meals'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree

Sampling

Having the right workforce represented in a sample is critical for the reliability of findings and the analysis. Depending on the primary objective of the assessment, the type of sampling may vary. Overall, the GDI tool can both assess the gendered outcomes of a given workforce or identify more prominently and deliberately the specific and intersectional issues of the women population of a given workforce.

For assessments focused on identifying outcomes by gender:

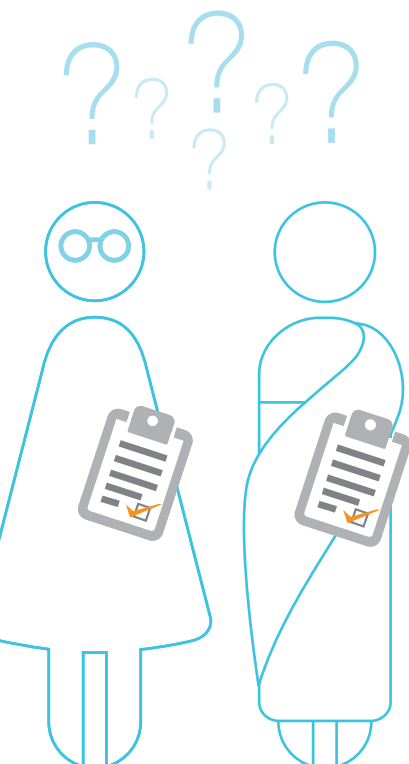
- In factories where the workforce's composition is mostly gender balanced, the most commonly used stratified random sampling technique can be used.
- In factories where the workforce composition is gender skewed, the sample should try to represent both genders equally.

The sample size for this type of assessment should be at least 10 percent of the total workforce.

For assessments with a deliberate focus on women:

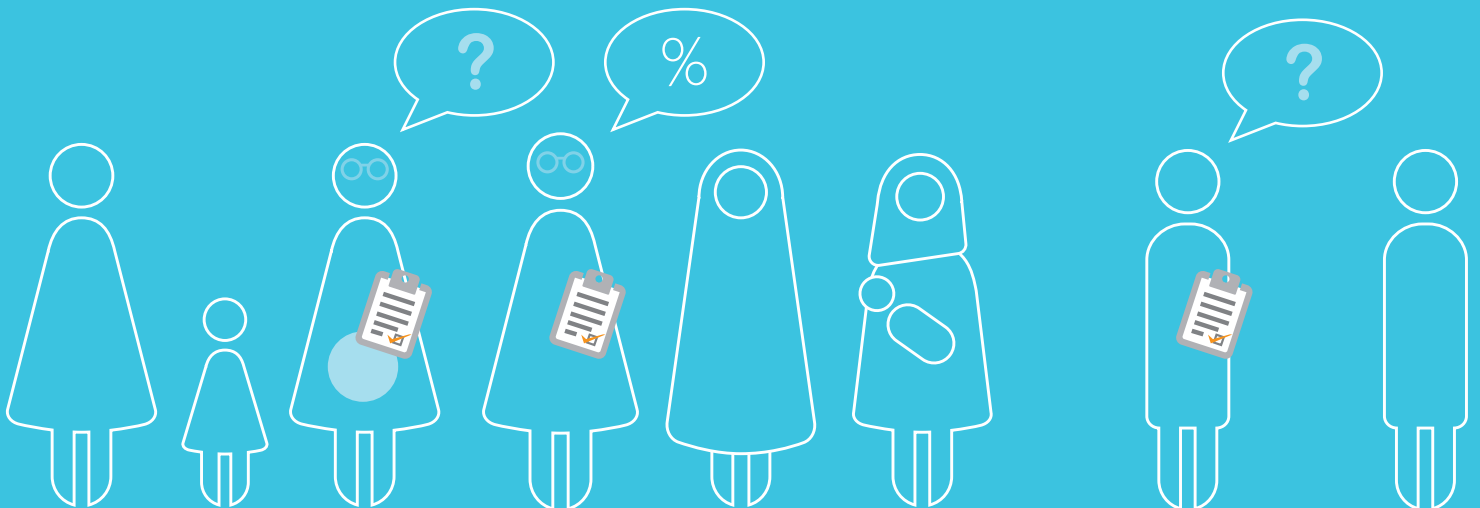
For these assessments, it is recommended that the sample be composed mostly of women with a limited number of men. It is important to include all subgroups that exist within the women worker population (e.g., contract types, job category, age, etc.) to reveal different perspectives during the interview/survey. Particularly vulnerable groups of women workers, whose rights are more likely to be violated (such as migrants or piece-rate workers), should systematically be represented in the sample. For men, it is important to include workers and supervisors in the sample. When interviewing supervisors, some of the questions available in Appendix X should be adjusted.

The sample size for this type of assessment should be at least 10 percent of the female workers.



Tips for structuring and conducting worker interviews

- **Setting the context:** When conducting face-to-face interviews, the interviewer should first set the context of the issues to be covered and then read out the relevant statements, exploring if the participant agrees or disagrees with each statement.
- **Starting with the least sensitive topics first:** Given that the GDI interview questions cover a wide variety of issues, some which are more sensitive than others, it is highly recommended that the interview be structured in a way that the less sensitive topics are covered first (such as health and safety) followed by the more sensitive (such as sexual and harassment). This is to give time to the interviewer to create a safe space and build rapport with the worker before touching on the more sensitive topics, which the worker could perceive as more “threatening.”
- **Introducing sensitive issues:** It is not easy to begin a discussion about a negative experience during face-to-face interviews. When speaking to workers about violence or harassment, it’s important to open the discussion by talking about less sensitive issues, such as women’s health or well-being, their life experiences, or their relationships at home, at work, and in the communities, before broaching the more difficult questions.
- **Dealing with worker distress:** During an interview, workers may be overwhelmed and feel distressed thinking about their experiences of violence. As necessary, take breaks during the interview and give workers time to collect themselves if needed. To support workers, reinforce their coping strategies and let them know that by sharing their experiences, they are helping others who may be going through similar experiences.
- **Asking additional questions:** The interviewer should have enough flexibility to turn the structured statement reading exercise into a broader discussion using open-ended questions and the deliberate loading technique, a technique used to make gender-sensitive topics sound more causal, acceptable, and less threatening. The interviewer should not hesitate to ask workers more targeted or clarifying questions to home in on specific root causes that may emerge from the interview. However, it is important to focus on capturing the results of the structured questionnaire if the objective is to aggregate findings.





Case Study



FairWear Foundation pilot insights

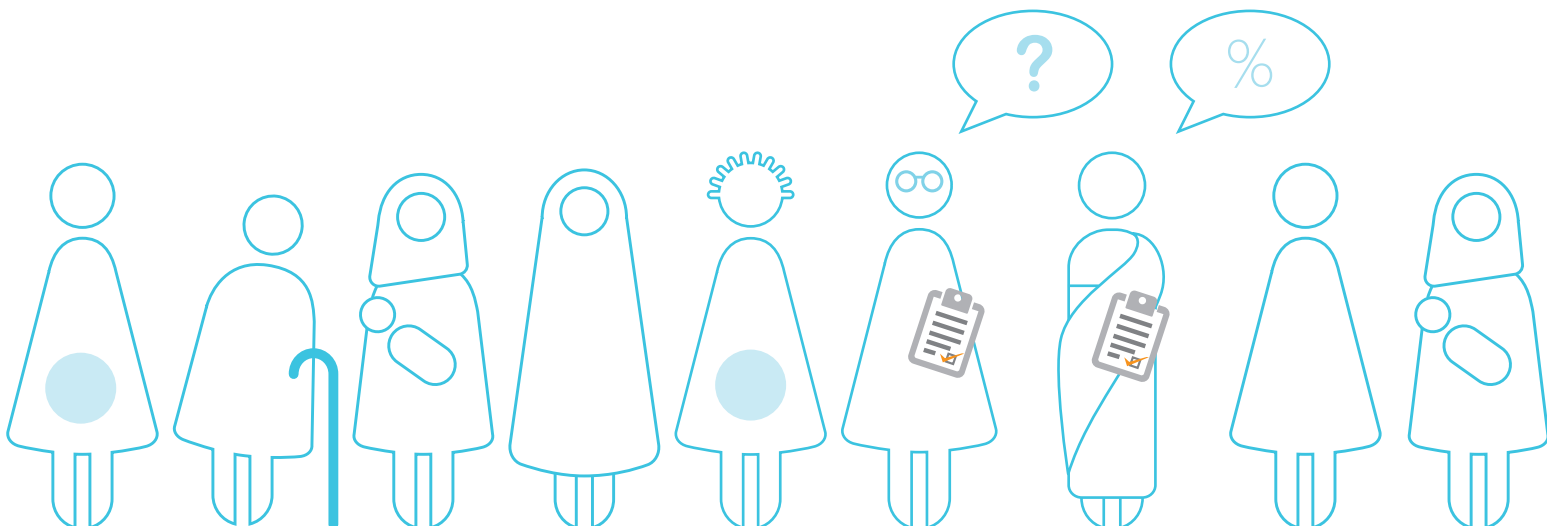
The Fair Wear Foundation (FWF) conducted pilots of the first iteration of the GDI tool in factories across six different countries—Bulgaria, Romania, India, Bangladesh, China, and Vietnam—over six months in 2019. This was done along FWF's own verification audits. Pilots were conducted in 10 factories with the number of workers ranging from 90 to 1,000.

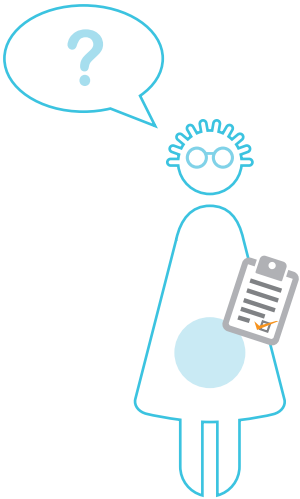
The FWF pilots highlighted that on average, in a factory of 500 workers (400 female and 100 male workers) where around 10 percent of female workers were sampled for worker interviews, the worker data collection process took one additional man-day.

Overall, suppliers showed interest in the exercise and in understanding the purpose of it. In China, suppliers did not have accurate data and usually provided estimates at best but no verifiable data. In India and Vietnam, the pilots revealed that supplier management showed some interest in how these indicators should be calculated and one supplier expressed its intention to track these indicators going forward.

For a more efficient process, FWF recommends that:

- The workforce and worker outcomes indicators are sent for completion to factory management and human resources prior to the audit. This provides an opportunity for the supplier to engage in the process and enables the auditor to simply verify the completed data and fill out any outstanding information where needed on the audit day.
- Suppliers and key staff are trained so they understand the benefits of collecting gender data, how to calculate the indicators, and how to use the data for decision-making

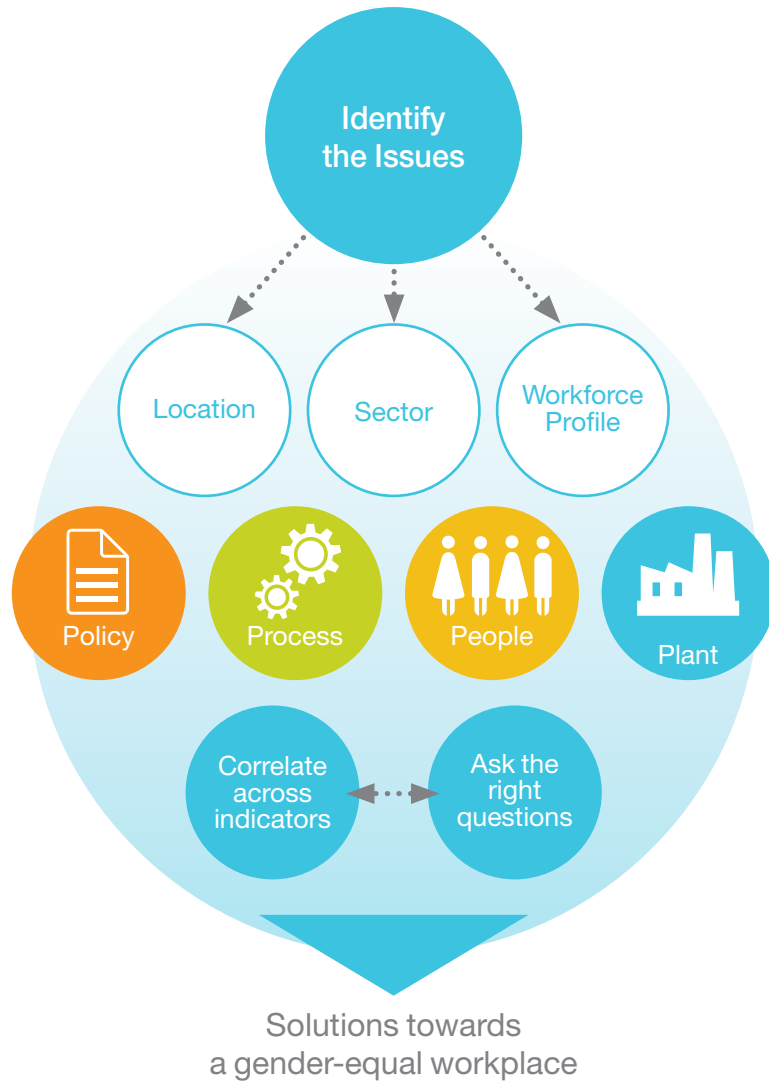




Analyzing GDI findings

The findings of the GDI tool provide a wealth of gender data related to the workforce profile and outcomes and worker behaviors and perceptions. The data, however, is not an end in itself, but rather a means to identify a gender gap and identify the root causes that affect differently women and men in the workplace.

However, the data may not reveal the root cause of an issue or provide a solution right away. Thus, while the findings may expose an issue related to women’s lack of participation in trade unions or worker committees, for example, the reason behind this may not be as straightforward as one could anticipate. To avoid the trap of being “data rich, but information poor,” root cause analysis should take a holistic and systematic approach to identify the source or cause of a problem.



The section below provides a holistic approach to analyzing the findings of the GDI tool so that root causes are identified and, as a result, more targeted, effective solutions are put in place.

When first analyzing the issue, one should avoid assuming to know the root cause. For example, it may seem that women's participation in trade unions is directly linked to their awareness of trade unions, but there could be other challenges related to norms or more practical considerations around timing and location of meetings that may prevent women's active participation. By jumping to conclusions, some root causes may be overlooked, and thus any efforts to address the problem may be curtailed or may prove to be insufficient. In addition, there may be multiple causes to one issue, varying from structural concerns, such as the number or location of toilets, to more normative issues, like workers' understanding or beliefs around menstrual hygiene. The goal of root cause analysis is to identify the "why" of a problem in order to find an adequate solution.

Four steps to conduct root cause analysis

- Identify the gendered issues
- Count with context
- Correlate indicators across type and category
- Ask the right questions using the 4Ps: **Policy, Process, People, Plant**



Identifying gendered issues

When looking at the GDI findings, issues to focus on may be evidenced by:

- A large gap in numbers for the workforce outcome indicators for women and men, such as wage and contract type, which may be a sign of discrimination or point to a more systemic gendered issue.
- Low or zero reports on indicators such as the absence of women returning from maternity leave or the lack of reports raised through grievance mechanisms.

Spotting the issue is only the first step. Identifying the root causes requires deeper analysis to understand the different factors that contribute to creating the issue. Within the tool itself, on the tab Findings by Indicator, examples of potential causes for each indicator are provided.

Avoiding counting without context

None of the findings of the GDI tool should be interpreted without context. Identifying the nature of an issue requires situating the results for women and men compared to the overall workforce profile, within the local context, and benchmarking against other suppliers in the sector or industry. For instance, certain issues may stand out when looking solely at the GDI results for a specific site. Placing these within the profile of the workforce, the local and industry context, may reveal whether issues are in line or at odds with the contextual dynamics and require differentiated approaches as a result.

Location

Reviewing GDI findings within a country or a specific region is a must. This can reveal whether some outcomes or perceptions should be considered as “expected” or “surprising,” providing a more thorough understanding of whether results are at odds with local dynamics. The macro level indicators presented on page 91 can be useful in establishing a baseline for specific gender issues by country.

Having a basic understanding of key empowerment areas, such as education or social norms, including violence against women, is important to see where the GDI results show anomalies relative to the national context or not. Be sure to have a basic understanding of the national legal GDI which can contribute to discriminatory practices. For example, women in 59 countries are not legally protected from workplace sexual harassment (World Bank, 2019). At the same time, being on trend should not be used as a justification for ignoring an issue. Even when acceptance of violence against women in the workplace is lower than the national average, employers still have a duty to create a workplace that is safe and inclusive for all workers (women and men) and should take steps to address the issue.

See Table A1.1 in Appendix 1 for the full list of suggested macro level indicators.

Differentiate by country context and risks!

Looking at Ethiopia and Myanmar, for example, shows how women’s situation and the legal and social context differ between countries. In Ethiopia, 29 percent of women are literate, compared to 72 percent of women in Myanmar. At the same time, similar shares of women have a financial account (29 percent in Ethiopia and 26 percent in Myanmar).

On the other hand, women in Ethiopia are more likely to accept domestic violence (65 percent) compared to women in Myanmar (51 percent). Looking at the legal environment, women in Ethiopia are protected by law from sexual harassment in the workplace, but this is not the case in Myanmar.

Source: World Bank Gender Data Portal datatopics.worldbank.org/gender

Sector

Results should also be understood relative to other suppliers in the sector because not all sectors will have similar workforce profiles. For example, women represent between 60 percent and 90 percent of labor-intensive jobs in supply chains, thus it should not be surprising to see similar levels at the individual factory level.

Differences in workforce profiles, industries, and locations will also lead to different risk profiles. Women workers in a textile factory who are paid by piece rate will face different concerns compared to workers on farms who may face different health risks related to pesticides. The situation within sectors may also be different by country: In Ethiopia, for example, women comprise 40 percent of the overall workforce, but they represent 70 percent to 95 percent of the apparel industry workforce and 80 percent to 85 percent of the horticulture industry workforce.

In Myanmar, women workers, who are predominantly migrants, constitute over 90 percent of the workforce in the garment sector and the majority are between the ages of 16 and 27.



Case Study

ESPRIT

Using data to inform supply chain initiatives and targets

In early 2018, Esprit analyzed workforce profile data to better understand the gender distribution of employees and management in factories in India, Bangladesh, and Ukraine. The company found that women were underrepresented at all levels of factory management in all factories that they surveyed. However, it also discovered that there was significant variation among factories in the same areas.

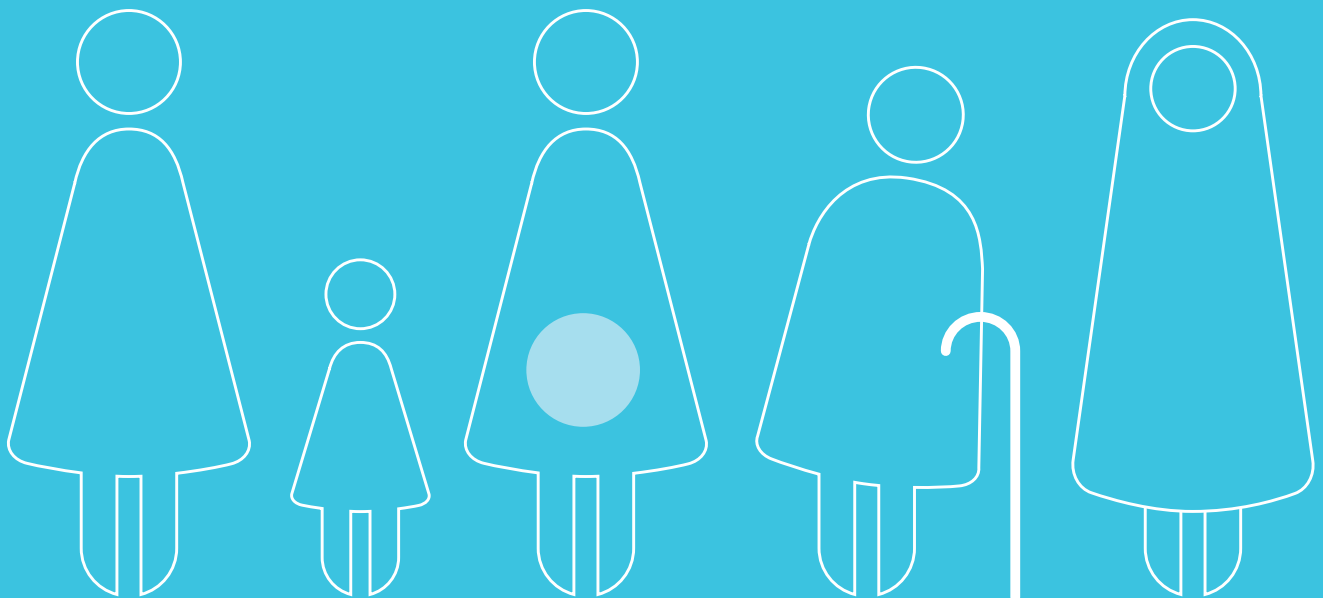
The baseline study revealed that factories in India have 6 percent female line supervisors, whereas the total female workforce is 31 percent. The company set a goal to help their suppliers achieve a percentage of female line supervisors that aligns with its overall percentage of female workers. Factories in India aim to increase the percentage of female line supervisors to 21 percent by July 2021.

Source: www.esprit.com/index.php?command=ItemDownload&class=Esprit_Model_IR_DocAttachment&identity=1552 (pdf)

Where are women working and what are the risks by sector?

- Understand where women's work is concentrated (sectors, roles, and geography) and what work is viewed as a "woman's" occupation, e.g., possibly related to women's care roles in many cultures or to social norms and beliefs about what women are good at (or better than men at) or not good at. This role segregation needs to be understood as it can be negative for the company's productivity and innovation. Relegating people to specific roles because of assumptions and beliefs that are most likely not true means that they will not be fulfilling their potential.
- Build an understanding of the specific risks by sector. For example, the agriculture sector might have more informal or day work, seasonal work, part-time work, or quantity-based contracts. How does this promote or undermine gender equality? Is there access to social protection as part of these contracts? Is there provision for maternity leave or time off for pregnancy-related health clinic visits?
- Understand the differentials in power dynamics between men and women – supervisor and other leadership roles, human resource management roles. Risks associated with overwhelming power being held by one particular group (e.g., men or men of a particular ethnic group) can silence women in the workplace and mean they are unable to speak out when there is poor treatment or harassment.
- Assess whether subcontracted workers, agency workers, or homeworkers might face specific risks due to the lack of contact with the actual employer (they have to manage the contract through recruitment agencies).

Source: directly taken from www.ethicaltrade.org/sites/default/files/shared_resources/Base%20code%20guidance%2C%20gender%20equality%2C%20Part%20B.pdf (pdf)



Workforce profile

The workforce indicators are an important starting point to check for potential systemic gender issues (see page 33). Workforce profile indicators may reveal systemic discrimination and should be analyzed as a priority as these can provide an overview of the type of contractual and structural gender inequalities that impact a specific workplace.

- **Contract type indicators:** These indicators assess the gender composition of the permanent workforce and the “contingent” workforce, which are workers on non-permanent contracts and most at risk of conditions of precarious work. Examples include percentage of seasonal workers, percentage of interim agency workers, percentage of fixed-term workers.
- **Job type and wages indicators:** These indicators assess vertical occupational gender segregation based on the hierarchical structure of the workplace. These also gathers data on the lowest wage figure by gender for each job type. Example include percentage of administrative staff, percentage of workers, percentage of supervisors.
- **Worker average age:** This indicator assesses whether there may be a bias in factory recruitment practices related to gender specificities (related to reproductive age for instance).
- **Other vulnerability factors:** These indicators assess the potential additional vulnerabilities that can enhance the likelihood of gender inequalities of treatment and adverse working conditions for certain types of workers. Examples include percentage of workers paid by time or piece rate, percentage of migrants, and percentage of homeworkers.

Looking across these indicators can reveal gendered issues that may be causing workers to be less productive, absent, or even cause them to leave the factory. These indicators can reveal discrimination in hiring, promotion, and pay and can point toward harmful practices related to unethical advancement processes and firing practices for instance. Age, contract type, and job categories are often helpful filters to apply to the turnover and absenteeism rate, supporting the identification of root causes, in correlation with the worker perceptions and behaviors indicators. For example, cross correlating age and absenteeism data may reveal that certain age groups of workers are more likely to be absent than others. Regular, high rates of absenteeism among women of childbearing age could be linked to menstrual hygiene issues if toilets are not considered clean or safe, women do not have access to sanitary products, or it is culturally not acceptable for women to come to work when they are menstruating.

In addition, gender may exacerbate the existing vulnerabilities of specific group of workers such as migrant or seasonal workers, or vice versa. Certain indicators cover particularly vulnerable groups, including migrants, workers paid by time or piece rate and informal/homeworkers. These groups may face intersecting inequalities based on gender, age, or contract vulnerability. A migrant woman who has gone through a recruitment agency to work in an apparel factory will face different challenges than a seasonal woman worker from the local community. The migrant worker may not speak the local language, face greater safety concerns, or higher risk of forced labor.

Where possible and especially when analyzing the information collected through worker engagement (via survey or interviews — see Appendix 2), applying an intersectional lens to the analysis of these findings is extremely important to be able to fully understand the specific issues faced by different women subgroups.

¹ www.ohchr.org/EN/Issues/Business/Pages/GenderLens.aspx


² Report of the Working Group on the issue of human rights and transnational corporations and other business enterprises on Gender Dimensions of the Guiding Principles on Business and Human Rights.

Applying an intersectional lens to gender analysis

Intersectionality recognizes that individuals can experience discrimination based on multiple and intersecting identities. Women experience discrimination based on race, religion, ethnicity, migrant status, sexual identity, sexual orientation, disability, age, or socio-economic status. These intersections contribute to unique experiences of discrimination.

The report from the UN Human Rights Council on the **Gender dimensions of the Guiding Principles on Business and Human Rights**¹ highlights how adverse impacts of business activities may be different on women and men depending on their individual situation: a disabled women from a rural area faces different barriers to accessing and maintaining employment than an older women from an ethnic minority in an urban area.

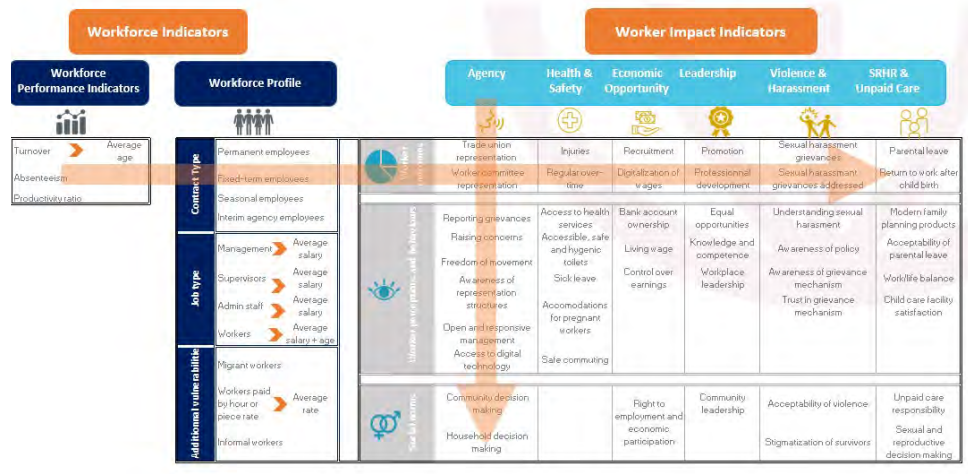
Gender responsive analysis needs to consider intersecting and multiple forms of discrimination to understand the situation of all workers and fully capture the impact of policies and programs.



“ Business enterprises should use sex-disaggregated data and outcome indicators to assess the true impact of their activities on women and consider that different women may be affected differently because of the intersectional nature of discrimination.²”

⚠️ Correlating indicators across type and category

When analyzing the GDI findings, it is important to review results vertically across multiple types of indicators (outcomes, perceptions and behaviors, and social norms) and horizontally across the different topic categories to cross check various insights. Keep in mind the 4Ps to be sure that you are capturing all possible influencing factors and causes that could contribute to an issue.



- **When analyzing findings vertically** (i.e., focusing on a specific topic category), there may be useful findings across the different types of indicators (i.e., workplace outcomes, worker perceptions and behaviors, and social norms). For example, looking at the “Leadership” category, worker opinions related to their work opportunities, relevant skills and perceptions on leadership positions (worker perceptions and behaviors indicators) are related to their access to training and development and promotions (workplace outcomes indicator). At the same time, workers’ attitudes toward women in leadership positions can either encourage or deter women from applying for more senior positions (social norms indicator). This information is found by looking vertically through worker perceptions and behaviors, workplace outcomes, and social norms indicators in the Leadership category (see the Findings by category tab).
- **Analyzing findings horizontally**, across categories, can reveal the links between different issue areas that impact women’s empowerment and outcomes in the workplace. Looking at the Violence and Harassment category findings, low reporting of sexual harassment could be related to issues with the policy or the process, where workers are not comfortable reporting grievances or complaints (Agency) or they are not aware of what constitutes sexual harassment and how to report it (Violence and Harassment). However, it is also influenced by people: lack of women supervisors or managers (Leadership) may deter reporting if women workers do not feel comfortable reporting incidences of sexual harassment to men. Additionally, workers’ contractual situation (workforce profile indicators) could leave them more vulnerable to retaliation related to wage deductions or even job loss, which may deter them even more from reporting incidents.

Analyzing across the 4Ps: Policy, Process, People, and Plant

A single issue may have multiple causes related to aspects of a policy, a process, people, or physical space. Looking across the 4P's, listed below, can ensure that nothing is missed during the analysis. Because root cause analysis is an iterative process, framing your questions around the 4P's will help identify information that is needed to better understand the context and potential causes: a question may lead you to look at additional data, which may, in turn, raise new questions. Using the 4P's can help you identify what type of information is relevant and what areas should be probed further.

For example, to understand gender gaps related to violence and sexual harassment indicators, the following questions are useful to keep in mind during the root cause analysis process:



Policy

Frame clear policies on working hours, including overtime, and on equal pay and commitment to living wage



Process

Relates to how policies are embedded in the business and the processes in place to ensure effective implementation



People

Review and offer supervisors' soft skills to communicate with workers



Plant

Provide safe transportation after overtime shifts

Example | Table A3.5 | Violence and Harassment

Percentage of workers who understand what constitutes sexual harassment

Percentage of workers who are aware of the policy addressing sexual harassment in the workplace

Percentage of workers who say harassment against women is unacceptable

Policy

- Is there a specific policy to prohibit, prevent, address, and remediate sexual harassment and other forms of violence against women? Does it mention that all forms of violence and harassment in the workplace, including verbal, physical, sexual, or psychological abuse, are prohibited?
- Does the policy include a definition of sexual harassment (e.g., ILO definition) in the policy and examples of sexual harassment, such as unwelcome sexual advances, unwanted hugs and touches, suggestive or lewd remarks, requests for sexual favors, and the display of indecent, derogatory, or pornographic pictures, posters, drawings, or videos?
- Does the policy on sexual harassment extend to transport to and from the workplace, healthcare facilities, and accommodation provision, including for on-site subcontractors such as security staff?
- Does the policy on sexual harassment include an overview of the procedures for reporting grievances, including the different reporting channels, their anonymity and confidentiality? Does it meet existing local law and internationally-recognized criteria?

Process

- Are there internal processes for managing, monitoring, and reporting on policy implementation?
- Who is responsible for the implementation, monitoring, and reporting on the policy? Is information about the policy communicated to all workers and available in local languages?
- Are there feedback loops in place to continuously refine and strengthen the policy and grievance mechanisms?

People

- Are there any inappropriate materials such as images/posters that could be intimidating, threatening, or degrading toward women?
- Are anti-sexual harassment posters displayed on notice boards and other informational material distributed in common work and community spaces?
- Is the informational material user-friendly and accessible for women workers with low literacy levels? Is it provided in all local dialects, including those spoken by migrant women workers?
- Is there communication about grievance resolutions (while protecting confidentiality) and an anti-retaliation policy?
- Are supervisors and workers aware of the disciplinary actions and sanctions that may result in breach of the policy?
- Are workers trained on the sexual harassment policy and mechanisms available to them to raise grievances, in all levels and in all native languages?
- Is bystander training included to raise awareness of signs of potential sexual harassment and provide guidance on what to do if sexual harassment is observed in the workplace?

Plant

- Does the policy apply to dormitories and provided transportation to and from work?
- Are grievance channels easily accessible to women workers?

Example | Table A3.5 |  Violence and Harassment

Percentage of grievances that are related to sexual harassment (out of all recorded grievances)

Percentage of workers who are aware they have access to whistleblower/ethics hotlines and worker ombudsman/HR complaints process

Percentage of workers who trust the factory's grievance mechanism/complaints procedure

Policy

- Is there a specific policy to prohibit, prevent, address, and remediate sexual harassment and other forms of violence against women? Does it mention that all forms of violence and harassment in the workplace, including verbal, physical, sexual, or psychological abuse, are prohibited?
- Does it include an overview of the procedures for reporting grievances, including the different reporting channels, their anonymity and confidentiality? Does it meet existing local law and internationally-recognized criteria?

Process

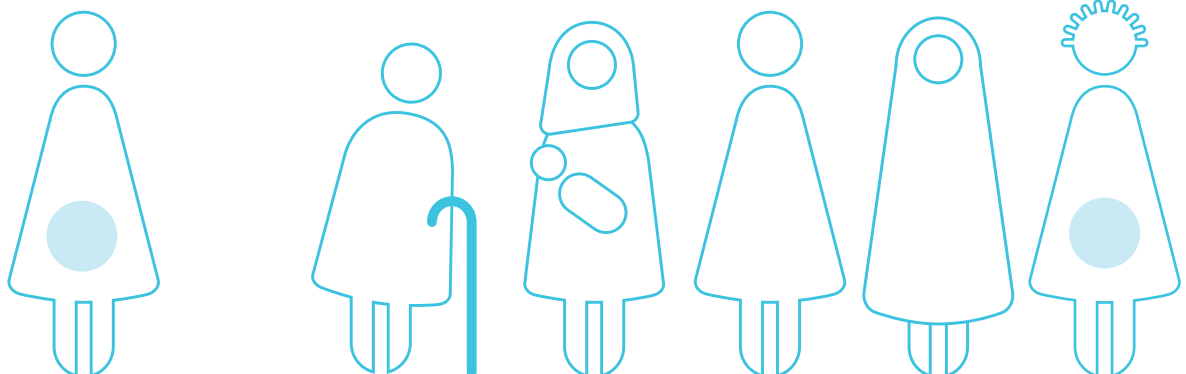
- Is the grievance mechanism accessible to all workers, regardless of the job category/business department in which they operate?
- Is the grievance mechanism confidential and unbiased? Does it include non-retaliation clauses?
- Do women workers feel that the mechanisms are adequate (confidential and unbiased) and that they protect them from harassment or abuse?
- Is there adequate communication about grievance resolutions (while protecting confidentiality)?
- Is grievance data analyzed, including number and type of grievances made by gender to identify any systemic issues or problematic workers?
- Do records cover the necessary details, highlighting the types and severity of harassment but also the time frame between when the grievance was raised and when corrective action was taken?

People

- Who oversees and monitors the grievance channels? Is there accountability at senior level?
- Do teams managing grievances receive gender-specific training?
- Is the grievance mechanism body that processes complaints gender-balanced?
- Is training on the grievance mechanism provided to workers, including the different channels to share complaints and grievances?
- Is there adequate communication about the different channels for reporting concerns in different languages?
- Do workers feel that the mechanisms are effective in protecting them from harassment or abuse?
- Are trade unionists trained regarding sexual harassment and the specific grievance mechanisms that workers can access?

Plant

- Are the channels to raise concerns and suggestions easily accessible to all and especially to women?
- Are some of these located in close periphery to the management's office?



Example | Table A3.5 | Violence and Harassment

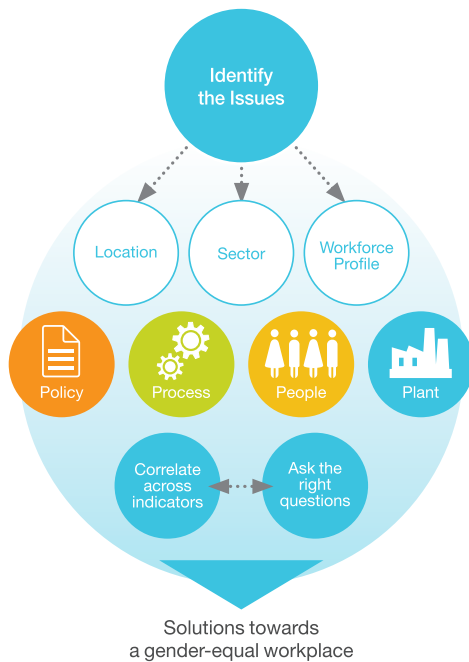
<p>Percentage of addressed sexual harassment grievances</p>	<p>Process</p> <ul style="list-style-type: none"> ■ Who is responsible for ensuring that sexual harassment complaints are addressed? Are there accountability mechanisms or reporting requirements to ensure that this issue is being addressed? ■ Are records of grievances, including types of harassment and time frame kept? Do records cover the necessary details, highlighting the types and severity of harassment but also the time frame between when the grievance was raised and when corrective action was taken? ■ Are interim measures taken immediately when a complaint is brought forward? ■ When interim measures are taken as a result of a grievance, do these have the interest of the survivor as a primary objective and ensure that the survivor is not negatively impacted as a result? ■ When grievances have been raised, do workers feel that follow-up action has been taken as a result? ■ Is there sustained communication between the worker and the complaints committee throughout the process? ■ What is the average time frame between the raising of the complaint and its closure? ■ Are the results used to enhance the grievance mechanisms, including the procedures for collecting, investigating, and resolving complaints? ■ Is there an internal process to identify the most relevant support and services for women workers, or link to existing referral pathways? ■ Are available referral services promoted to encourage their uptake? ■ Is the quality and uptake of the referral services regularly evaluated? Are partnerships or service providers adjusted accordingly? ■ Does the supplier have progressive recruitment practices that support the reintegration of survivors? ■ Does the supplier contribute to initiatives that raise awareness about violence against women and promote more positive gender norms? ■ Does the supplier fund initiatives that aim to tackle stigma affecting survivors of violence in the community? ■ Does the supplier support women's refuges or shelters in the local community? ■ Does the supplier have initiatives in place that support the reintegration of survivors of violence in the workplace?
<p>Percentage of workers who do not stigmatize survivors of violence against women</p>	<p>People</p> <ul style="list-style-type: none"> ■ Do teams managing grievances receive gender-specific training? ■ Do staff, doctors, nurses, managers, and other key personnel, where relevant, recognize signs of gender-based violence and do they have a good understanding of laws and organization policies on human trafficking and sexual exploitation? ■ Are trainings on violence and sexual harassment, including bystander training, conducted to reduce social stigma and raise awareness of long-term impacts of violence on individuals, families, and communities?



Example | Conducting Root Cause Analysis

Women Workers Regularly Working Overtime

The chart below shows the pathway for conducting root causes analysis on a gender gap related to regular excessive overtime.



- **Identify the gendered issue:** Using the worker outcome indicator in the Health and Safety category, we have identified a high percentage of women workers regularly working overtime, particularly compared to the low rate for men.
- **Count with context:** To better understand the issue, we begin by looking at the context, including local and national legal regulation on working hours and prevailing practices within the sector. The Results tab in the GDI tool provides some general analysis by indicator to help jump-start your analysis. You should also review the workplace profile indicators to see if there are specific worker categories that are more likely to be working overtime than others, such as migrant workers, fixed-term contracts, or those paid by piece rate. Other gaps may also jump out such as a gender wage gap, whereby women are working systematically longer hours to make up for the fact that they are earning less than their male counterparts.
- **Correlate indicators across type and category:** Looking across indicators, you correlate information from the GDI tool that may help you understand whether women workers consider they earn a living wage, whether workers feel comfortable speaking up to management, whether they feel that their working hours allow them to juggle unpaid care/family duties in addition to their professional occupation.
- **Ask the right questions using the 4Ps (Policy, Process, People, Plant):** Referring to the 4Ps and the list of questions in Appendix 3, page 102, probe the different dimensions that may help you to:
 - Get to the root causes of the issue. For example, brands' buying practices may be forcing excessive overtime during certain periods. Women are encouraged to work more hours because they need additional income to secure their livelihoods. Supervisors may not have the soft skills necessary to adequately communicate with workers or to encourage workers to come to them with complaints or concerns about the number of hours they are working.
 - Explain some other GDI findings that may not appear directly related: Women may feel unsafe commuting from and to work as they must commute at night after finishing their overtime shifts. ►

Identify the Issue

Women are regularly working overtime, more so than men
Count with context

Location

What is the national or local policy/law related to working hours, see Country KPIs, page 91

Sector

What are the prevailing practices within the sector related to working hours

Workforce Profile

Gender breakdown of contract, job types, and wages



Policy



Process



People




Plant

Correlate across indicators

Ask the right questions

- Percentage of employees confident to speak up to supervisors/management (**Agency**)
- Percentage of workers who say they earn enough to cover their family's basic needs and save for emergency situations (**Economic Opportunity**)
- Percentage of employees who consider working hours allow them to perform their household/family duties (**Family Planning**)
- Percentage of workers who say that it is safe for women to commute to and from the workplace (**Health and Safety**)

- **Policy:** Is there an overtime policy? Is it standard for all workers? Is there an equal pay and living wage policy?
- **Process:** Is overtime voluntary? Are there penalties for not agreeing to work overtime? Are overtime logs monitored? How is it allocated among workers? How do brands' purchasing practices affect excessive overtime?
- **People:** Are supervisors equipped with soft skills to communicate with workers? Does management understand the negative consequences of excessive overtime on workers?
- **Plant:** Is safe transportation provided after overtime shifts, especially at night?



Solutions towards a gender-equal workplace



Policy

Relates to the existence of adequate policies, including laws (international and local), codes of conduct, ethics frameworks, and company commitments



Process

Relates to how policies are embedded in the business and the processes in place to ensure effective implementation



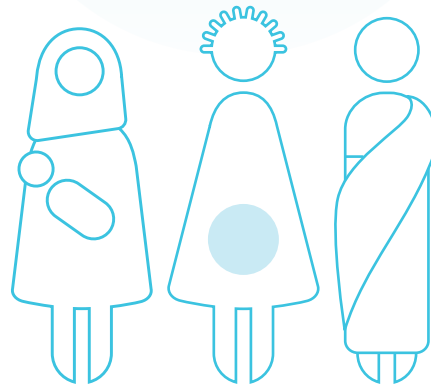
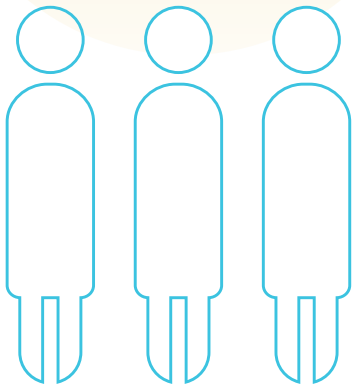
People

Relates to worker communication, workforce profile, knowledge and skills, and adequate worker representation



Plant

Relates to workplace structures including workers' access to physical inputs and resources within and related to the physical workplace



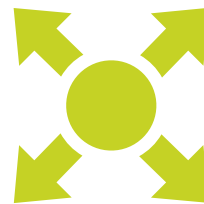


“ Collecting gender data is only useful if it is analyzed and serves better decision-making toward achieving more positive outcomes for women. It is by understanding the root causes, that brands and suppliers can move beyond responding to the symptoms and begin to address and prevent more fully the issue itself.

Making Women Workers Count

Phase 2

Integrate and Act



Phase 2 Integrate and Act

Phase 2 checklist

Integrate and Act



For Brands

- Act
- Enable
- Influence

For suppliers

- Prioritize issues
- Define measures and targets
- Implement within the business

Recommendations for Brands

Steps for Brands to Integrate and Act

- Act
- Enable
- Influence

Brands have a critical role to play to make substantive gender equality a reality in their supply chain. There are several steps brands can take by acting on their own practices, enabling their suppliers to achieve more gender equal workplaces, and influencing the broader garment supply chain ecosystem.

ACT

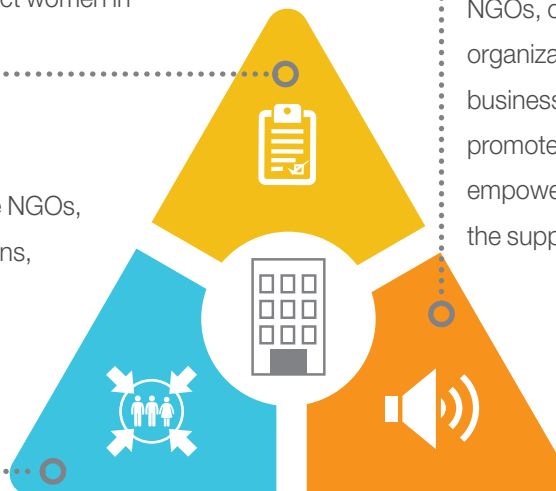
by adjusting policies, business processes, and practices such as procurement that impact women in the supply chain

ENABLE

by partnering to enable NGOs, community organizations, and business partners to promote women's empowerment along the supply chain

INFLUENCE

by partnering to enable NGOs, community organizations, and business partners to promote women's empowerment along the supply chain



Source: [BSR Framework for Company Action on Women's Empowerment](#)

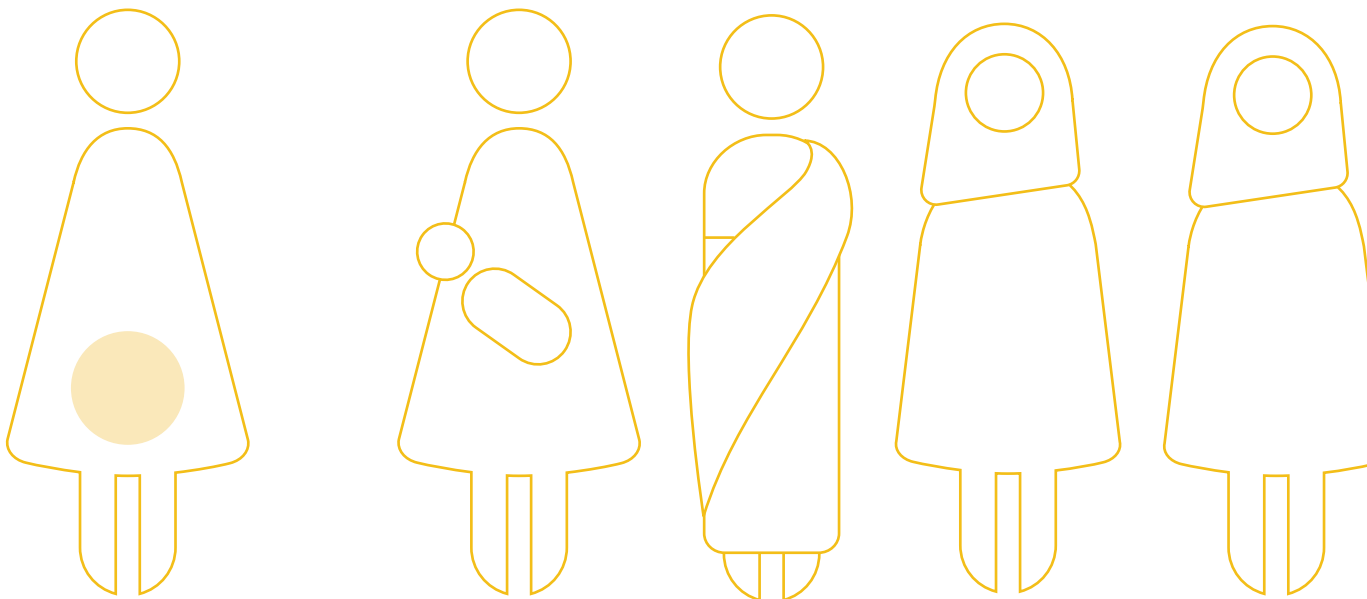
ACT

¹ www.ascenaretail.com/wp-content/uploads/2018/09/Code-of-Conduct-for-Merchandise-Suppliers.pdf

Every company can act on their own practices to benefit women in supply chains by:

- Integrating gender equality within their supply chain strategy based on the evidence collected through the due diligence process and the GDI indicators.
- Setting and clearly communicating their company's requirements on gender equality. Brands can drive action by making their expectations on gender equality clear in their procurement requirements and supplier codes of conduct. They should also be clear on how they commit to engage with their suppliers when faced with challenges.
- Reviewing their own sourcing practices (see Table 1.1) and adjust these to minimize impacts on suppliers and women and men workers.
- Incentivizing their suppliers for their good gender equality performance and for strengthening their own management systems to achieve this, including the collection of gender-disaggregated data and worker feedback.
- Reviewing their own data collection management systems and how gender data gathered by suppliers both at individual supplier level and at an aggregated level can best be used in decision-making.
- Engaging key internal functions and building their capacity on gender equality including on gender data and root cause analysis.

Ascena Retail Group¹ and Lindex are good examples of apparel companies that have recently reviewed their code of conduct to be more gender responsive.





Case Study



Jack Wolfskin's purchasing practices

Every year, the Fair Wear Foundation (FWF) conducts Brand Performance Checks to evaluate its members social compliance against a set of performance indicators. Evidence showed that the German producer of outdoor wear Jack Wolfskin was operating at an advanced level. The brands' good purchasing practices include:

- **Limited number of suppliers:** Companies generally have little influence on managers of factories where they produce less than 10 percent of their production capacity. Most of Jack Wolfskin's production is done at locations where the brand buys at least 10 percent of its production capacity.
- **Stable business relationships:** Factories are more likely to improve working conditions when the relationship with the brand is stable. Fair Wear Foundation found that two-thirds of Jack Wolfskin's production volume is from production locations where a business relationship has existed for at least five years.
- **Robust production planning systems:** Weak production planning systems with little order forecasting can have significant impacts on excessive overtime in factories. Jack Wolfskin has developed an elaborate production planning system where it takes local holiday periods into account when planning production and fabric delivery. It also asks factory management to calculate internal planning with eight working hours per day. Furthermore, the brand assesses the general production capacity as well as the current situation of production twice a month to anticipate production or delivery delays. It also offers training on production planning systems to its suppliers.
- **Addressing excessive overtime:** When a factory asks Jack Wolfskin for overtime approval, the brand asks the factory to do it on an exceptional basis and to stay within the legal framework. Factories should also be able to show that overtime is paid by law. Finally, the brand has started placing orders three weeks earlier at factories where more production time was asked for.

Source: www.jack-wolfskin.com/on/demandware.static/-/Library-Sites-JackWolfskin_SharedContentLib/default/dw911bb728/Content_Ressources/CR/BrandPerformanceCheck/180228_FINAL_jack-wolfskin-performance-check.pdf

¹ asia.floorwage.org/news/garmentmetoo-campaign-launches-report-on-gender-justice-on-garment-global-supply-chains-2014-an-agenda-to-transform-fast-fashion-recommendations-for-the-ilo-and-garment-brands

ENABLE

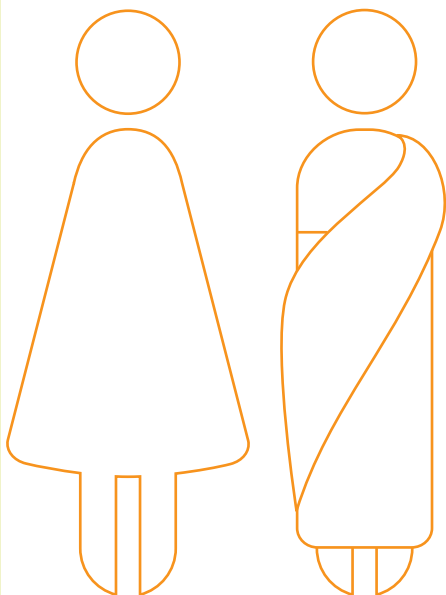
Brands can also enable their suppliers to achieve gender equality by:

- **Assessing feasibility of gender transformative work with their supply chain before deciding on the type of activity to undertake with suppliers.** Maturity, internal capacity, expertise, willingness and ambition, and resources should be assessed for both the brand and its supplier base.
- **Providing ongoing supplier engagement and support:**
 - Engaging supplier management on the business case for gender equality and better gender data collection (see Table 0.1 for more examples. i.e., The costs to their business and risks to their workforce of leaving gender equality challenges unaddressed.)
 - Supporting suppliers in establishing data collection processes, especially human resources and other core business practitioners as relevant.
 - Building or enhancing the gender understanding and expertise of the suppliers' practitioners' team (HR officers, compliance officers, welfare officers, production officers and supervisors).
 - Working with suppliers on prioritizing issues and the relevant implementation measures, using the data and findings from the GDI. The implementation of concrete measures should be part of a broader strategy outlining targets, desired outcomes, resources, partners, and a framework for tracking progress.
- **Encouraging suppliers to take ownership of gender responsive measures** and be responsive to suppliers' ideas and needs by collaborating with suppliers as they identify opportunities for action in their own workplaces, supply chains, marketplaces, and communities.

INFLUENCE

Brands can also influence the wider ecosystem to raise awareness and address issues women face in supply chains by:

- **Addressing systemic gender issues with a wider range of partners**, through multi-stakeholder partnerships that focus on pervasive issues that affect both the workplace and the community.
- **Supporting advocacy efforts that promote gender equality and gender transformative actions**, such as influencing new international standards or a global campaign (for example, the #GarmentMeToo launched by Global Labor Justice and Asia Floor Wage Alliance in May 2019¹)



Influence

Advocacy efforts for a strong and inclusive ILO Convention to end violence and harassment at work

The NGO Care International, together with Business Fights Poverty, The B Team, BSR, and the companies Avon, Diageo, Marks and Spencer, and Unilever have campaigned together for international standards to protect women from abuse in the workplace.

As governments prepared to negotiate the ILO Convention to end violence and harassment at work, the coalition backed a strong and inclusive convention that would extend its protection to vulnerable workers, mostly women.

In June 2019, after relentless campaigning from trade unions and women's organizations, the convention was adopted with a strong gender dimension and a gender-responsive approach to ending violence and harassment related to work. This includes but is not limited to recognizing the right of everyone to a world of work free of violence, including gender-based violence, recognizing the link between domestic violence and the world of work as well as setting out measures to contribute to ending domestic violence, and including the commute to work in the definition of world of work.

Source: insights.careinternational.org.uk/development-blog/ilc-2019-business-community-speaks-up-for-a-strong-and-inclusive-ilo-convention

Recommendations for Suppliers

Once the GDI data is collected and analyzed, several gendered issues and related root causes may surface. When deciding on how to take the GDI findings forward, the following three-stepped approach should be considered.

Step 1

Prioritize issues

Before designing an action plan, suppliers should have a good understanding of the most pressing issues that are harming women. Suppliers must also be aware of their internal capabilities and resources to address these specific issues. If prioritization is necessary because the identified issues cannot be realistically addressed at once, suppliers should ask themselves the following questions to assess:

■ Severity of impacts:

- What are the most severe impacts on women identified by the GDI findings? How serious and widespread is the harm? If it does occur, can it be put right? How likely is it to happen? If not addressed properly straightaway, what is the likelihood for it to evolve into a serious issue?
- What is the time frame to address these? Which impacts can be addressed short term, medium term, and long term?

Steps for Suppliers to Integrate and Act

- Prioritize issues
- Define measures and targets
- Implement within the business

■ **Internal capabilities:**

- What are the human and/or financial resources available? Do I have champions among staff that can take a role in driving forward work on gender equality?
- Do I have the adequate internal expertise to address these? Do I have sufficient internal gender knowledge and expertise? Do I need support from a local women's organization?

■ **Influence:**

- Which issues do I have a direct influence on? Which ones are systemic issues for which I have limited leverage and that are best addressed via partnerships or more complex multi-stakeholder collaboration?
- Do my customers have resources and programs I can draw from/participate in?

Step 2

Define measures and targets

Once suppliers have prioritized the set of issues they should be addressing, suppliers should think through several elements to define their action plan.

- **Be clear on the outcomes to be achieved:** It is important to define the specific outcomes that are expected from the actions that suppliers are committing to take. What is the change we want to see for women workers? Which behaviors and perceptions are the measures seeking to change?
- **Identify measures:** Based on the identified outcomes and the root cause analysis findings, suppliers should identify concrete steps to address the priority issues. Suppliers should consider the measures that can be taken to improve targeted outcomes for women by referring to the good practices by topic category, structured around the 4P's in the Appendix.
- **Evaluate time frame:** When thinking about which measures need to be taken, it is important to consider the time frame within which the implementation of various measures is likely to occur. Overall, the 4P's can be a useful guide to assess the measures' time frame:
 - **Policy:** Measures related to the development or strengthening of policies, most likely to be short to-medium term.
 - **Process:** Measures related to the implementation of the policies through the design of processes, specific actions, and adequate awareness-raising, most likely to be medium term.
 - **People:** Measures related to the transformation of people's behaviors and social norms, most likely to be medium to long term.
 - **Plant:** Measures related to the adjustment of the physical environment, most likely to be short to medium term.
- **Set Targets:** After analyzing the GDI findings, suppliers should set relevant and measurable targets to track:
 - **Improvements in worker outcomes:** While they should be ambitious, the targets set should also be realistic and consider the base line outcome, the supplier's capabilities, and the overall context.
 - **Implementation of specific measures and their effectiveness:** While the GDI tool tracks overall progress on gender equality outcomes, program- or policy-specific targets may be needed to track the impact of specific measures.

Table 2.1 | Example of targets and measures for an action plan that aims to improve the number of women in supervisory roles

GDI Outcome KPI (baseline)	4% of promoted workers are women
GDI Outcome Target KPI	20% of promoted workers are women
Output KPI—has the measure been effective?	<ul style="list-style-type: none"> ■ Quantitative/qualitative ■ Trained supervisors ■ Trained female workers—increased competence, abilities, and confidence ■ Trained workers/worker perceptions on leadership and the role of women ■ Provision of childcare and uptake of childcare facility—opinion on quality of services provided
Activities/measures—have they been completed?	<ul style="list-style-type: none"> ■ Review equal opportunity policy and promotion process ■ Review process for building pipeline ■ Train supervisors on how to encourage workers to take up training and promotion ■ Train female workers on soft skills and technical skills essential for leadership positions ■ Train all workers on gender stereotypes and unconscious bias ■ Provide on-site childcare to mitigate unpaid care work responsibilities

Step 3

Implement within the business

Finally, it will be important for suppliers to establish and implement internal processes and systems to ensure that the action plan is progressing towards the agreed-upon goals.

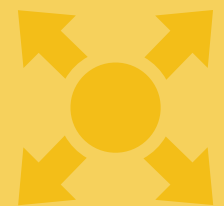
For meaningful success, it is essential to define clear accountability structures through allocating responsibilities for the various measures to be taken, identify and address any internal capacity gaps that may limit achievements, and design clear monitoring procedures that will allow suppliers to understand the progress.



Making Women Workers Count

Phase 3

Track



Phase 3 Track

Phase 3 Checklist

Track



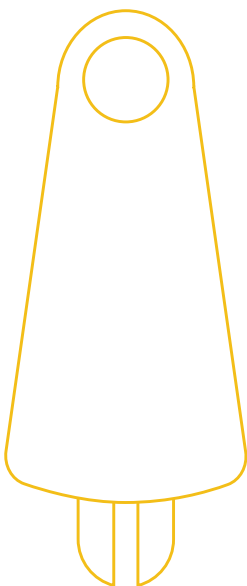
- Differentiate between intervention specific indicators and business as usual indicators and their tracking frequency
- Use supplier visits to review and discuss ongoing progress towards a specific outcome or to monitor overall gender equality performance
- Ensure that data collection and tracking become business as usual practices
- Involve workers and experts in reviewing progress made

Working towards gender equality and women’s empowerment can be a long and complex journey. The cultural and organizational shifts may not be visible overnight. However, regularly tracking progress is critical to measure the effectiveness of the actions that are being implemented and ensure that these deliver progress for women workers.

The GDI tool can help brands and suppliers identify gendered issues, define an action plan, and track advancement toward it. If there are no major gender gaps identified, it can also be used periodically to provide a snapshot of a factory’s gender equality performance.

The workforce indicators and the workplace outcome indicators should be collected and reviewed on a regular basis as part of business as usual human resources practices. This should be mainstreamed into suppliers’ processes and follow the reporting cycle of other existing ones. When collecting the gender data, it is important to clarify the time frame of indicators that should be reported on by suppliers. For example, the percentage of workers regularly working over-time within the last 12 months. Equally, when reviewing progress going forward, care should be taken to use the same time frame or to take into consideration the implications of choosing a different time frame when interpreting the results. For example, reviewing over-time rates by gender, over different periods/seasons/time span, could have an impact on the comparability of the data.

When the purpose is to track progress made on specific GDI indicators related to a specific intervention or set of measures, the following GDI tool tabs can be useful: based on targets and measures set in the Action Plan tab, the tab in the Excel tool enables brands and suppliers to jointly review progress made along the measures of the action plan according to the various time lines (short, medium, and



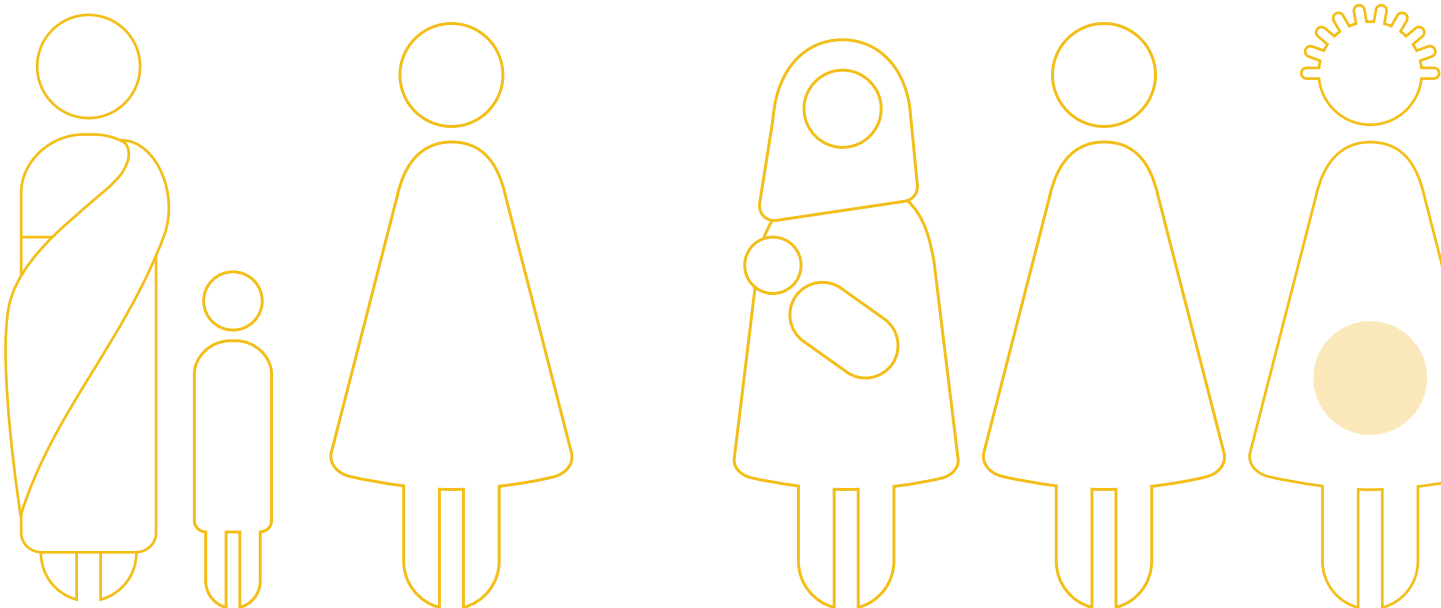
“The workforce indicators and the workplace outcome indicators should be collected and reviewed on a regular basis as part of business as usual human resources practices.”



long term). For an example on what specific intervention-related targets to track see the example in Appendix 4. The timeline for tracking intervention-specific metrics will depend on the time frame set for the various identified action plan measures.

The conversation around efforts to promote gender equality and track progress on advancing it should be a two-way street between brands and suppliers, with both formal and informal channels for dialogue and feedback. Guidelines for monitoring progress should establish the regularity of reporting and the minimum amount of information required. Where possible, supplier tracking should be integrated or combined with existing monitoring and reporting processes. Brands should focus their efforts on engaging and empowering suppliers to own the data collection process and follow-up mechanisms. Making the business case for addressing gender equality issues in supply chains can get suppliers on board from the beginning. It is important for suppliers to understand the added value of investing time and resources in tracking gender data, to minimize the risks related to gendered issues and improve bottom line growth. Supplier visits can be a good time to engage suppliers on this topic by making the business case (see page 10) and/or jointly discuss GDI findings, agree on practical measures, and/or track progress on the action plan.

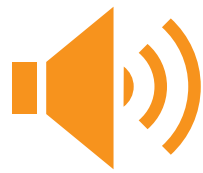
Throughout this phase, it is important that suppliers regularly consult women by engaging with worker committees or trade unions on their perspectives, and on the implementation progress. This is to ensure that the action plan addresses the true concerns and needs of women and provides the possibility for it to be course-corrected. Involving staff during the development and tracking can also encourage ownership and accountability among workers and supervisors and increase the chances for effective implementation. Gender experts and local women's organization can also be helpful in providing insights throughout the implementation.



Making Women Workers Count

Phase 4

Communicate



Phase 4 Communicate

Phase 4 Communicate

Checklist



- Use gender data within your business
- Align communication about the GDI with the Women's Empowerment Principles (WEPs) and the Sustainable Development Goals (SDGs) to communicate with stakeholders
- Use the GDI to cover investors' expectations
- Encourage suppliers to use GDI findings with their core practitioners' team and worker committees/unions to foster social dialogue

Communicating about the progress (or lack of progress) brands are making toward gender equal workplaces in their supply chain is an important part of the due diligence process. For suppliers, communicating around progress with their customers and internal stakeholders is a good way to demonstrate a general commitment to gender equality and inspire trust.

Recommendations for Brands

Communicating Internally

Impact metrics that are recognizable by internal company stakeholders are easier to interpret in the business context, leading to better decision-making. Corporate decision-makers rely on data, and program sustainability and replication will also likely depend on the quality of the gender-disaggregated data at hand. The insights and data gathered through the GDI tool should enable brands, at different points in the due diligence process, to:

- Escalate identified challenges to management in order to gain traction for addressing issues that are disproportionately impacting women in your supply chain.
- Engage internal business functions such as Sourcing, CSR, HR and others on the importance of working on gendered issues and adjusting company purchasing practices.
- Design targeted evidence-based solutions resulting in improved outcomes for women workers.

- Periodically report on progress made to management on positive outcomes for women workers and actions taken by suppliers.
- Secure buy-in for replicating interventions that were successful.
- Communicate company commitment and progress on gender equality for its indirect workforce to its broader direct workforce, thereby encouraging worker engagement and leadership.

In order to account for how they address the gender dimension of their human rights impacts in supply chains, brands should be prepared to communicate about their efforts and progress externally to stakeholders. Reporting to stakeholders, shareholders, and investors fosters constructive engagement in the brand's overall performance and commitment to progress on gender equality.

Communicating Externally To Stakeholders and Investors

As a first step and based on strategy considerations, brands need to identify which GDI indicators will play a role in the external reporting process. These indicators should be consistent and comparable over time (or the course of a defined strategy period). Improvements against these impact indicators should be reported on alongside activities that have been undertaken jointly by the brand and suppliers to achieve progress. Equally, if a brand has identified negative impacts and is committing to addressing these, it is recommended the brand provide a more detailed account of the measures it is intending to put in place as a result.

Using the GDI indicators, brands can position their efforts by reporting their progress to stakeholders against both the Women's Empowerment Principles (WEPs) and the Sustainable Development Goals (SDGs).



“ Business enterprises should annually disclose sex-disaggregated data concerning the progress made throughout their operations as per the indicators outlined in the gender equality policy.

Source: **Report of the Working Group on the issue of human rights and transnational corporations and other business enterprises on Gender Dimensions of the Guiding Principles on Business and Human Rights**

How do the GDI indicators align with the Women's Empowerment Principles (WEPs)?

The Women's Empowerment Principles (WEPs) provide a set of guidelines to help the private sector promote gender equality and women's empowerment in the workplace, marketplace, and community. The seven principles, signed to date by over 2,000 companies, guide brands in the implementation of gender-sensitive policies and management systems. The GDI provides relevant indicators that can support brands' efforts to work across all the WEPs.



Table 4.1 | Aligning the GDI indicators to the WEPs

Women's Empowerment Principles (WEPs)	GDI Categories	GDI Indicators
<p>WEP 1 Establish High-Level Corporate Leadership for Gender Equality</p> <ul style="list-style-type: none"> – Affirm high-level support for gender equality – Ensure all policies are gender-sensitive 	Agency	<ul style="list-style-type: none"> ■ Percentage of workers in trade unions ■ Percentage of workers on worker committees ■ Percentage of workers who say they are comfortable raising grievances/complaints ■ Percentage of workers who say their voices are heard and taken into account by management ■ Percentage of workers who say they are confident to speak up to supervisors and/or management ■ Percentage of workers who are aware of the existence of worker committees and/or trade unions
<p>WEP 2 Equal Opportunity, Inclusion, and Non-discrimination</p> <ul style="list-style-type: none"> – Pay equal remuneration – Implement gender-sensitive recruitment and retention strategies – Assure sufficient participation of women – Offer flexible work options – Support access to child and dependent care 	Leadership	<ul style="list-style-type: none"> ■ Percentage of promoted workers ■ Percentage of workers who say women have the same opportunities as men in the workplace
	Economic opportunity	<ul style="list-style-type: none"> ■ Percentage of new recruits ■ Percentage of workers who say they earn enough to cover their family's basic needs and save for emergency situations
	SRHR and Unpaid Care	<ul style="list-style-type: none"> ■ Percentage of eligible workers taking parental leave ■ Percentage of workers who are comfortable taking parental leave ■ Percentage of women returning to work after having a child ■ Percentage of workers who are satisfied with the on-site childcare facilities (if available) ■ Percentage of workers who say their working hours allow them to perform their unpaid care duties and domestic work

Table 4.1 | Aligning the GDI indicators to the WEPs

Women's Empowerment Principles (WEPs)	GDI Categories	GDI Indicators
WEP 3 Health, Safety, and Freedom from Violence – Provide safe working conditions – Establish a zero-tolerance policy toward all forms of violence – Strive to offer health insurance – Respect rights to time off for medical care – Address security issues at work	Agency	<ul style="list-style-type: none"> ■ Percentage of workers who say they can move freely in and out of the workplace
	Health and Safety	<ul style="list-style-type: none"> ■ Percentage of workers who have been injured in the workplace ■ Percentage of workers who say they can access health services as needed ■ Percentage of workers who say toilets are accessible, safe, and hygienic ■ Percentage of workers regularly working overtime ■ Percentage of workers who say they take paid leave when they are sick ■ Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers ■ Percentage of workers who say that it is safe for women to commute to and from the workplace
	Violence and Harassment	<ul style="list-style-type: none"> ■ Percentage of grievances related to sexual harassment (out of all grievances) ■ Percentage of addressed sexual harassment grievances ■ Percentage of workers who understand what constitutes sexual harassment ■ Percentage of workers who are aware of the policy addressing violence and harassment in the workplace ■ Percentage of workers who are aware they have access to whistleblower/ethics hotlines and worker ombudsman/HR complaints process ■ Percentage of workers who trust the factory's grievance mechanism/complaints procedure ■ Percentage of workers who say harassment against women is unacceptable ■ Percentage of workers who do not stigmatize survivors of violence against women
	SRHR and Unpaid Care	<ul style="list-style-type: none"> ■ Percentage of workers who are aware of modern family planning products/types of contraceptives ■ Percentage of women workers who say they come to work when menstruating
WEP 4 Education and training – Invest in workplace policies that advance women at all levels – Ensure equal access to training programs	Agency	<ul style="list-style-type: none"> ■ Percentage of workers who have access to mobile phones and digital technologies
	Leadership	<ul style="list-style-type: none"> ■ Percentage of workers enrolled in professional training and development ■ Percentage of workers who say they have the right abilities and skills to advance

Table 4.1 | Aligning the GDI indicators to the WEPs

Women's Empowerment Principles (WEPs)	GDI Categories	GDI Indicators
<p>WEP 5 Enterprise Development, Supply Chain, and Marketing Practices</p> <p>– Support gender-sensitive solutions to credit and lending barriers</p>	Economic Opportunity	<ul style="list-style-type: none"> ■ Percentage of workers receiving their salaries in digital payments ■ Percentage of workers who have an individual bank account ■ Percentage of workers who say they have control over their earnings
<p>WEP 6 Community Leadership and Engagement</p> <p>– Promote and recognize women's leadership</p>	Agency	<ul style="list-style-type: none"> ■ Percentage of workers who say they should have an equal role to play in community decision-making ■ Percentage of workers who say they should have equal responsibility for making major household decisions
	Economic Opportunity	<ul style="list-style-type: none"> ■ Percentage of workers who say women and men should have equal rights to employment and economic participation
	Leadership	<ul style="list-style-type: none"> ■ Percentage of workers who say women are able to occupy leadership roles in the factory ■ Percentage of workers who say women should occupy leadership roles in the community
	SRHR and Unpaid Care	<ul style="list-style-type: none"> ■ Percentage of workers who say women and men should share an equal responsibility for unpaid care duties and domestic work ■ Percentage of workers who say women should be able to negotiate their own sexual and reproductive decisions
<p>WEP 7 Transparency, Measuring, and Reporting</p> <p>– Measure and report on progress, using data disaggregated by sex</p>	Management Systems	<ul style="list-style-type: none"> ■ Workforce indicators (disaggregated-gender data by contract type, job category type, and other types of vulnerabilities)



To find out about the specific GDI indicators that relate to each SDG target, please refer to Appendix 5

How do the GDI indicators align with the Sustainable Development Goals (SDGs)?

Aligning impact measurement and reporting with the Sustainable Development Goals (SDGs) is important because these provide a common language for reporting on the world's sustainable development challenges.

While the 17 SDGs seek to tackle a comprehensive set of critical economic, social, and environmental issues, it has been recognized that gender equality and women's empowerment, which is advanced through SDG 5, are a precondition to successfully making progress on all SDGs. The below table provides detailed information on how the gendered outcomes that are captured by the GDI indicators are aligned with the SDG 5 targets and indicators.



Table 4.2 | Aligning the GDI indicators to SDG 5: Gender Equality

SDG 5	SDG indicator	GDI category	GDI indicator
SDG 5.2 End all violence against and exploitation of women and girls	<p>5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age</p> <p>5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence</p>	<p>Health and Safety</p> <p>Violence and Harassment</p>	<ul style="list-style-type: none"> Percentage of workers who say it is safe for women to commute to and from the workplace Percentage of workers who say harassment against women is unacceptable Percentage of workers who do not stigmatize survivors of violence against women Percentage of workers who understand what constitutes sexual harassment Percentage of grievances related to sexual harassment (out of all recorded grievances) Percentage of addressed sexual harassment grievances
SDG 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure, and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age, and location	SRHR and Unpaid Care	<ul style="list-style-type: none"> Percentage of workers who say women and men should share an equal responsibility for unpaid care duties and domestic work Percentage of workers who say their working hours allow them to perform their unpaid care duties and domestic work Percentage of women workers returning to work after having a child Percentage of workers who are satisfied with the on-site childcare facilities (if available)

Table 4.2 | Aligning the GDI indicators to SDG 5: Gender Equality

SDG 5	SDG indicator	GDI category	GDI indicator
SDG 5.5 Ensure full participation in leadership and decision-making	5.5.2 Proportion of women in managerial positions	Agency	<ul style="list-style-type: none"> ■ Percentage of workers who say women and men should have an equal role to play in community decision-making ■ Percentage of workers who say women and men should have equal responsibility for making major household decisions
		Economic Opportunity	<ul style="list-style-type: none"> ■ Percentage of workers who say women and men should have equal rights to employment and economic participation ■ Percentage of promoted workers ■ Percentage of workers enrolled in professional training and development ■ Percentage of workers who say women have the same opportunities as men in the workplace
		Leadership	<ul style="list-style-type: none"> ■ Percentage of workers who say women are able to occupy leadership roles in the factory ■ Percentage of workers who say women should occupy leadership roles in the community
SDG 5.6 Universal access to reproductive rights and health	5.6.1 Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use, and reproductive health care 5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information, and education	SRHR and Unpaid Care	<ul style="list-style-type: none"> ■ Percentage of workers who are aware of modern family planning products/types of contraceptives ■ Percentage of workers who say women should be able to negotiate their own sexual and reproductive decisions
		Health and Safety	<ul style="list-style-type: none"> ■ Percentage of workers who say they can access health services as needed
SDG 5b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Proportion of individuals who own a mobile telephone, by sex	Agency	<ul style="list-style-type: none"> ■ Percentage of workers who have access to mobile phones and digital technologies
		Economic Opportunity	<ul style="list-style-type: none"> ■ Percentage of workers receiving their salaries in digital payments

¹ UN Women sustainabledevelopment.un.org/content/documents/2322UN%20Women%20Analysis%20on%20Women%20and%20SDGs.pdf (pdf)

Women are affected by all SDGs and should be agents of change in achieving them¹.

In addition to contributing to measuring progress against SDG 5, The GDI indicators support the measurement of outcomes across SDGs. More precisely, the below table provides a general overview of how the gendered outcomes that are driven by the GDI also cover other SDG targets (outside of SDG 5 targets, which are addressed in Table 4.2).

Table 4.3 | The GDI Indicators and SDG Targets

SDG	Number of Targets Covered	Topics covered
SDG 1 No poverty	2 out of 6 targets	<ul style="list-style-type: none"> ■ Target 1.3: Implement nationally appropriate social protection systems ■ Target 1.4: Ensure equal rights to economic resources
SDG 3 Good health and well-being	3 out of 13 targets	<ul style="list-style-type: none"> ■ Target 3.7: Ensure universal access to sexual and reproductive healthcare services ■ Target 3.8: Achieve universal health coverage ■ Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination
SDG 4 Quality education	2 out of 9 targets	<ul style="list-style-type: none"> ■ Target 4.4: Increase the number of youth and adults who have relevant skills ■ Target 4.5: Eliminate gender disparities in education
SDG 6 Clean water and sanitation	1 out of 8 targets	<ul style="list-style-type: none"> ■ Target 6.2: Achieve access to adequate and equitable sanitation and hygiene for all
SDG 8 Decent work and economic growth	2 out of 10 targets	<ul style="list-style-type: none"> ■ Target 8.5: Achieve full and productive employment and decent work for all ■ Target 8.8: Protect labor rights and promote safe and secure working environments
SDG 9 Industry, innovation and infrastructure	1 out of 8 targets	<ul style="list-style-type: none"> ■ Target 9c: Increase access to ICT and affordable access to Internet
SDG 10 Reduced inequalities	1 out of 7 targets	<ul style="list-style-type: none"> ■ Target 10.2: Empower and promote the social, economic, and political inclusion of all
SDG 11 Sustainable cities and communities	1 out of 4 targets	<ul style="list-style-type: none"> ■ Target 11.2: Provide access to safe, affordable, accessible, and sustainable transport systems for all
SDG 16 Clean water and sanitation	1 out of 8 targets	<ul style="list-style-type: none"> ■ Target 16.1: Significantly reduce all forms of violence and related death rates everywhere ■ Target 16.6: Develop effective, accountable and transparent institutions at all levels ■ Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
SDG 17 Partnerships for the goals	1 out of 14 targets	<ul style="list-style-type: none"> ■ Target 17.8: Enhance the use of enabling technology, in particular information and communications technology

Investors need better data and a better understanding of how some issues impact women disproportionately if they are to differentiate their investments to be gender responsive. Impact metrics that are recognizable by investors can provide them with a better understanding of the long-term gendered impact the company is having, making investments more likely.

Investor-led initiatives are increasingly asking brands to report more gender-disaggregated data, including data on their indirect workforce. The need for brands to communicate gender data about their indirect workforce to shareholders and investors is becoming increasingly part of mainstream disclosure questionnaires. Without access to gender data for its supply chains, a brand is unlikely to provide an inclusive and safe environment for all its indirect workers. As more investors call for greater transparency and regular reporting on workforce gender statistics, brands and suppliers will be required to invest in and improve their tracking and measurement initiatives.

The momentum behind supply chain transparency and data disclosure is increasingly growing and becoming fundamental in holding brands to account. The collaboration of the Open Apparel Registry and the Garment Worker Diaries is a good example of how worker data can be directly connected to brands, holding them to account and with great potential to drive behavioral change.



Case Study

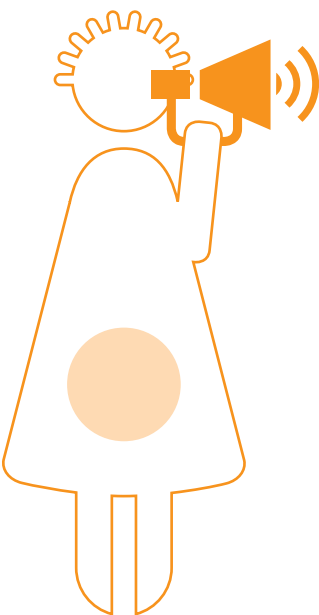


The Workforce Disclosure Initiative (WDI)

The Workforce Disclosure Initiative (WDI) aims to improve data from listed companies on how they manage workers both in their direct operations and in their supply chains. Through the WDI, 125 of the world's largest investors are urging companies to report comparable workforce information through an annual survey. Since 2017, the WDI has revealed an important gender data gap in worker data, especially concerning supply chain data.

Of the 90 companies that reported in 2018, only 52 percent provided a gender breakdown for some or all of their contingent workforce (by one or more non-permanent contract types). However, only 17 percent of companies report collecting gender data for their supply chain. In addition, few companies collect data on other demographic categories, such as age or disability, making it difficult, if not impossible, to understand potential discrimination faced by vulnerable groups that may intersect with gender. Looking at specific topics, only 14 percent of companies reported disaggregated training and development data, and only 10 percent reported health and safety data by gender.

Source: shareaction.org/wdi/2018-findings



¹ World Benchmarking Alliance
www.worldbenchmarkingalliance.org

² www.worldbenchmarkingalliance.org/gender-equality-and-empowerment-benchmark

Case Study



The World Benchmarking Alliance (WBA)

Grounded in the notion that benchmarks provide an essential tool for measuring and comparing corporate performance on the Sustainable Development Goals (SDGs), the World Benchmarking Alliance (WBA)¹ is currently developing the Gender Equality and Empowerment Benchmark (GEEB)². The GEEB, a free and publicly available benchmark, will equip financial institutions, companies, governments, civil society, and individuals with the information they need to assess and compare the private sector’s contribution to driving gender equality and empowerment.

The GEEB is grounded in today’s leading gender work. It is anchored in SDG 5 (Gender Equality) and recognizes key overlaps with other SDGs. It captures today’s leading international guidance on gender equality and empowerment, including the (Gender Dimensions of the) UNGPs, relevant ILO conventions; and the Women’s Empowerment Principles. It also builds on the wide range of gender-focused initiatives, frameworks and research in both the private and public spheres.

The GEEB seeks to balance comprehensiveness and efficiency. It looks across the **full value chain** (workplace, marketplace, supply chain and community). It captures the most salient **gender themes**, including: legal protection; representation; compensation and benefits; health and safety; and gender-based violence. It also takes an **industry-specific approach** to capture relevant industry-specific nuances. At the same time, it recognizes the wide range of stakeholders with diverging expectations and priorities, as well as the need and the appetite to converge around the key gender metrics that matter most. In this spirit, it focuses on a **concise set of indicators** that represent an important shift in how gender equality and empowerment are measured in a company context, looking beyond policy/commitment-focused indicators to more outcomes/performance-focused indicators. To this end, alignment with the GDI approach and indicators has been sought.

Ultimately, the GEEB aims to drive **transparency and accountability**. It empowers a broad set of stakeholders with data and insights on where industries and individual companies stand in their journey toward gender equality and empowerment. Investors can use GEEB data and insights as a basis for current and new collective corporate engagement efforts. Policymakers can translate GEEB insights into appropriate regulation and other policy measures. Civil society can use the GEEB as a tool to hold companies more accountable over time. Companies can use the GEEB to communicate where they stand externally, but also guide their path forward internally.

The GEEB is currently under development but is expected to launch in 2020, starting with a focus on the Apparel industry.

Commitment	To what extent is the company committed to driving gender equality and empowerment?
Legal protection	To what extent has the company ensured women’s legal rights are protected and communicated?
Representation	To what extent are women equitably represented across the company’s full value chain ?
Compensation	To what extent are women compensated equitably for their work ?
Health and Well-being	To what extent has the company ensured women employees’ physical and mental health and well-being?
Freedom from GBV	To what extent does the company prevent and respond to gender-based violence (incl sexual harassment) appropriately?

Recommendations for Suppliers

Supplier GDI findings should be shared with the factory's core team of practitioners, such as human resources officers, compliance officers, welfare officers, production officers, and supervisors, to foster a shared understanding of the challenges and ownership of the issues as well as potential improvements.

Case Study

BSR | 

Using data to communicate and effectively engage internal and external stakeholders in successful project implementation

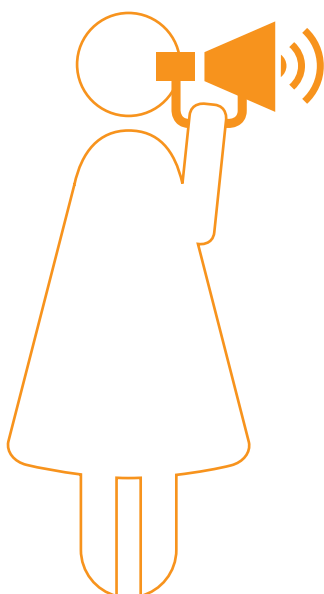
BSR's HERproject™ is a collaborative initiative that strives to empower low-income women working in global supply chains. Bringing together global brands, their suppliers, and local NGOs, HERproject drives impact for women and business via workplace-based interventions on health, financial inclusion, and gender equality. Since its inception in 2007, HERproject has worked in more than 850 workplaces across 14 countries and has increased the well-being, confidence, and economic potential of more than 850,000 women.

HERproject measures its impact through baseline and endline assessments which, similarly to some of the GDI indicators assess worker knowledge, attitudes, behaviours and ability to access services before and after a specific workplace intervention. The findings of these assessments are used to communicate both internally with suppliers practitioners and externally with unions and other committees to enable successful programme implementation and reporting on progress.

HERfinance

A carpet making factory in Mirzapur district of Uttar Pradesh wanted to introduce digital payments of salaries. The factory, which has a strong worker union that objected the digitization of worker payments, implemented HERfinance with the support of a US based retailer. To secure buy-in on the project, the union members were included from the start in the project kick-off and orientation meetings. Baseline assessment indicators on worker-management relations, borrowing and saving habits, and financial behaviors of workers helped the factory identify gaps in their approach, shape the programme and strengthen relations between management and the union by organizing regular project review meetings where findings and progress were discussed. Training for worker were organized on the following topics: benefits of having a bank account, raising awareness about safe financial investments, saving schemes, social protection schemes and the importance of having a bank account

The data and meetings helped the union to understand the benefits for workers of receiving salaries in bank accounts and led to the union collaborating with management to ensure smooth implementation. As a result of this engagement, some union members were selected as peer educators who further helped their co-workers understand the benefits of digital wages. The factory management was able to open bank accounts successfully for both permanent and contractual workers in the factory. This was done even before the government of India mandated the salaries to be paid via bank transfer.





“ Suppliers should share the GDI findings with trade unions and/or worker committees, using this as a tool for social dialogue and driving agreed-upon gender-related workplace improvements.



Applying the Gender-Responsive Due Diligence Framework

From Assessing Challenges to Communicating Progress: A Supplier's Journey



Phase 1: Assess and Analyze

Conduct a baseline assessment: You have conducted an assessment based on the GDI indicators and you see that several gender gaps have been identified. For instance, only 4 percent of promoted workers are women.

Analyze results: Using the context, the overall workforce data and the 4Ps to analyze root cause, you have identified a number of measures to take to prevent and address the various issues identified by the GDI findings. For the lack of advancement of women workers, you identify the lack of policies and processes, the lack of adequate professional and leadership skills, the lack of supervisor engagement, and the burden of unpaid care work as the main causes.



Phase 2: Integrate and Act

Prioritize: Based on your analysis using the questions on page x and in discussion with your team and customers, you decide to tackle the lack of women in leadership as a priority issue.

Define measures: To address the causes identified above, you decide to introduce new measures to help you achieve your goal. These include:

- Reviewing equal opportunity policy and promotion process
- Reviewing process for building pipeline
- Training supervisors on how to encourage workers to take up training and promotion
- Training female workers on soft skills and technical skills essential for leadership positions

Identify realistic targets: You set an outcome target of increasing the number of women who are promoted by 20 percent in one year based on ambition, resources, and your assumptions on how effectively you will be able to roll out the measures you have identified.

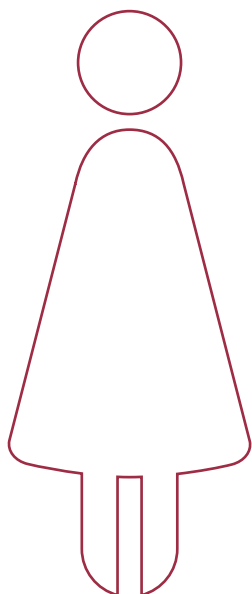
You also identify a set of KPIs that relate to the measures you intend to take. You decide to track:

- Number of trained supervisors/ number of supervisors playing an active role in promotion process
- Number of trained female workers/ increased competence, abilities, and confidence.

Design accountable structures and feedback loops: The human resources department is tasked with implementation and measurement of this initiative. It is also responsible for communicating the changes to workers. Human Resources is already collecting the data on promotion and training as part of its regularly collected workforce data. It will also need to set up a feedback mechanism for workers and engage with external stakeholders, including the factory's training partners.

Based on the feedback human resources receives from newly promoted female supervisors, you learn that they are having difficulty balancing their family responsibilities and that other workers are not always supportive. To address this issue, you introduce new measures related to childcare and gender stereotypes. ►

459
? 10% 32%



These include:

- Training for all workers on gender stereotypes and unconscious bias
- On-site childcare to mitigate unpaid care work responsibilities

To track these, you will also measure:

- Number of trained workers/Worker perceptions on leadership and the role of women
- The provision of childcare and uptake of childcare facility/opinion on quality of services provided

Phase 3: Track

Measure progress over time: The progress on the outcome target will be measured by the increase in the number of women who are promoted in one year. However, because this data is readily available in human resources workforce profile data you can regularly check on progress to see how you are doing.

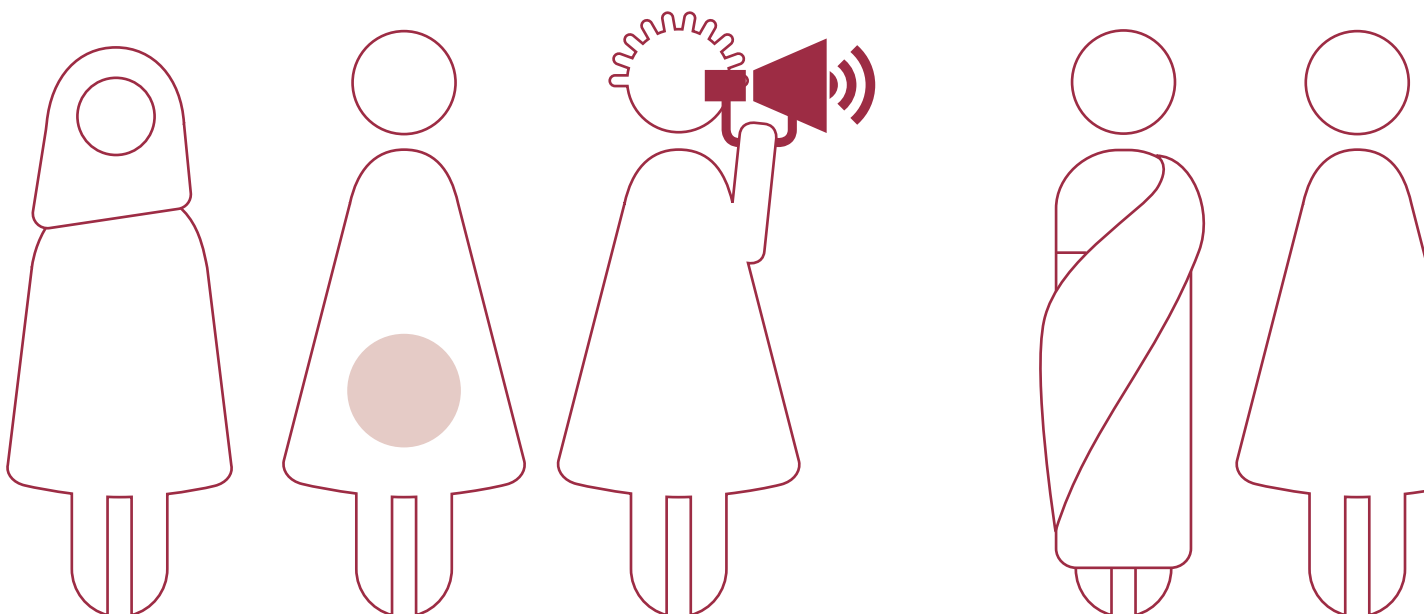
In addition, you track the output targets specific to this intervention. You decide that you will review this data every three months to ensure that you are on track to reach your overall target of 20 percent.

Once you achieve this target, you may decide to increase the target and continue working on this issue, while addressing new or additional barriers that women face.

Phase 4: Communicate

Internally: You are regularly communicating with your team of practitioners about the progress made to achieve the target. You are also sharing with worker committees and trade unions on how and by when the measures will be implemented and on your progress toward achieving the target.

Externally: You are keeping your customers informed about your strategy to tackle women's advancement and having open conversations with them on how they can support your efforts short and longer term.



Conclusion

As brands take on a more deliberate gender focus in their due diligence activities within their supply chain, there are a number of considerations that are critical to the success of all the phases addressed in this guidance.

Brands should:

The Why

Make the business case to suppliers for collecting more gender data so they are clear on the added value for their own due diligence/risk mitigation activities and the benefits to their bottom line.

The What

Provide guidance to key internal functions (such as sourcing, sustainability, etc.) and suppliers on which indicators to collect and how to interpret and correlate findings to course-correct any existing interventions or design new ones that achieve greater outcomes for women working in their supply chain.

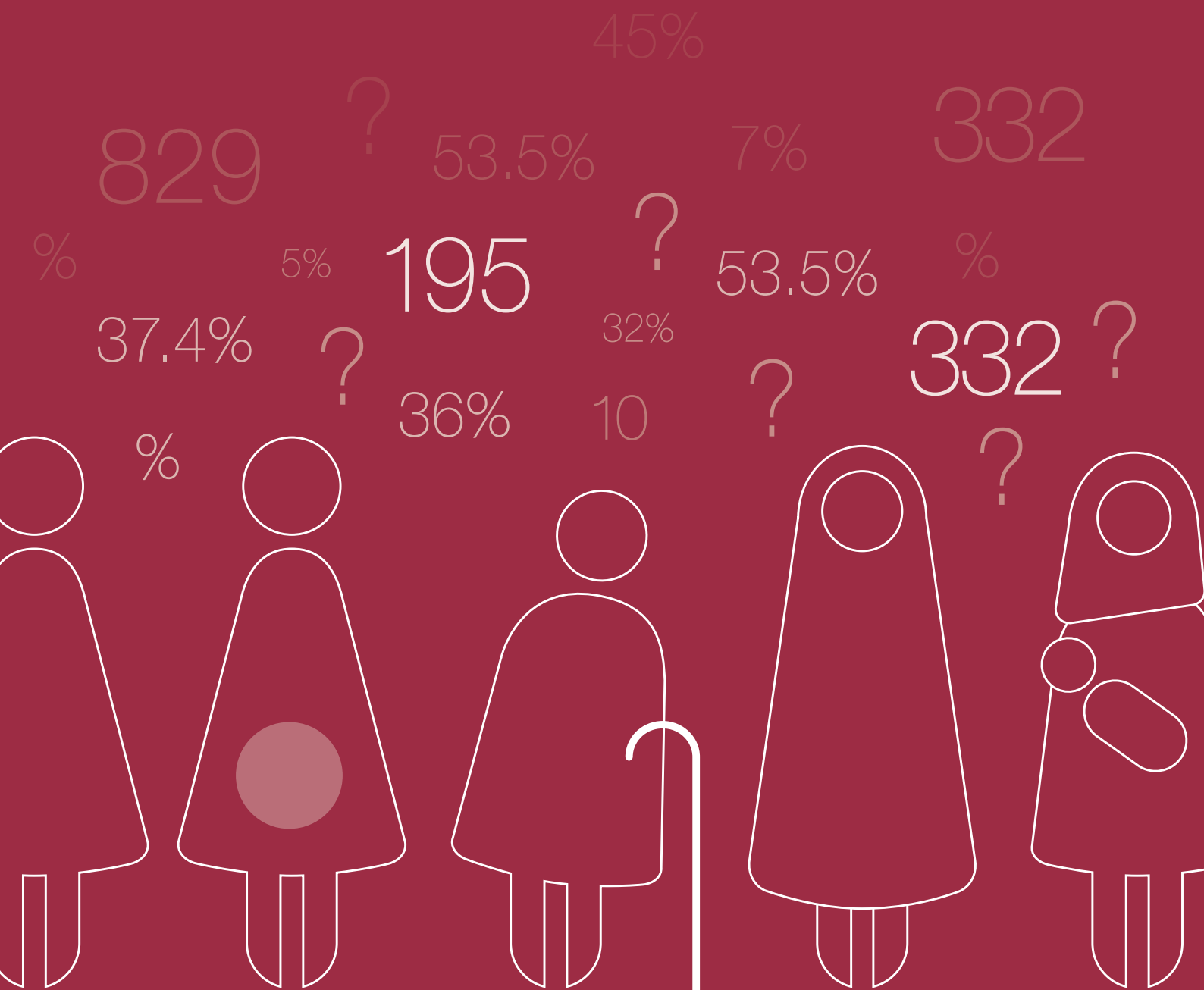
The How

Support suppliers to establish robust management systems that allow for more systematic data collection processes as well as constituent feedback and provide them with the knowledge and expertise to engage with and use the data to foster change, thereby taking ownership of their own workplace improvements.

A Joint Commitment

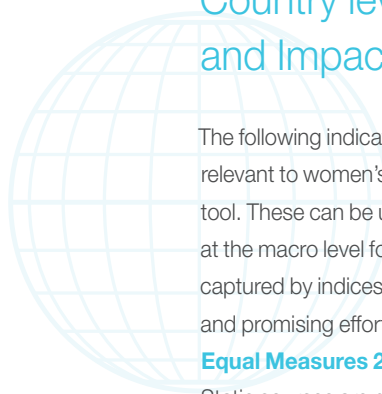
Create a culture of dual accountability based on data that drives transparent, mutually beneficial change for both brands and suppliers as well as for the women and men who manufacture the products they rely on. This also involves looking at brands' own business practices and how these have a direct impact on suppliers and their workforce.

Appendices



Appendix 1

Country level indicators by Gender Data and Impact (GDI) category



The following indicators can help understand how countries perform on specific issues that are relevant to women's empowerment and aligned with the categories of the Gender Data and Impact tool. These can be useful to perform a more nuanced review and understand gender-related issues at the macro level for relevant key topics. It is worth noting that there are many issues not adequately captured by indices because the global gender data coverage remains insufficient. More information and promising efforts to capture more gender data on these critical gaps are identified in [Data Gaps, Equal Measures 2030](#). When possible, we have identified sources that are regularly updated. Static sources are marked with an asterisk *.

Table A1.1 | Country level indicators by GDI category

Topic	Relevance	Suggested indicators and their sources
Agency Education and Literacy	Despite substantial progress, women and girls are still discriminated against when accessing education, within education systems, and through educational material, which consequently impacts their work opportunities, working conditions, and decision-making power, among other things.	<i>*denotes static data</i> Literacy rate, adult by gender [World Bank] Primary completion rate, by gender (% of relevant age group) [World Bank] School enrollment, secondary, female (% net) [World Bank] School enrollment, tertiary, female (% gross) [World Bank] Mean years of schooling, by gender [UNESCO] Percentage of young women (ages 15–24 years) not in education, employment, or training [ILO]
Agency Child Marriage	The marriage of a girl before the age of 18 has negative consequences on girls' agency as it reinforces gender stereotypes where women and girls are inferior to men and often feel disempowered. Child marriage also may lead girls to drop out of school, increases health and safety risks, particularly related to maternal health, and limits their working opportunities.	Percentage of women ages 20–24 who were first married or in union before age 15 [UNICEF] Percentage of women ages 20 to 24 who were first married or in union before age 18 [UNICEF] Laws against child marriage (SIGI)*
Agency Forced Labor	Women and girls represent the greatest share of people in forced labor globally. Many are victims of forced labor exploitation in economic activities, such as agriculture, construction, domestic work, mining, or manufacturing. The least protected persons, including women and youth, indigenous peoples, and migrant workers, are particularly vulnerable.	Number and prevalence of persons in forced labor, by category, sex, and age [ILO] *

Table A1.1 | Country level indicators by GDI category

Topic	Relevance	Suggested indicators and their sources <i>*denotes static data</i>
Agency Legal Rights	Women's economic inclusion and labor force participation is still held back by discriminatory laws.	Women, Business, and Law index [World Bank] Social Institutions and Gender Index [OECD Development Centre]
Agency Technology	Women and girls can benefit from access to digital technology because it can facilitate universal access to education, enhance the quality and relevance of learning, strengthen inclusion, give women access to bank accounts and digital payments, and improve their health and welfare—all of which advance gender equality.	Mobile phone ownership, by gender [GSMA] * Mobile internet usage, by gender [GSMA] *
Health and Safety Access to Sanitation	Inadequate sanitation disproportionately impacts women and girls. Across low-income countries, women and girls are frequently responsible for the household management and lack or inadequate access to water supply and sanitation. Such activities limit their working and education opportunities and expose women and girls to greater risks of sexual violence. In addition, the use of shared sanitation facilities and open defecation exposes women and girls to sexual harassment risks and affects their privacy, dignity, and ability to safely manage their menstruation. [WHO, UNICEF]	Population using at least basic sanitation services (% of population) [WHO] Population with basic hand washing facilities including soap and water (% of population) [WHO] Population using at least basic drinking-water services (% of population) [WHO] Mortality rate attributed to unsafe water, unsafe sanitation, and lack of hygiene, by gender [WHO]
Health and Safety Access to Health Services	Women often have limited health knowledge and lack access to critical health services and products. Unfortunately, gender data about access to health is scarce. The data points suggested for this category therefore only offer a non-gender differentiated overview of health services by country.	Universal Healthcare (UCH) service coverage index [World Bank] Healthy life expectancy , by gender [WHO] Physicians per 1,000 people [World Bank] Nurses and midwives per 1,000 people [World Bank] Community healthcare workers per 1,000 [World Bank] Sex ratio at birth [UN, World Bank]

Table A1.1 | Country level indicators by GDI category

Topic	Relevance	Suggested indicators and their sources <i>*denotes static data</i>
<p>Economic Empowerment</p> <p>Labor Market Participation</p>	<p>Social norms and practices such as women's roles in the household and family, their disproportionate responsibility of unpaid care, and the lack of safe transport continue to pressure women and reinforce gender roles. All limit women's participation in the labor market. Across the world, women participate less in the labor force, are more likely to be contributing family workers than men, and are more frequently exposed to vulnerable working conditions.</p>	<p>Labor force participation (%) rate, by gender [ILO]</p> <p>Contributing family workers, by gender (% of total employment) [ILO]</p>
<p>Economic Empowerment</p> <p>Gender Pay Gap</p>	<p>Women continue to earn considerably less than men. Gender pay gaps point to systemic discrimination, both horizontal (i.e., women being concentrated in low-paying service sectors) and vertical (i.e., few women reaching management and leadership positions), and contribute to perpetuating gender gaps in wealth.</p>	<p>Gender pay gap [ILO]</p> <p>Wage equality for similar work (survey) [WEF]*</p> <p>Estimated earned income (PPP, US\$), by gender [WEF]*</p>
<p>Economic Empowerment</p> <p>Financial Services</p>	<p>Having a formal account, whether with a bank or a mobile money provider, enables women to have better access and control over their financial resources by being able to make day-to-day transactions, invest in a business, safeguard their savings, and plan for their future.</p>	<p>Proportion (%) of adult population who have an account, by gender [Global Findex]</p> <p>Proportion (%) of adult population receiving their private sector wages into an account, by gender [Global Findex]</p>
<p>Leadership</p> <p>Women in Leadership</p>	<p>Women's participation in leadership functions and positions (whether in public or private sector) is important. It can demonstrate that women are able to participate fully and effectively in their communities and have access to equal opportunities. In addition, leadership positions enable women to be part of decision-making processes which consequently may drive more inclusive practices.</p>	<p>Female share (%) of employment in senior and middle management [ILO]</p> <p>Proportion (%) of seats held by women in national parliaments [IPU]</p> <p>Female share (%) of professional judges, by level of court [OECD]*</p> <p>Women in ministerial positions [WEF]*</p> <p>Years with female head of state (last 50) [WEF]*</p>
<p>Leadership</p> <p>Women in STEM</p>	<p>Women and girls are under-represented in science, technology, engineering, and mathematics education, and STEM careers. This is particularly important as STEM careers are often referred to as the jobs of the future, driving innovation, social well-being, inclusive growth, and sustainable development. [UNESCO]</p>	<p>Female share (%) of STEM students [UNESCO]</p>

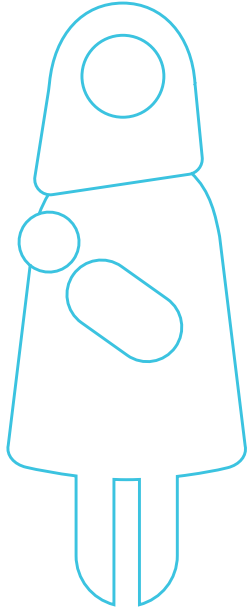
Table A1.1 | Country level indicators by GDI category

Topic	Relevance	Suggested indicators and their sources <i>*denotes static data</i>
<p>Violence and Harassment</p> <p>Prevalence of Sexual Violence and Harassment</p>	<p>Women and girls continue to be victims of violence and harassment, frequently based on their subordinate social position compared to men compounded by social norms and practices as well as lack of standards, policies, and practices to address sexual harassment.</p>	<p>Legislation on domestic violence [Women, Business and the Law]</p> <p>Proportion of women who have experienced either physical and/or sexual abuse at some point in their lives [WHO]</p> <p>Proportion of women subjected to physical and/or sexual violence by a current or former intimate partner, in the last 12 months [UN]</p> <p>Proportion of women subjected to sexual violence by persons other than intimate partner, since age 15 [UN]</p> <p>Female victims of intentional homicide (per 100,000 population) [UNODC via World Bank]</p> <p>Proportion of women who agree that a husband/partner is justified in beating his wife/partner under certain circumstances [UNICEF]</p>
<p>Violence and Harassment</p> <p>Women's Safety</p>	<p>Women's ability to move freely within their community and to their place of work influences their ability to pursue paid employment and participate in public life.</p>	<p>Proportion (%) of women age 15+ who report that they did not 'feel safe walking alone at night in the city or are where they live' [EM 2030 SDG Gender Index] *</p>
<p>Sexual and Reproductive Health and Rights (SRHR) and Unpaid Care</p> <p>Reproductive Health and Rights</p>	<p>Access to comprehensive sexual reproductive health and rights is essential for women and girls' health. Nonetheless, because of lack of information and services as well as restrictions given established social norms, women frequently are not able to make decisions about their own health and bodies, such as on the use of contraceptives and sexual intercourse.</p> <p>Additionally, pregnant women and girls do not necessarily have access to adequate healthcare services and/or are limited by cultural practices, among others, often leading to maternity mortality due to preventable causes.</p>	<p>Women making their own informed decisions regarding sexual relations, contraceptive use, and reproductive healthcare (% of women age 15–49) [World Bank]</p> <p>Prevalence of unmet need for family planning % of currently married or in-union women of reproductive age (15–49) who want to stop or delay childbearing but are not using any method of contraception [SIGI, 2019] *</p> <p>Proportion of currently married women age 15–49 who are using a contraceptive method [DHS Program]</p> <p>Adolescent birth rate [WHO]</p> <p>Maternal mortality rate [WHO]</p>
<p>Sexual and Reproductive Health and Rights (SRHR) and Unpaid Care</p> <p>Unpaid Care Work</p>	<p>Women carry the disproportionate burden of unpaid work and frequently remain outside the labor market because of unpaid care responsibilities.</p>	<p>Length of parental leave (days); Length of maternity/ paternity leave (days); Wages paid during maternity/ paternity leave; Provider of parental leave benefits; Provider of maternity/paternity leave benefits; Government supports or provides childcare; Government provides child allowance [Women, Business and the Law]</p> <p>Proportion of time spent on unpaid domestic and care work (% of 24 hours day) [World Bank]</p>

Appendix 2

Worker Questions

The worker questions by topic category in the below table support the assessment of the GDI indicators related to worker perceptions, behaviors, and social norms.



- These questions can be used for both a worker survey and to structure worker interviews.
- Worker surveys should not cover the questions included in the context setting sections, which are only relevant for face to face worker interviews.
- Face to face interviews may be complemented by additional questions to set the context and home in on more detailed issues. Questions using context setting techniques are provided as examples for each category.
- In both worker surveys and interviews, make sure to capture worker profile details (such as gender, age, type of contract, job category, and other vulnerabilities) in addition to the provided questions. This will allow for an intersectional analysis of the worker engagement results to identify differentiated impacts based on the different groups sampled (i.e., older women, migrant women, seasonal workers, etc.).
- The statements are purposefully worded differently to elicit answers that match different ends of the attitude continuum. This is designed to avoid interviewees' tendency to provide a stereotyped response.

Table A2.1 | رڻي | Example of Agency Worker Questions

Context setting <i>Questions to be used only during worker interview when/ if appropriate to set the context</i>	<ul style="list-style-type: none"> ■ Would you say that women are able to participate in community gatherings? Are women equally represented in community dialogues? ■ To what extent can women raise a point/issue during a community meeting? Is there a specific order or procedure that needs to be followed for women to get to speak? 	
Agency Indicators	Questions	Answers
Percentage of workers who say they are comfortable raising grievances/complaints	Do you agree with the following statement: <i>'If I had an issue or complaint at work, I would feel comfortable reporting it'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say they are confident to speak up to supervisors and/or management	If there was an issue at work that made you feel uncomfortable, for example an issue with co-workers in the production line, who would you speak to at work?	1) Management 2) Supervisors 3) Other workers 4) I would keep it to myself
Percentage of workers who say they can move freely in and out of the workplace	Do you agree with the following statement: <i>'I feel that my movements in (such as access to toilets) and out of the workplace (withholding of documents) are restricted by management'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree

Table A2.1 | **مثال** Example of Agency Worker Questions

Agency Indicators	Questions	Answers
Percentage of workers who are aware of the existence of worker committees and/or trade unions	Can you name the person(s) who are part of the worker committees and/or trade unions	1) Yes, I can name xxx, xxx ... 2) No, I can't
Percentage of workers who say their voices are heard and taken into account by management	Do you agree with the following statement: <i>'At my workplace, management does not take action on workers' feedback'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who have access to mobile phones and digital technologies	Do you have access to mobile phones or other digital technologies (e.g., computers, the internet)?	1) Yes—I have my own mobile phone 2) Yes—I have access to a mobile phone/digital technologies 3) No—I don't have access to or use mobile phone/digital technologies 4) No—no-one in my household has access to mobile phone/digital technologies
Percentage of workers who say women and men should have an equal role to play in community decision-making	Do you agree with the following statement: <i>'Men should be in charge of making decisions for the community'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say women and men should have equal responsibility for making major household decisions	Do you agree with the following statement: <i>'Wives and husbands usually have an equal say on the following decisions: determining your own health care, making large household purchases, making household purchases for daily needs, visiting family and relatives, deciding what to prepare for daily meals'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree

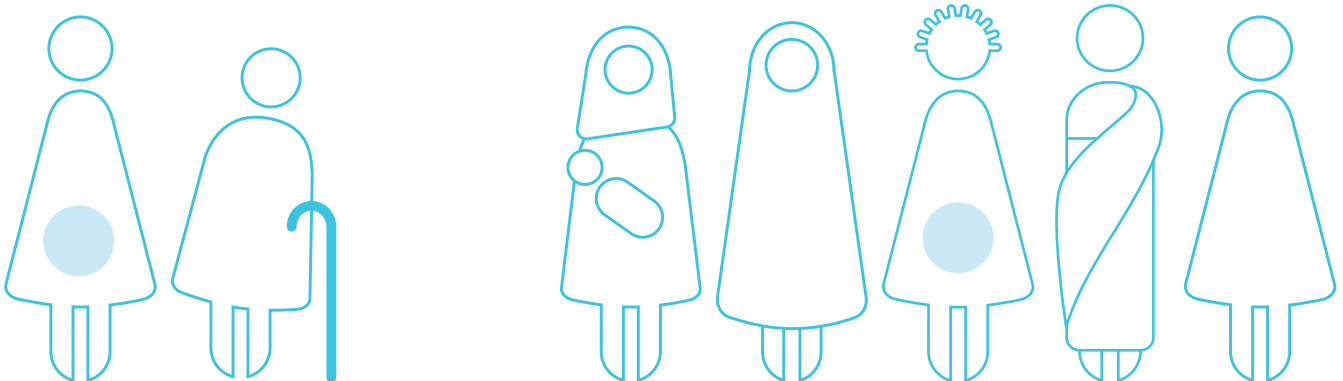


Table A2.2 |  Example of Health and Safety Worker Questions

<p>Context setting</p> <p><i>Questions to be used only during worker interview when/ if appropriate to set the context</i></p>	<ul style="list-style-type: none"> ■ When you are at home, are you able to do all the basic washing up—wash the dishes, wash your hands, take showers? Is the toilet in a private and clean area? Or is it far away and not easily accessible? ■ How would you say the toilet in your workplace compares with the facilities in your home? Is it private and clean?
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Health and Safety Indicators	Questions	Answers
<p>Percentage of workers who say they can access health services as needed</p>	<p>Do you have access to health services when you need them?</p>	<p>1) Yes, I can access services provided by the factory</p> <p>2) Yes, I can access services outside of the factory</p> <p>3) No, I don't have access to any health services</p> <p>4) Don't know/No answer</p>
<p>Percentage of workers who say toilets are accessible, safe, and hygienic</p>	<p>Since starting your job in this factory, have you ever refrained from using the toilet facility because someone prevented you from going, it was difficult to access the facility, or the toilets were not in proper condition for you to use them?</p>	<p>1) Yes, I often have difficulties using the toilets</p> <p>2) Yes, I sometimes have difficulties using the toilets</p> <p>3) No</p> <p>4) Don't know/No answer</p>
<p>Percentage of workers who say they take paid leave when they are sick</p>	<p>Do you agree with the following statement: <i>'It is difficult for workers to take paid sick leave when they need to'</i></p>	<p>1) Strongly disagree</p> <p>2) Disagree</p> <p>3) Agree</p> <p>4) Strongly agree</p>
<p>Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers</p>	<p>Do you agree with the following statement: <i>'I am confident my employer is/would adjust tasks and/or provide protective equipment for pregnant workers'</i></p>	<p>1) Strongly disagree</p> <p>2) Disagree</p> <p>3) Agree</p> <p>4) Strongly agree</p>
<p>Percentage of workers who say it is safe for women to commute to and from the workplace</p>	<p>Do you agree with the following statement: <i>'It is unsafe for women to travel to and from work'</i></p>	<p>1) Strongly disagree</p> <p>2) Disagree</p> <p>3) Agree</p> <p>4) Strongly agree</p>

Table A2.3 |  Example of Economic Opportunity Worker Questions

<p>Context setting</p> <p><i>Questions to be used only during worker interview when/ if appropriate to set the context</i></p>	<ul style="list-style-type: none"> ■ How is the starting salary for all positions communicated? Is it told to the workers when they apply for a position? Or are the salaries posted somewhere in the factory? ■ Would you say new workers all start at the same pay? Or are some workers who start at the same level and job paid differently?
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Economic

Opportunity Indicators	Questions	Answers
<p>Percentage of workers who have an individual bank account</p>	<p>Do you have an individual account in a bank or other financial institution?</p>	<p>1) Yes, I have my own account 2) No, I have a joint account 3) No, I don't have access to any bank account 4) Don't know/No answer</p>
<p>Percentage of workers who say they earn enough to cover their family's basic needs and save for emergency situations</p>	<p>Do you agree with the following statement: <i>'I am frequently under stress because I don't have enough money to cover my family's basic needs and save for emergencies'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who say they have control over their earnings</p>	<p>When you are paid, do you decide what to do with your earnings?</p>	<p>1) Yes, I decide 2) Yes, in consultation with my partner 3) No, my partner does 4) Don't know/No Answer</p>
<p>Percentage of workers who say women and men should have equal rights to employment and economic participation</p>	<p>Do you agree with the following statement: <i>'Men should have more rights to a job than women have'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>

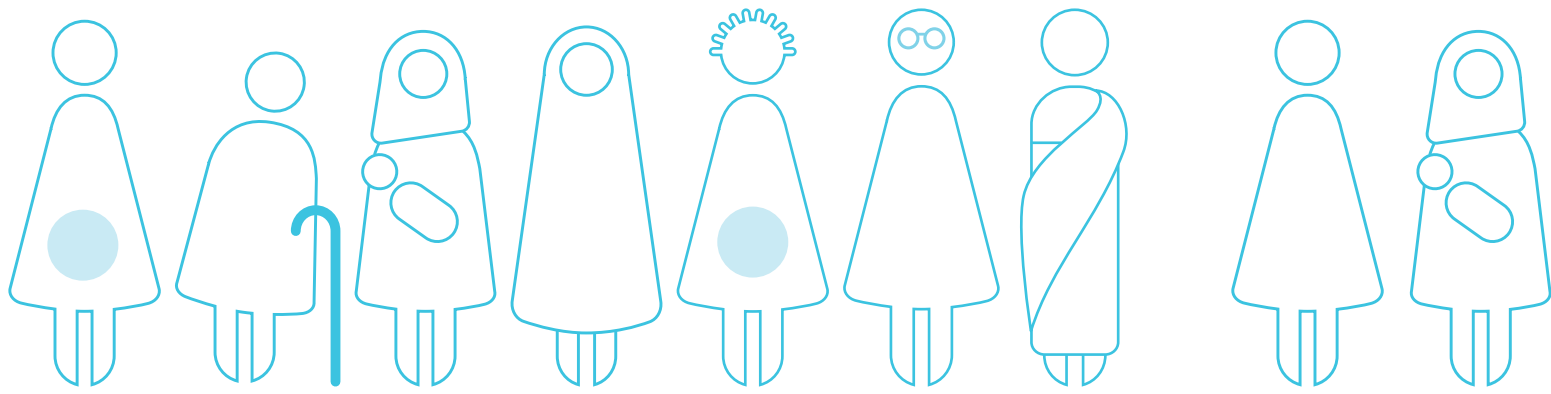


Table A2.4 |  Example of Leadership Worker Questions

<p>Context setting</p> <p><i>Questions to be used only during worker interview when/ if appropriate to set the context</i></p>	<ul style="list-style-type: none"> ■ How do people hear about job opportunities? Do they go to different factories, look in the newspaper, talk to their family or friends? And within the factory, how do people hear about job opportunities? ■ For someone to present themselves for a new job opportunity, I assume the individual in question needs certain skills to perform the new job. How does one go about obtaining these skills?
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Leadership Indicators	Questions	Answers
Percentage of workers who say women have the same opportunities as men in the workplace	Do you agree with the following statement: <i>'Women have the same opportunities at work as men have'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say they have the right abilities and skills to advance	Do you agree with the following statement: <i>'I lack the abilities and skills to advance within the factory'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say women are able to occupy leadership roles in the factory	Do you agree with the following statement: <i>'I think management supports the advancement of women workers in the factory'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say women should occupy leadership roles in the community	Do you agree with the following statement: <i>'On the whole, men make better leaders than women do'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree

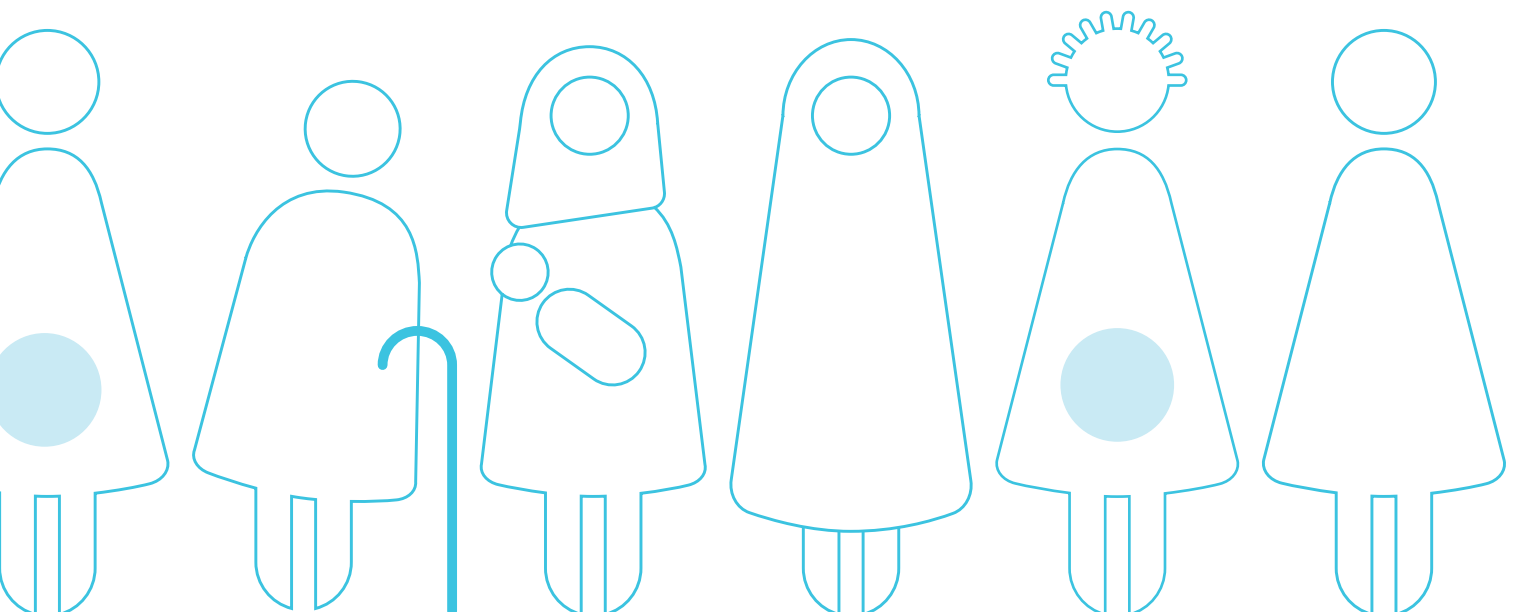


Table A2.5 |  Example of Violence and Harassment Worker Questions

Violence and Harassment Indicators	Questions	Answers
<p>Context setting</p> <p><i>Questions to be used only during worker interview when/ if appropriate to set the context</i></p> <ul style="list-style-type: none"> ■ In the community where you live, is it common or acceptable for women to voice their opinion at home? Who usually makes decisions in the community and at home? Are women allowed to participate? What usually happens to women when they express opinions that are different than men's? Do they get shouted at? Do men sometimes hit women? Is it acceptable? ■ In the workplace, would you say workers are friendly with each other? How? When workers do not get along, how do they express their disagreements? Do they have a verbal argument? Do they raise their voices? Does it get physical? 		
Percentage of workers who understand what constitutes sexual harassment	Do you agree with the following statement: <i>'I think that if a male supervisor makes a suggestive comment toward a female worker, it should be considered sexual harassment'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who are aware of the policy addressing violence and harassment in the workplace	Is there a policy on violence and harassment in your factory?	1) Yes, and it is well communicated 2) Yes, but I don't know the specifics 3) I have not heard about such a policy 4) I don't know
Percentage of workers who are aware they have access to whistleblower/ethics hotlines and/or worker ombudsman/ HR complaints process	Do you agree with the following statement: <i>'If I wanted to report a case of violence or harassment in the workplace, I would know who or where to report it'</i>	1) Yes, there are clear official reporting processes in place that I would use 2) Yes, there are clear official processes in place that I know of, but I would not use them 3) No, I would not know who or where to report it 4) No, I would not report such a case
Percentage of workers who trust the factory's grievance mechanism /complaints procedure	Do you agree with the following statement: <i>'If I reported a case of violence or harassment at work, I trust that my employer would address it'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who say harassment against women is unacceptable	Do you agree with the following statement: <i>'There are times when it is justified for a husband to beat his wife, such as if she goes out without telling him, neglects the children, argues with him, refuses to have sex with him, or burns the food'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree
Percentage of workers who do not stigmatize survivors of violence against women	Do you agree with the following statement: <i>'If a woman has been abused and reports it, she will bring shame to her family'</i>	1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree

Table A2.6 |  Example of SRHR and Unpaid Care Worker Questions

<p>Context setting</p> <p><i>Questions to be used only during worker interview when/ if appropriate to set the context</i></p>	<ul style="list-style-type: none"> ■ Do you think that there is men's work and women's work and that one should never do the work of the other? For example, is it acceptable for a man to bring his child to the health clinic? Or should that be solely his wife's job? ■ Do you know the policy at your workplace when a woman temporarily leaves her job to give birth and take care of her child? Does she usually get paid while being away?
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SRHR and Unpaid Care Indicators	Questions	Answers
<p>Percentage of workers who are aware of modern family planning products/types of contraceptives</p>	<p>Are you aware of some modern family planning methods? Please cite all the ones you know.</p> <p>Do Not Prompt</p>	<p>Possible answers: pill, implants, injection, IUD, patch, male condoms, female condoms</p> <p>1) Yes, I am fully aware (more than 2 examples) 2) Yes, I do know some (1 or 2 examples) 3) No, I don't know any 4) I don't know what contraceptives are</p>
<p>Percentage of workers who are comfortable taking parental leave</p>	<p>Do you agree with the following statement: <i>'My co-workers do not feel comfortable taking parental leave after having a child'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who say their working hours allow them to perform unpaid care duties and domestic work</p>	<p>Do you agree with the following statement: <i>'My working hours allow me to perform my family and household duties'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who are satisfied with the on-site childcare facilities (if available)</p>	<p>Do you agree with the following statement: <i>'I would recommend my employer's on-site childcare facilities to a friend'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who say women and men should share an equal responsibility for unpaid care duties and domestic work</p>	<p>Do you agree with the following statement: <i>'Women and men should share responsibility for childcare and housework'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of workers who say women should be able to negotiate their own sexual and reproductive decisions</p>	<p>Do you agree with the following statement: <i>'Women should not be able to decide the number and spacing of their children'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>
<p>Percentage of women workers who say they come to work when menstruating</p>	<p>Do you agree with the following statement: <i>'I feel comfortable coming to work when I am menstruating'</i></p>	<p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>

Appendix 3



Root Cause Analysis Questions by Gender Data and Impact (GDI) Category

A single issue may have multiple causes related to aspects of a policy, a process, people, or physical space. Looking across the 4Ps, listed below, can ensure that nothing is missed during the analysis. Because root cause analysis is an iterative process, framing your questions around the 4Ps will help identify information that is needed to better understand the context and potential causes of an issue: a question may lead you to look at additional data, which may, in turn, raise new questions. Using the 4Ps can help you identify what type of information is relevant and what areas should be probed further.

The questions below are organized by category and specific indicators.



Policy

Relates to the existence of adequate policies, including laws (international and local), codes of conduct, ethics frameworks, and company commitments



Process

Relates to how policies are embedded in the business and the processes in place to ensure effective implementation



People

Relates to worker communication, workforce knowledge and skills, and adequate female representation



Plant

Relates to workplace structures, including workers' access to physical inputs and resources within and related to the physical workplace

Table A3.1 | Agency

<p>Percentage of workers in trade unions</p> <p>Percentage of workers on worker committees</p> <p>Percentage of workers who are aware of the existence of worker committees and trade unions</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a policy regarding worker's rights to freedom of association and collective bargaining? ■ If the law restricts the right to freedom of association, is there a policy to ensure that legal alternative means to join or form associations are not obstructed? ■ Does the policy on freedom of association stress the rights of both women and men to freedom of association and collective bargaining? Does it provide guidelines to ensure that committee membership and worker representative roles are available equally to men and women? ■ Does the policy prohibit any related gender-based discrimination? <hr/> <p>Process</p> <ul style="list-style-type: none"> ■ Does supplier management encourage the democratic election of worker committees? ■ Are there processes established to ensure trade unions and workers committees are transparent and independent from management? ■ Have there been cases of retaliation against worker committee members/union members? <hr/> <p>People</p> <ul style="list-style-type: none"> ■ Are opportunities to join a union or a committee communicated to all workers in local languages? ■ Is senior management committed to diving engagement of women workers on general workplace issues, including more gender-specific issues? ■ Are representatives from a range of workers (women, migrants, temporary workers, etc.) encouraged to take part in union or committee elections? ■ Do the members of the worker committees reflect workforce demographics? (gender, minority groups, etc.) <hr/> <p>Plant</p> <ul style="list-style-type: none"> ■ Is there a safe and confidential space within the factory where workers can meet? ■ Are trade union or worker meetings held at times or in locations that would make it difficult for women to participate (either because of safety concerns related to out-of-hours travel or because of family responsibilities)?
<p>Percentage of workers who say they are comfortable raising grievances/complaints</p>	<p>Process</p> <ul style="list-style-type: none"> ■ Is the grievance mechanism accessible to all workers, regardless of the job category/business department in which they operate? ■ Is the grievance mechanism confidential and unbiased? Does it include non-retaliation clauses? ■ Is information about the reporting channels and complaint procedures available, easily understood, and accessible to all workers in a language they understand? ■ Is there adequate communication about grievance resolutions (while protecting confidentiality)? ■ Is grievance data analyzed, including the number and type of grievances made by gender to identify any systemic issues or problematic workers?

Table A3.1 | Agency

<p>Percentage of workers who say they are comfortable raising grievances/complaints (continued)</p>	<p>People</p> <ul style="list-style-type: none"> ■ Who oversees and monitors the grievance channels? Is there accountability at senior level? ■ Do teams managing grievances receive gender-specific training? ■ Is the grievance mechanism body that processes complaints gender-balanced? ■ Is training on the grievance mechanism provided to workers, including informing them of the different channels available to share complaints and grievances? ■ Is there adequate communication about the grievance mechanism and the different channels for reporting concerns in different languages? ■ Do workers feel that the mechanisms are effective in protecting them from harassment or abuse? ■ Are trade unionists trained regarding sexual harassment and the specific grievance mechanisms that workers can access?
<p>Percentage of workers who say they are confident to speak up to supervisors and/or management</p>	<p>Plant</p> <ul style="list-style-type: none"> ■ Are the channels to raise concerns and suggestions easily accessible to all and especially to women? <hr/> <p>Process</p> <ul style="list-style-type: none"> ■ Are worker voices and opinions routinely sought out and considered during critical decision-making processes? ■ How many channels (formal and informal) exist at the factory for workers to voice their concerns and make suggestions? Who is responsible for handling these? Are they being used by workers? ■ Are all workers encouraged to share their observations and concerns using different existing channels? <hr/> <p>People</p> <ul style="list-style-type: none"> ■ Are supervisors trained on how to listen to and communicate with workers, taking gender-specific issues into consideration? ■ Do supervisors managing piece-work workers receive extra guidance and directives on how to communicate and handle conflicts? ■ Are workers, including women, trained on communications, conflict resolution, and negotiation to strengthen their interpersonal skills and build their confidence? ■ What is the gender composition of management/supervisory jobs?
<p>Percentage of workers who say they can move freely in and out of the workplace</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a policy that ensures freedom of movement and ability to terminate employment is guaranteed to all workers, including vulnerable workers such as migrant workers? ■ Do recruiting agencies have policies that may limit freedom of movement? ■ Do workplace policies and practices ensure that women—and men—have the agency to take rest and water breaks when needed and take leave to receive nonemergency services from on-site or off-site health service providers?

Table A3.1 | Agency

<p>Percentage of workers who say they can move freely in and out of the workplace (continued)</p>	<p>Process</p> <ul style="list-style-type: none"> ■ Have workers reviewed, understood, and signed contract terms? ■ Are worker ID cards or passports being retained? ■ Are workers required to make deposits and/or financial guarantees? ■ Are checks performed on labor agencies to ensure that they do not retain worker documentation or money to prevent workers from terminating employment? ■ Is there a “toilet card” system being used in the factory? ■ Can workers leave the site freely during breaks or at the end of their shift? ■ Are supervisors restricting workers from taking breaks? ■ Are guards restricting women workers from moving freely at certain times of the day (such as when conducting security pat-downs)? ■ Are pregnant workers allowed to take breaks as often as needed?
	<p>People</p> <ul style="list-style-type: none"> ■ Is management trained on gender-related safety concerns that might arise in the workplace? ■ Are workers aware of their rights related to freedom of movement, including movement during and in between formal break times? ■ Are workers aware that they can report safety concerns in the workplace to management and grievance mechanisms? ■ What training do security guards receive on treatment of workers?
	<p>Plant</p> <ul style="list-style-type: none"> ■ Are there any obstacles to moving around the workplace (when going to the toilets or locker room, for example)? ■ Are fire exits unblocked at all times? ■ Are there adequate toilet and drinking water facilities within close proximity of workers? ■ Can resident workers move freely within the dormitories and other shared spaces? ■ Are dormitories under surveillance?
<p>Percentage of workers who say their voices are heard and taken into account by management</p>	<p>Process</p> <ul style="list-style-type: none"> ■ What is the average time frame between raising a complaint and closure? ■ Is there any process to proactively seek feedback from women workers as part of major process reviews or changes within the factory? ■ Does the supplier act on workers’ feedback? Are there any accountability mechanisms to track this? Who is responsible? ■ Are policies and processes regularly reviewed, including reviews based on worker feedback and experience?
	<p>People</p> <ul style="list-style-type: none"> ■ When concerns/grievances are raised, do workers feel that follow-up action has been taken as a result? ■ Is there sustained communication between the worker and the complaints committee throughout the process? ■ Does management have sufficient knowledge to process and address feedback on gender-sensitive issues?

Table A3.1 | Agency

<p>Percentage of workers who have access to mobile phones and digital technologies</p>	<p>Policy</p> <ul style="list-style-type: none"> Are there partnerships with mobile phone companies, mobile financial services companies, and other partners to improve women's access to mobile technology (mobile phones and SIM cards) and use of mobile financial services? <hr/> <p>Process</p> <ul style="list-style-type: none"> If worker training or information is facilitated digitally, has it been verified that all women have access to it? <hr/> <p>People</p> <ul style="list-style-type: none"> Do women understand how to take the training or access the information?
<p>Percentage of workers who say women and men should have an equal role to play in community decision-making</p> <p>Percentage of workers who say women and men should have equal responsibility for making major household decisions</p>	<p>Policy</p> <ul style="list-style-type: none"> Is there a policy/program to support local NGO-led initiatives on women's empowerment and gender norms? Is there support for initiatives that promote equal opportunities and positive gender norms within local schools? <hr/> <p>Process</p> <ul style="list-style-type: none"> Are there opportunities for women to take on decision-making and other leadership roles in the factory, worker committees, or trade unions? <hr/> <p>People</p> <ul style="list-style-type: none"> Are women represented within worker committees and trade unions? Are workers receiving unconscious bias training to challenge traditional notions of gender roles at home, work, and in the community? Are women trained on communications, conflict resolution, and negotiation to strengthen their interpersonal skills, build their confidence, and promote decision-making?

Table A3.2 | Health and Safety

<p>Percentage of workers who have been injured in the workplace</p>	<p>Policy</p> <ul style="list-style-type: none"> Is there an occupational health and safety policy? Does the policy ensure the protection of women's reproductive health and of pregnant women from hazardous substances and occupational accidents?
<p>Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers</p>	<p>Process</p> <ul style="list-style-type: none"> Are there processes to reduce and address health and safety risks? Are there health and safety risk assessments with gender-specific provisions such as for sexual and reproductive health? Are supervisors held accountable for meeting health and safety requirements? Do workplace data systems incorporate gender-disaggregated health information, as well as collect data beyond workplace injuries and exposures? Is there a systemic process to evaluate job-related risks for pregnant women? Are pregnant women protected from hazardous substances and occupational accidents? Are job-related tasks adequately adjusted to prevent this?

Table A3.2 | Health and Safety

<p>Percentage of workers who have been injured in the workplace (continued)</p>	<p>People</p> <ul style="list-style-type: none"> ■ Is there a person dedicated to health and safety? ■ Are workers trained on their occupational health rights? ■ Are fire drills regularly performed? ■ Are workers informed of any risks to reproductive health and any programs to prevent exposure to hazardous substances? ■ Are workers aware of available healthcare facilities on site and how to access them? ■ Are pregnant workers aware they should be disclosing their pregnancy to their employer so that adequate preventative measures can be taken? Do they feel confident disclosing this information to their employer?
<p>Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers (continued)</p>	<p>Plant</p> <ul style="list-style-type: none"> ■ Are there qualified healthcare professionals on site who are easily accessible by all workers and can meet all the workers' health and well-being needs (including OHS, sexual and reproductive health, and general well-being)? Are they qualified to provide referrals to accessible, affordable, quality services off site? ■ Are workers provided with the necessary protective equipment material, in the correct size, and trained on how to use it? Is this material adapted to pregnant workers? ■ Are there specific measures for pregnant women and mothers such as rest and breaks, medical appointments, nursing breaks, and a suitable private quiet space?
<p>Percentage of workers regularly working overtime</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a clear overtime policy? Is it standard for all workers—both women and men? ■ Does the policy include that overtime is voluntary for all women and men workers? ■ Is there an equal pay policy? ■ Is there a living wage policy applicable to all workers, including piece-rate, migrant, and seasonal workers? Does it guarantee that every worker, both men and women, has a right to compensation for a regular workweek that is sufficient to meet the worker's basic needs? Does it provide some discretionary income for the workers and their families?
	<p>Process</p> <ul style="list-style-type: none"> ■ Is there a review of systems for site production planning? ■ How is overtime allocated among workers? Is there a process to ensure that overtime allocation is equitable and made on a volunteer basis? ■ Are there penalties for not agreeing to work overtime? ■ Are overtime logs regularly monitored to detect issues or trends? Who is responsible for this? ■ Is there a process to assess gender pay gaps?
	<p>People</p> <ul style="list-style-type: none"> ■ Is the overtime policy and allocation process communicated to workers? ■ Is management aware of the negative consequences related to excessive overtime? Is management committed to addressing issues related to overtime? Who is responsible for this? ■ Are supervisors trained on soft skills to communicate with workers regarding overtime?
	<p>Plant</p> <ul style="list-style-type: none"> ■ Is safe transportation provided after overtime shifts, especially at night?

Table A3.2 | Health and Safety

Percentage of workers who say they can access health services as needed

Policy

- Is access to basic healthcare services for workers provided in accordance with national law and international norms (including UDHR and CEDAW)?
- Is health insurance provided to all workers? Does healthcare insurance meet the specific needs of women workers?

People

- Are nurses, HR professionals, and peer educators trained on gender and health topics?
- Are workers aware of/trained on their health rights?
- Are important health messages disseminated to workers, in a language and a format that everyone (including migrant workers) can understand?
- Do OHS trainings integrate issues such as sexual and reproductive health; family planning support; and promotion of well-being, including physical, mental, financial, and social well-being?
- Are workers aware of available healthcare facilities on site?
- Are workers encouraged to take advantage of health services through awareness raising and information campaigns?

Plant

- Are there qualified healthcare professionals on site? Are they easily accessible to all workers? Are they able to deal with a range of health and well-being needs (including OHS, sexual and reproductive health, and general well-being)? Do they also address the broader health needs of men and women workers, including providing referrals to accessible, affordable, quality services off site?

Percentage of workers who say toilets are accessible, safe, and hygienic

Policy

- Are there any formal restrictions on the time and frequency of toilet use, including during and in between formal break times?

Process

- Are there any processes that prevent workers from freely accessing toilets such as toilet card systems?
- Are supervisors restricting workers from going to the toilet?

People

- Are workers aware of the toilet facilities and their right to access them as needed?

Plant

- Are there toilets within reasonable distance of the workplace?
- Are the toilets gender segregated?
- Are the number of toilets sufficient for the number of workers?
- Do the toilets take into consideration privacy, accessibility, and hygiene for everyone?
- Are toilets in a well-lit and safe area?
- Is there a common entrance to the male and female toilet?

Table A3.2 |  Health and Safety

<p>Percentage of workers who say they take paid leave when they are sick</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Does the policy include sick leave related to the workers themselves and to care for a dependent? ■ Does the policy include provisions to guarantee women and men their job security, safety, and access to basic benefits during maternity and sick leave?
	<p>Process</p> <ul style="list-style-type: none"> ■ Are there any unauthorized compensation deductions due to sick leave? ■ Does the supplier cross-reference clinic and health referral data with absenteeism data to see if there is any correlation between absenteeism of women workers and health-related issues?
	<p>People</p> <ul style="list-style-type: none"> ■ Are workers aware of their rights in relation to paid maternity and sick leave? ■ Do workers know the process to follow, especially who to inform in case they need to take sick leave?
<p>Percentage of workers who say it is safe for women to commute to and from the workplace on their own</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Do the policies on safety, security, and sexual harassment extend to transport to and from the workplace, healthcare facilities, and accommodation provision? ■ Is support provided to local community initiatives that aim to strengthen women's safety?
	<p>Process</p> <ul style="list-style-type: none"> ■ When transport is outsourced to a third party, what steps are taken by the factory management to prevent sexual harassment from taking place?
	<p>People</p> <ul style="list-style-type: none"> ■ Is the importance of women's safety communicated, including through existing women's safety campaign material? ■ Are trainings conducted for all workers, at all levels and in all native languages, to clearly communicate the sexual harassment policy, the mechanisms available to them, and how to raise grievances? ■ Are workers aware that they can report safety concerns during transportation to and from work to their employer? ■ Is there a person responsible for worker safety during night shifts and transportation?
	<p>Plant</p> <ul style="list-style-type: none"> ■ Is reliable and safe transportation provided to all workers, especially when public transportation is not available or when working overtime? ■ Are the company grounds regularly checked to ensure they are adequately lit and secure? ■ Are the channels to raise concerns and make suggestions regarding transportation safety easily accessible?

Table A3.3 | Economic Opportunity

Percentage of new recruits	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a diversity and inclusion policy? ■ Does the policy include a commitment on nondiscrimination and equal opportunity that specifically addresses gender diversity in recruitment? ■ Does the policy include clear targets? ■ Does the policy forbid inquiring about family status or caring responsibilities during the application and interview process?
	<p>Process</p> <ul style="list-style-type: none"> ■ Do recruiters ensure that there is gender balance among applicants? ■ Are pregnancy tests or requirements to use contraception prohibited in the hiring process? ■ Are proactive steps taken to recruit women at all levels? ■ Are proactive steps taken to recruit women in traditionally underrepresented roles? ■ Is the same wage information communicated to all new recruits regardless of their gender? ■ Are checks performed on external labor providers or other intermediaries to ensure that no fees or deposits are being charged/withheld during the recruitment process? ■ Are opportunities for regular employment and career advancement also promoted to agencies, contract workers, and homeworkers? ■ Is turnover tracked by gender?
	<p>People</p> <ul style="list-style-type: none"> ■ Are women involved in the recruitment process, especially when screening applications and interviewing workers? ■ Are new recruits aware of the nondiscrimination and equal opportunities policies? ■ Do supervisors encourage women workers to take up professional training and apply to open internal vacancies?
	<p>Plant</p> <ul style="list-style-type: none"> ■ Are job advertisements posted in areas where both women and men are likely to see them?
Percentage workers receiving their salaries in digital payments	<p>Policy</p> <ul style="list-style-type: none"> ■ Are there partnerships with mobile phone companies, mobile financial services companies, and other partners to improve women's access to mobile technology (mobile phones and SIM cards) and use of mobile financial services? ■ Are there partnerships with mobile financial services companies to improve the accessibility and safety of cash-out points as well as the cash-out experience?
Percentage of workers who say they have control over their earnings	<p>People</p> <ul style="list-style-type: none"> ■ Is management trained on administering digital payroll? ■ Are workers aware of the benefits of formal vs. informal financial services? ■ Do women workers have adequate knowledge, skills, and attitudes to access financial services? ■ Are digital payments accompanied with adequate training, information and material for workers to understand how the process works? ■ Are workers trained on financial planning, budgeting, and savings to improve resilience to economic shocks? ■ Are there local norms or practices that may restrict women from opening a bank account?

Table A3.3 | Economic Opportunity

Percentage of workers who say they earn enough to cover the family's basic needs and save for emergency situations

Policy

- Is there a stand-alone policy or a commitment embedded in a broader corporate policy that addresses equal pay for work of equal value? Is it aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951?
- Is there a policy statement on equal pay?
- Is there a living wage policy applicable to all workers, including piece-rate, migrant, and seasonal workers? Does it guarantee that every worker, both men and women, has a right to compensation for a regular workweek that is sufficient to meet the worker's basic needs? Does it provide some discretionary income for the workers and their families?

Process

- Are there differences or inconsistencies in job descriptions that may be used to differentiate the same job by gender and thereby justify lower pay? Is this verified by cross-checking pay slips and contracts?
- Is there a procedural discrimination against women, especially in relation to wages, bonuses, and other benefit calculations linked to working hours (including overtime), marital status, or maternity leave?
- Is there a process to identify living wages in the community and continuously review workers' pay to monitor gaps with living wage, especially for women?
- Are women working regular overtime?

People

- Are policies on compensation and working hours communicated to workers in local languages during the onboarding process and throughout employment? Who is responsible for this?
- Is there guidance provided to workers on understanding their pay slip?
- Do women understand their pay slip?
- Are women workers trained to build their confidence and knowledge to enable them to take control over their finances?
- Are workers trained on financial planning, budgeting, and savings to improve resilience to economic shocks?

Percentage of workers who say women and men should have equal rights to economic participation

Policy

- Does the policy include a commitment on nondiscrimination and equal opportunity that specifically addresses gender diversity in recruitment?
- Does the policy forbid inquiring about family status or caring responsibilities during the application and interview process?

Process

- Does management actively support the hiring of women?
- Are there opportunities for women to take on decision-making and other leadership roles in the workplace and the community?

Table A3.3 | Economic Opportunity

Percentage of workers who say women and men should have equal rights to economic participation (continued)	<p>People</p> <ul style="list-style-type: none"> ■ Do women have control over their earnings? ■ Are gender-sensitive trainings provided to men and women workers to improve communication and understanding between men and women as well as to challenge traditional notions of gender roles at home, work, and in the community? ■ Is there investment in skills and leadership development, such as through training on communication, negotiation, and conflict resolution, to support and promote women's decision-making capacity? ■ Are women workers receiving professional development training?
	<p>Plant</p> <ul style="list-style-type: none"> ■ Are job advertisements posted in areas where both women and men will see them?

Table A3.4 | Leadership

Percentage promoted workers	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there an equal opportunity policy? Does it apply to all aspects of personal and professional development? ■ Does the promotion policy include clauses of nondiscrimination based on gender, pregnancy, and marital status? ■ Is there an explicit management commitment to gender equality in leadership?
Percentage of workers enrolled in professional training and development	
Percentage of workers who say women have the same work opportunities as men in the workplace	<p>Process</p> <ul style="list-style-type: none"> ■ Are there targets or measures to track women's employment in management? Who is accountable for their implementation? ■ Are mechanisms of promotions clear and transparent, including competency frameworks, promotion criteria, and the performance review process? ■ Is there a strategy to build the pipeline of qualified women for management/senior leadership-level positions? ■ Is recruitment and promotion data regularly reviewed to identify gender trends and impact on the bottom line? ■ Are supervisors encouraging women workers to apply for promotion? ■ Are there identified obstacles that may be preventing women from taking on leadership roles, such as absence of childcare services, lack of skills, lack of confidence, gender norms at work or at home?
Percentage of workers who say they have the right abilities and skills to advance	
Percentage of workers who say women are able to occupy leadership roles in the factory	
Percentage of workers who say women should occupy leadership roles in the community	

Table A3.4 |  Leadership

Percentage promoted workers (continued)	<p>People</p> <ul style="list-style-type: none"> ■ Is management trained on and aware of the importance of supporting women's leadership? ■ Are supervisors trained on nondiscrimination and equal opportunity? Does this include training on unconscious bias and how they can identify potential and encourage women workers to pursue leadership training/opportunities? ■ Is there a regular promotion cycle? Are all workers aware of it? ■ Is the promotion process communicated to all workers, in local languages, to ensure that all are aware of it? ■ Do workers feel they have the right skills and abilities to access promotion? ■ Are professional development and leadership skills training is provided to workers? On which basis is it offered? ■ Are training programs periodically reviewed and updated to improve effectiveness and to incorporate workers' feedback? ■ Have women supervisors/role models been identified in the workplace who can encourage other women to pursue leadership opportunities? ■ Is access to professional networks (internal and/or external) offered with specific support for women? ■ Are there mentoring programs with specific support for women in place?
Percentage of workers enrolled in professional training and development (continued)	
Percentage of workers who say women have the same work opportunities as men in the workplace (continued)	
Percentage of workers who say they have the right abilities and skills to advance (continued)	
Percentage of workers who say women are able to occupy leadership roles in the factory (continued)	
Percentage of workers who say women should occupy leadership roles in the community (continued)	
	<p>Plant</p> <ul style="list-style-type: none"> ■ Are professional development programs scheduled at times that accommodate the scheduling needs of both men and women (taking into consideration care responsibilities)? ■ Are on-site childcare services provided to mitigate women's unpaid care responsibilities?

Table A3.5 |  Violence and Harassment

Percentage of workers who understand what constitutes sexual harassment	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a specific policy to prohibit, prevent, address, and remediate sexual harassment and other forms of violence against women? Does it mention that all forms of violence and harassment in the workplace, including verbal, physical, sexual, or psychological abuse, are prohibited? ■ Does the policy include a definition of sexual harassment (e.g., ILO definition) in the policy and examples of sexual harassment, such as unwelcome sexual advances, unwanted hugs and touches, suggestive or lewd remarks, requests for sexual favors, and the display of indecent, derogatory, or pornographic pictures, posters, drawings, or videos? ■ Does the policy on sexual harassment extend to transport to and from the workplace, healthcare facilities, and accommodation provision, including for on-site subcontractors such as security staff? ■ Does the policy on sexual harassment include an overview of the procedures for reporting grievances, including the different reporting channels, their anonymity and confidentiality? Does it meet existing local law and internationally-recognized criteria?
Percentage of workers who are aware of the policy addressing sexual harassment in the workplace	
Percentage of workers who say harassment against women is unacceptable	
	<p>Process</p> <ul style="list-style-type: none"> ■ Are there internal processes for managing, monitoring, and reporting on policy implementation? ■ Who is responsible for the implementation, monitoring, and reporting on the policy? Is information about the policy communicated to all workers and available in local languages? ■ Are there feedback loops in place to continuously refine and strengthen the policy and grievance mechanisms?

Table A3.5 | Violence and Harassment

<p>Percentage of workers who understand what constitutes sexual harassment (continued)</p>	<p>People</p> <ul style="list-style-type: none"> ■ Are there any inappropriate materials such as images/posters that could be intimidating, threatening, or degrading toward women?
<p>Percentage of workers who are aware of the policy addressing sexual harassment in the workplace (continued)</p>	<ul style="list-style-type: none"> ■ Are anti-sexual harassment posters displayed on notice boards and other informational material distributed in common work and community spaces? ■ Is the informational material user-friendly and accessible for women workers with low literacy levels? Is it provided in all local dialects, including those spoken by migrant women workers? ■ Is there communication about grievance resolutions (while protecting confidentiality) and an anti-retaliation policy?
<p>Percentage of workers who say harassment against women is unacceptable (continued)</p>	<ul style="list-style-type: none"> ■ Are supervisors and workers aware of the disciplinary actions and sanctions that may result in breach of the policy? ■ Are workers trained on the sexual harassment policy and mechanisms available to them to raise grievances, in all levels and in all native languages? ■ Is bystander training included to raise awareness of signs of potential sexual harassment and provide guidance on what to do if sexual harassment is observed in the workplace?
<p>Plant</p> <ul style="list-style-type: none"> ■ Does the policy apply to dormitories and provided transportation to and from work? ■ Are grievance channels easily accessible to women workers? 	
<p>Percentage of grievances that are related to sexual harassment (out of all recorded grievances)</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a specific policy to prohibit, prevent, address, and remediate sexual harassment and other forms of violence against women? Does it mention that all forms of violence and harassment in the workplace, including verbal, physical, sexual, or psychological abuse, are prohibited? ■ Does it include an overview of the procedures for reporting grievances, including the different reporting channels, their anonymity and confidentiality? Does it meet existing local law and internationally-recognized criteria?
<p>Percentage of workers who are aware they have access to whistleblower/ethics hotlines and worker ombudsman/HR complaints process</p>	<p>Process</p> <ul style="list-style-type: none"> ■ Is the grievance mechanism accessible to all workers, regardless of the job category/business department in which they operate? ■ Is the grievance mechanism confidential and unbiased? Does it include non-retaliation clauses? ■ Do women workers feel that the mechanisms are adequate (confidential and unbiased) and that they protect them from harassment or abuse? ■ Is there adequate communication about grievance resolutions (while protecting confidentiality)? ■ Is grievance data analyzed, including number and type of grievances made by gender to identify any systemic issues or problematic workers? ■ Do records cover the necessary details, highlighting the types and severity of harassment but also the time frame between when the grievance was raised and when corrective action was taken?

Table A3.5 | Violence and Harassment

<p>Percentage of grievances that are related to sexual harassment (out of all recorded grievances) (continued)</p>	<p>People</p> <ul style="list-style-type: none"> ■ Who oversees and monitors the grievance channels? Is there accountability at senior level? ■ Do teams managing grievances receive gender-specific training? ■ Is the grievance mechanism body that processes complaints gender-balanced? ■ Is training on the grievance mechanism provided to workers, including the different channels to share complaints and grievances?
<p>Percentage of workers who are aware they have access to whistleblower/ethics hotlines and worker ombudsman/HR complaints process (continued)</p>	<ul style="list-style-type: none"> ■ Is there adequate communication about the different channels for reporting concerns in different languages? ■ Do workers feel that the mechanisms are effective in protecting them from harassment or abuse? ■ Are trade unionists trained regarding sexual harassment and the specific grievance mechanisms that workers can access?
<p>Percentage of workers who trust the factory's grievance mechanism/complaints procedure (continued)</p>	<p>Plant</p> <ul style="list-style-type: none"> ■ Are the channels to raise concerns and suggestions easily accessible to all and especially to women? ■ Are some of these located in close periphery to the management's office?
<p>Percentage of addressed sexual harassment grievances</p>	<p>Process</p> <ul style="list-style-type: none"> ■ Who is responsible for ensuring that sexual harassment complaints are addressed? Are there accountability mechanisms or reporting requirements to ensure that this issue is being addressed?
<p>Percentage of workers who do not stigmatize survivors of violence against women</p>	<ul style="list-style-type: none"> ■ Are records of grievances, including types of harassment and time frame kept? Do records cover the necessary details, highlighting the types and severity of harassment but also the time frame between when the grievance was raised and when corrective action was taken? ■ Are interim measures taken immediately when a complaint is brought forward? ■ When interim measures are taken as a result of a grievance, do these have the interest of the survivor as a primary objective and ensure that the survivor is not negatively impacted as a result? ■ When grievances have been raised, do workers feel that follow-up action has been taken as a result? ■ Is there sustained communication between the worker and the complaints committee throughout the process? ■ What is the average time frame between the raising of the complaint and its closure? ■ Are the results used to enhance the grievance mechanisms, including the procedures for collecting, investigating, and resolving complaints? ■ Is there an internal process to identify the most relevant support and services for women workers, or link to existing referral pathways? ■ Are available referral services promoted to encourage their uptake? ■ Is the quality and uptake of the referral services regularly evaluated? Are partnerships or service providers adjusted accordingly? ■ Does the supplier have progressive recruitment practices that support the reintegration of survivors? ■ Does the supplier contribute to initiatives that raise awareness about violence against women and promote more positive gender norms? ■ Does the supplier fund initiatives that aim to tackle stigma affecting survivors of violence in the community? ■ Does the supplier support women's refuges or shelters in the local community? ■ Does the supplier have initiatives in place that support the reintegration of survivors of violence in the workplace?

Table A3.5 | Violence and Harassment

<p>Percentage of addressed sexual harassment grievances (continued)</p> <p>Percentage of workers who do not stigmatize survivors of violence against women (continued)</p>	<p>People</p> <ul style="list-style-type: none"> ■ Do teams managing grievances receive gender-specific training? ■ Do staff, doctors, nurses, managers, and other key personnel, where relevant, recognize signs of gender-based violence and do they have a good understanding of laws and organization policies on human trafficking and sexual exploitation? ■ Are trainings on violence and sexual harassment, including bystander training, conducted to reduce social stigma and raise awareness of long-term impacts of violence on individuals, families, and communities?
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Table A3.6 | Sexual Reproductive Health and Rights (SRHR) and Unpaid Care

<p>Percentage of eligible workers taking parental leave</p> <p>Percentage of workers who are comfortable taking parental leave</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Is there a policy regarding parental leave? Is it in accordance with the requirements of national laws and regulations or ILO (conventions Nos. 183, 103, and 3), whichever is higher? ■ Are there childcare benefits and special leave or working time arrangements for workers with family responsibilities, and do they apply to both men and women? ■ Are workers with family responsibilities, both men and women, protected against discrimination with respect to dismissal (see ILO Convention No. 156)? ■ Is there any procedural discrimination against workers returning from parental leave in relation to wages, bonuses, or other benefit calculations linked to working hours? <p>Process</p> <ul style="list-style-type: none"> ■ Does management support workers, women and men, to take parental leave? ■ Are men encouraged to take paternity leave? ■ Are maternity benefits paid? ■ Is there a process to ensure a communication line is established between management and the worker while on parental leave? ■ Are workers returning from parental leave provided with access to the same opportunities as other workers in terms of training, promotions, overtime, and raises? <p>People</p> <ul style="list-style-type: none"> ■ Are all workers aware of parental leave and flexible working options? ■ Are women returning from maternity leave aware of their rights?
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Table A3.6 | Sexual Reproductive Health and Rights (SRHR) and Unpaid Care

<p>Percentage of women workers returning to work after having a child</p>	<p>Policy</p> <ul style="list-style-type: none"> ■ Is the policy on maternity leave in accordance with ILO convention 183 or national laws, whichever is higher? ■ Is there any procedural discrimination against workers returning from maternity leave in relation to wages, bonuses, or other benefit calculations linked to working hours?
	<p>Process</p> <ul style="list-style-type: none"> ■ Is management supportive of women taking their full maternity leave and returning to work afterward? ■ Are there flexible working arrangements for women and men returning to work after having a child? ■ Do women returning from maternity leave have access to the same opportunities as other workers in terms of trainings, promotions, overtime, and raises? ■ Are termination/resignation records of former female workers checked for discriminatory patterns—especially if linked to menstrual health, pregnancy, or breastfeeding issues? ■ What is the average age of women leaving the factory? (check turnover data)
	<p>People</p> <ul style="list-style-type: none"> ■ Are women returning from maternity leave aware of their rights?
	<p>Plant</p> <ul style="list-style-type: none"> ■ Are there on-site day-care facilities? Or partnerships with local authorities and/or organizations offering community-based day-care that meet workers' specific contexts? ■ Are women provided with adequate and private breastfeeding and pumping rooms as well as the time off needed to utilize these facilities? ■ Do infirmaries meet basic standards of cleanliness, confidentiality, and quality of care?
<p>Percentage of workers who are aware of modern family planning products/types of contraceptives</p>	<p>Process</p> <ul style="list-style-type: none"> ■ Is there a referral procedure to local health clinics where women can easily access information, services, and products?
<p>Percentage of women workers who say they come to work when menstruating</p>	<p>People</p> <ul style="list-style-type: none"> ■ Are workers encouraged to take advantage of family planning by nurses? ■ Is information about health products, including modern family planning ones, communicated to workers in a culturally appropriate manner? ■ Do all workers, both women and men, receive training on family planning options? ■ Does the training include the benefits of family planning for individuals, families, and the business? ■ Are nurses, HR professionals, or peer educators trained in family planning? ■ Do OHS trainings integrate issues such as sexual and reproductive health and family planning support? ■ Are there local social norms that may prevent women from coming to work when they are menstruating?
<p>Percentage of workers who say women should be able to negotiate their own sexual and reproductive decisions</p>	<p>Plant</p> <ul style="list-style-type: none"> ■ Do workers use on-site facilities? ■ Are there qualified healthcare professionals on site? Are they easily accessible to all workers? Are they trained in family planning and sexual and reproductive health? ■ Do workers have access to family planning products on site or do they receive referrals to nearby health clinics or hospitals where women can access information, services, and products? ■ Are feminine hygiene products made available to women workers in a culturally appropriate way? ■ Is there access to free feminine hygiene products and proper disposal options for these products? ■ Can women easily access safe and hygienic toilets?

Table A3.6 |  Sexual Reproductive Health and Rights (SRHR) and Unpaid Care

Percentage of workers who say their working hours allow them to perform care duties and domestic work

Percentage of workers who say women and men should share an equal responsibility for unpaid care and domestic work

Policy

- Does national or local law discriminate against women related to working hours?
- Is there a clear overtime policy? Is it standard for all workers, both women and men?
- Does the working hour policy discriminate against women?
- Are there policies that allow for flexible working time arrangements for workers with family responsibilities?
- Are there policies for special leaves (e.g., leaves for care of sick or injured dependents)?
- Is there a clear overtime policy, standard for all workers, both women and men?
- Is there a living wage policy applicable to all workers, including piece-rate, migrant, and seasonal workers? Does it guarantee that every worker, both men and women, has a right to compensation for a regular workweek that is sufficient to meet the worker's basic needs? Does it provide some discretionary income for the workers and their families?
- Are initiatives that promote equal opportunities and positive gender norms within local schools supported?

Process

- Does management review how customer purchasing practices could lead to excessive overtime?
- How is overtime allocated among workers? Is there a process to ensure that overtime allocation is equitable and on a volunteer basis? Are there penalties for not accepting it?
- Are there continuous review processes for site production planning? Does the supplier understand customer purchasing practices that could lead to excessive overtime?
- Are men encouraged to take paternity leave?
- Are workers incentivized to use the on-site childcare facilities?

People

- Is there communication to all workers about their rights in terms of working hours?
- Are gender-sensitive trainings provided to men and women workers to improve communication and understanding as well as to challenge traditional notions of gender roles at home, work, and in the community?

Plant

- Are there on-site day-care/childcare facilities? Or partnerships with local authorities and/or organizations offering community-based day-care that meet workers' specific needs?

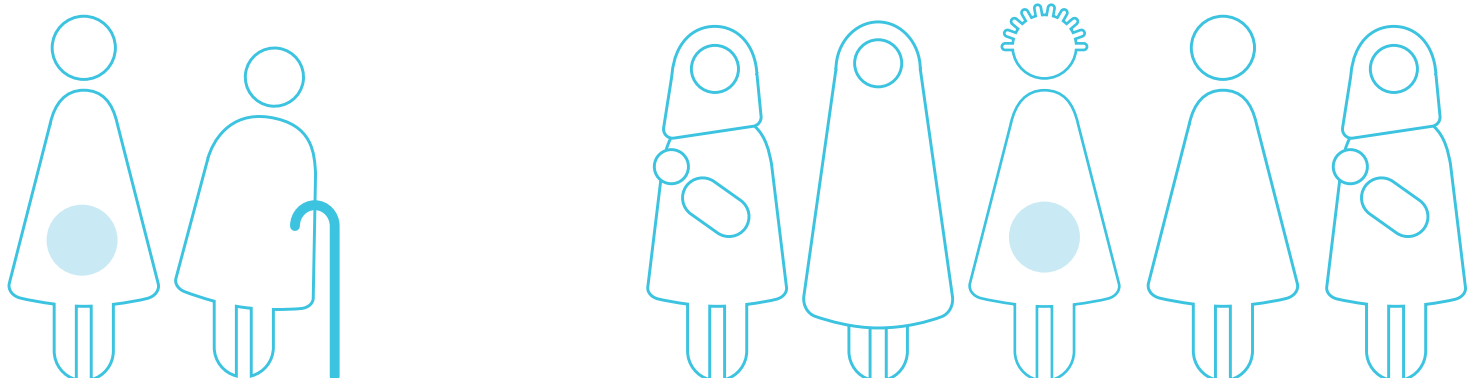


Table A3.6 |  Sexual Reproductive Health and Rights (SRHR) and Unpaid Care

Percentage of workers who are satisfied with the on-site childcare facilities (if available)

Policy

- Does the policy for on-site childcare facilities meet local laws/regulations?
- Do on-site childcare facilities meet health and safety requirements?
- Are childcare facilities provided for free to all workers (both men and women) with children up to 6 years old, including fixed-term workers, migrant workers, and temporary workers?

Process

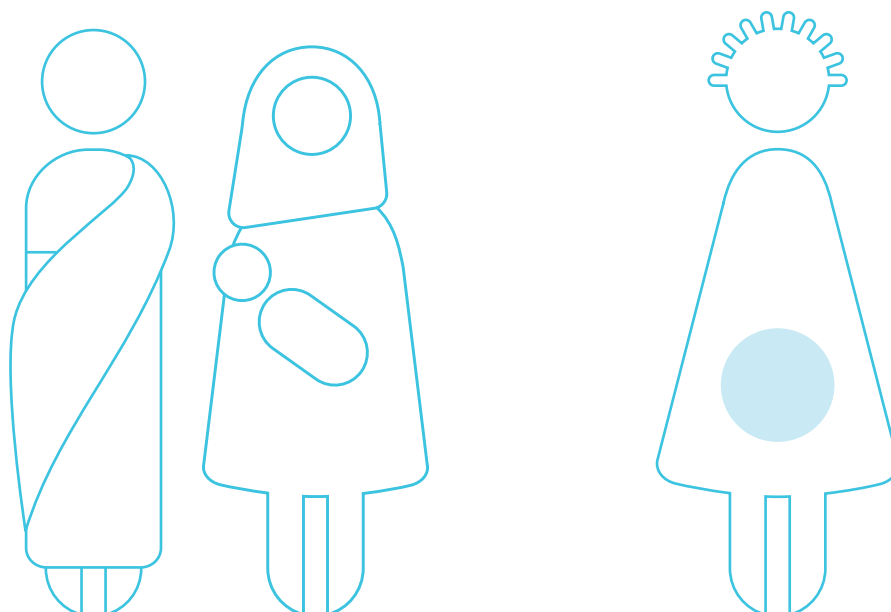
- Is the link between on-site childcare centers or community day-care centers and local healthcare programs promoted?
- Is training provided to caregivers, so they effectively monitor the childcare facility?
- Is a child allowance for workers who cannot bring their children to workplace centers provided?

People

- Is there communication to all workers in all native languages about their rights to childcare?
- Are all workers aware of the benefits of childcare facilities?
- Do women feel that the on-site childcare facilities are safe?
- Are breastfeeding and young child feeding practices promoted through awareness raising?
- Is it socially accepted for women to work rather than being a full-time caregiver?

Plant

- Is the childcare facility located close to healthcare facilities and far from factory machinery?
- Are breastfeeding facilities provided that are accessible to women workers and meet health and safety standards?
- Are accommodations, food, reading and educational materials provided?
- Is there safe transportation to and from the factory suitable for children and infants?
- Are factory-supported community centers made available where transportation is an issue?



Appendix 4

Supplier Good Practices by Gender Data and Impact (GDI) Category

The tables below contain good practices by category to guide suppliers through the design of their action plan. Based on the identified outcomes and the root cause analysis findings, suppliers should identify concrete steps to address the priority issues and meet their targets.

Suppliers should consider the measures that can be taken to improve targeted outcomes for women by referring to the below good practices by topic category, structured around the 4Ps.

Table A4.1 |  Agency



Policy

- Develop a policy to ensure that the rights of workers to freedom of association and collective bargaining, including to non-retaliation, are respected. This includes ensuring workers, without distinction whatsoever and irrespective of gender, have the right to establish and join organizations of their own choosing, subject only to the rules of the organization concerned, without previous authorization. If the right to freedom of association and collective bargaining is restricted under law, it is important not to obstruct legal alternative means for women and men workers to join or form associations.
- Include in contracts and workplace policies that women and men should take rest and water breaks when needed and take leave for nonemergency services from on- or off-site health services. Special attention should be given to pregnant women who require more frequent breaks.
- Establish forced labor prevention policies to ensure workers' freedom of movement in the facility and in dormitories, where relevant, and their ability to freely terminate employment, particularly for vulnerable workers such as migrants.
- Verify that labor brokers do not have policies and practices that limit freedom of movement.
- Commit to and engage with peer organizations to improve social dialogue within region/sector, including on gender-specific challenges



Process

Trade unions/worker committees

- Support a democratic and transparent worker election process and encourage a range of candidates that reflects workforce demographics (e.g., gender, contract type, other minority groups).
- Do not interfere with trade unions and worker committees. Ensure these are transparent and independent from management and do not represent management's interests.
- Ensure workers' voices and opinions are routinely sought out and considered during critical decision-making processes by setting up multiple channels to collect workers' insights, with special attention given to women's voices.

Table A4.1 | Agency



Process (continued)

Grievance/complaint mechanisms

- Ensure there is a systemic approach to remediation through an operational-level grievance mechanism that helps identify emerging problems prior to escalating them as well as addresses complaints and provides required remedy.
- Ensure that more than one channel is available and accessible to workers and that these are adapted to local cultures and traditions.
- Protect all workers, both men and women, from retaliation for reporting violence or harassment.
- Ensure complaint and grievance mechanisms are accessible to all employees, regardless of the business department in which they operate.
- Outline a standardized procedure with clear steps for receiving, investigating, and resolving complaints, with clear responsibilities and accountability structures as well as indicative time frames and updates.
- Ensure grievance mechanisms are transparent, independent from management, confidential, unbiased, and include non-retaliation clauses.
- Ensure grievance mechanisms have established triggers for complaints to be escalated within the factory.
- Communicate about grievance resolutions (while protecting confidentiality) to build trust in the mechanism.
- Establish a feedback mechanism to continuously refine and strengthen the policy and grievance mechanism.

Review/monitor

- Keep records of grievances, including types of harassment and time frame. Use the results to enhance the grievance mechanisms, including the procedures for collecting, investigating, and resolving complaints.
- Ensure women are adequately represented and take part in surveys, focus groups, etc., when seeking out workers' feedback.



People

Representation

- Encourage women to take part in worker committees or trade unions.
- Encourage women to stand for election for trade unions or worker committee representative roles (e.g., through training or peer mentoring).
- Promote women's representation on the committee responsible for receiving, investigating, and resolving grievances.
- Provide opportunities for women to take on decision-making and other leadership roles (i.e., peer education, committee representation, supervisory roles, etc.).

Communication

- Support the communication about opportunities to join a union or a committee to all employees.
- Provide information about grievance resolutions, reporting channels, and complaint procedures (while protecting confidentiality) that is easily understood and accessible to all workers, in all necessary languages. In workplaces where there is a recognized trade union operating, any grievance mechanism should be designed in a way that complements the existing collective labor relations structure. The existence and use of the mechanism should be clearly communicated through the trade union.
- Provide information to workers on their rights related to freedom of movement, including movement during and in between formal break times.

Table A4.1 | Agency



People (continued)

Training

- Provide training on grievance mechanisms to the key personnel managing grievances to ensure they have the adequate knowledge and skills to be competent, objective, responsive, and efficient. Include gender considerations so that they can better process and address feedback about gender-sensitive issues.
- Support women's decision-making capacity by investing in skills and leadership development (i.e., training on communications, negotiation, and conflict resolution).
- Provide workers and key staff with gender-sensitization training to improve understanding between men and women, challenge traditional notions of gender roles at home, work, and in the community, and address unconscious bias.
- If using technology to share information about rights or other useful training, ensure that women have easy access to mobile phones and knowledge on how to access the information.



Plant

- Ensure that worker committee meetings are held at times when women and men can attend, taking into consideration workers' household and care responsibilities.
- Make sure workers accommodated on-site do not undergo surveillance/can move freely.
- Perform regular safety checks to ensure that women workers feel safe moving within the factory, including accessing toilets.

Table A4.2 | Health and Safety



Policy

- Develop policies that guarantee women and men their job security, safety, and access to basic benefits such as maternity and sick leave. Leave policies should not discriminate when an employee takes leave—whether for the employee or a dependent—and ensure that there are no unauthorized compensation deductions due to maternity, parental, or sick leave.
- Develop policies to ensure the protection of workers' reproductive health and of pregnant women from hazardous substances and occupational accidents.
- Develop policies on workplace health that encompass worker well-being and health promotion and align OHS standards for workplaces with internationally recognized health standards that address specific-gender issues.
- Frame a clear overtime policy for all employees that does not discriminate on any grounds, makes overtime voluntary for all workers, and does not penalize workers who decline to work overtime.
- Develop policies that guarantee workers the right to request flexible working arrangements to accommodate health and well-being issues without any restrictions.



Process

Healthcare and services

- Provide health insurance that meets the specific needs of all workers, both women and men.
- Take reasonable steps to ensure that workers have access to health services that serve the distinctive concerns and needs of women and men (e.g., providing on-site clinics, a strong referral system, and external health providers).
- Ensure workplace data systems incorporate gender-disaggregated health information, including workplace infirmary or health function data beyond workplace injuries and exposures.

Table A4.2 | Health and Safety



Process (continued)

Work/life balance and leave

- Offer flexible working arrangements, especially to women who are pregnant or nursing.
- Design a process for overtime allocation that is equitable and that allocates overtime on a volunteer basis.
- Review gender pay gap to assess if acceptance of excessive overtime by women is related to insufficient pay and put an action plan in place to close this gap.
- Develop processes by which workers can request sick leave or leave to care for a dependent without being penalized.

On-the-job adjustments

- Establish a process to systematically evaluate job-related risks for pregnant women and temporarily adjust tasks accordingly.

Review/monitor

- Regularly review data on injuries to check for problems and trends, and cross-reference clinic and health referral data with absenteeism data to see if there is any correlation in absenteeism of women workers with health-related issues.
- Conduct health and safety risk assessments with gender-specific provisions in mind such as sexual and reproductive health.
- Review systems for site production planning and understand customer purchasing practices that could lead to excessive overtime, including by regularly reviewing overtime logs to detect issues or trends.



People

Communication

- Disseminate important health messages for workers in a language and a format that they can understand (including migrant workers), such as the potential risks of working with hazardous materials to workers' reproductive health.
- Provide information to workers about their health rights, including maternity and sick leave, healthcare facilities on site, risks to reproductive health, programs to prevent exposure to hazardous substances, and appropriate accommodations for any special conditions, such as pregnancy or breastfeeding.

Training

- Train nurses, HR professionals, or peer educators on gender and health topics.
- Improve supervisors' soft skills to communicate with workers regarding overtime, maternity or parental leave, and sick leave.
- Raise awareness among management about the negative consequences of excessive overtime.

Staff

- Have a manager dedicated to health and safety and hold supervisors accountable for meeting health and safety requirements, including the right to sexual and reproductive health and access to breastfeeding or childcare facilities regardless of legal requirements.
- Have qualified healthcare professionals on site, easily accessible to all workers, who can meet all the workers' health and well-being needs (including OHS, sexual and reproductive health, and general well-being) and are qualified to provide referrals to accessible, affordable, quality services off site.

Table A4.2 | Health and Safety



Plant

Equipment and space

- Provide workers with necessary protective material, in the correct size, and train them on how to use it, including protection of reproductive health and of pregnant women from hazardous substances and occupational accidents.
- Ensure that infirmaries meet basic standards of cleanliness, confidentiality, and quality of care.
- Provide time and space for pregnant women to rest as needed.

Toilets

- Ensure the number of toilets and their location meets applicable legal standards and the needs of workers, including privacy for each individual and gender, accessibility, hygiene, including disposal bins, soap, and water in all toilets.
- Do not restrict the time and frequency of toilet use, including during and in between formal break times, giving special attention to pregnant women.
- Provide toilets in a well-lit and safe area.

Safety

- Provide reliable and safe transportation to all workers, especially when public transportation is not available.
- Provide safe transportation after overtime shifts.
- Regularly check company grounds to ensure they are adequately lit and secure.

Table A4.3 | Economic Opportunity



Policy

- Set recruitment principles that provide equal opportunities for workers at recruitment stage based on skills and competence and aim to achieve, among other things, a balanced gender diversity of the workforce.
- Frame a diversity and inclusion policy that includes target setting and monitoring.
- Develop a policy for equal pay for work of equal value, aligned with national regulatory requirements and/or the ILO Convention 100 on Equal Remuneration, 1951. This should ensure that there is no policy or procedural discrimination against women, especially in relation to wages, bonuses, and other benefit calculations linked to working hours (including overtime), marital status, pregnancy, or maternity leave.
- Establish a living wage policy for all workers, including piece-rate, migrant, and seasonal workers, guaranteeing that every worker, both men and women, has a right to compensation for a regular workweek that is sufficient to meet the worker's basic needs (such as food, water, housing, healthcare, education, transport, and clothing) and provides some discretionary income for the workers and their families.



Process

Recruitment

- Set up recruitment processes and practices that guarantee equal opportunities of access to jobs for both women and men, such as gender parity in candidates and interviewers.
- Ensure pregnancy tests or the use of contraception are not used as a condition of hiring or of continued employment.
- Challenge norms and where possible proactively recruit women in positions that are traditionally held by men.

Table A4.3 | Economic Opportunity



Process (continued)

Pay

- Regularly review recruitment processes and monitor contracts and payroll to detect gender-based discrimination in wages. In particular, review the general job structure of the workplace to see if there are differences or inconsistencies in job descriptions that may be used to differentiate the same job by gender and thereby justify lower pay. Cross-check with contracts and payroll.
- Identify the living wage for your community, review workers' pay giving special attention to women's pay, and set up an action plan to close the gap toward a living wage. In doing so, engage with your buyers.

Digital wages

- Ensure a digital payment system is offered to all employees.
- Partner with a mobile financial services company and other partners to improve women's access to mobile technology (mobile phones and SIM cards) and mobile financial services, and to improve the accessibility and safety of cash-out points.



People

Communication

- Communicate policies on compensation and working hours in all necessary languages to workers during the onboarding process and throughout employment.
- Post codes of conduct on factory walls that explicitly mention equal wages for men and women for equal work, benefits, etc., in all necessary languages.
- Communicate gender-sensitive policies and standards to all workers on site (whether directly or indirectly employed) and at time of recruitment, in their native language.
- Raise awareness among workers about the benefits of formal vs. informal financial services and provide guidance on financial planning, budgeting, and savings, and on using digital payments.

Training

- Provide key personnel with training on administering digital payroll. Ensure that women have the proper knowledge, skills, and resources to use financial services.
- Provide confidence-building and knowledge training to enable women to take control over their finances.



Plant

- Ensure interviews are conducted by more than one person in a safe space and where women workers feel comfortable.
- Post job advertisements in areas where both women and men will see them.

Table A4.4 | Leadership

	Policy	<ul style="list-style-type: none"> ■ Develop an equal opportunity policy that guarantees non-discrimination throughout the employment cycle, including related to promotion, through clear and transparent competency frameworks, promotion criteria, and the performance review process. ■ Demonstrate explicitly management's commitment to gender equality in leadership (e.g., through communication/advocacy).
	Process	<ul style="list-style-type: none"> ■ Understand obstacles that may prevent women from taking on leadership roles (e.g., absence of childcare options, lack of skills, lack of confidence, gender norms at work and/or home). ■ Assess women's training needs and design adequate curriculum that addresses both technical expertise and soft skills. ■ Ensure regular performance reviews are conducted and be transparent about how the promotion process is conducted. ■ Ensure professional development is available to women and design a pipeline identification process, giving special attention to identifying women workers who could be promoted to supervisors. ■ Offer gender-sensitive mentoring programs and access to professional networks (internal and/or external) with specific support for women.
	People	<p>Communication</p> <ul style="list-style-type: none"> ■ Communicate to all employees the promotion process and procedures and information related to training opportunities. <hr/> <p>Training</p> <ul style="list-style-type: none"> ■ Provide gender-sensitive training to all employees, including supervisors, on nondiscrimination, equal opportunity, and unconscious bias. ■ Provide specific training to supervisors on how to identify potential and encourage women workers to pursue leadership training and opportunities. ■ Provide women workers with leadership and communication skills and training. <hr/> <p>Staff</p> <ul style="list-style-type: none"> ■ Identify role models (e.g., women supervisors) who can encourage women to take up leadership roles. ■ Encourage male supervisors to take an active role in promoting women workers to leadership positions.
	Plant	<ul style="list-style-type: none"> ■ Implement measures to ensure professional development programs are scheduled at times that accommodate the scheduling needs of both men and women (taking into consideration their care responsibilities).

Table A4.5 | Violence and Harassment



Policy

- Develop a specific policy in accordance with ILO Convention C190 to prohibit, prevent, address, and remediate sexual harassment and other forms of violence against women, which prohibits all forms of violence and harassment in the workplace, including verbal, physical, sexual, or psychological abuse.
 - This should include a definition of sexual harassment (e.g., ILO definition) in the policy and examples of sexual harassment (e.g., unwelcome sexual advances, unwanted hugs and touches, suggestive or lewd remarks, requests for sexual favors, and the display of indecent, derogatory, or pornographic pictures, posters, drawings, or videos).
 - Include procedures for reporting grievances, with different reporting channels, anonymity and confidentiality, anti-retaliation, and processes for investigating and resolving grievances.
 - Extend factory policies on safety, security, and sexual harassment to on-site dormitories and transportation routes taken by employees to and from the factory.
- Contribute to communication initiatives that raise awareness about violence against women and promote egalitarian gender norms.
- Fund initiatives aiming to tackle stigma related to gender-based violence and sexual harassment in the community.
- Engage and partner on initiatives with local actors in the community to strengthen women's safety.



Process

Grievance mechanisms

- Put in place internal processes for managing, monitoring, and reporting on policy implementation related to violence and sexual harassment.
- Ensure there is a systemic approach to remediation through an operational-level grievance mechanism that helps identify emerging problems prior to escalating them as well as addresses complaints/provides required remedy.
- Ensure that more than one channel is available and accessible to workers and that these are adapted to local cultures and traditions.
- Protect all workers, both men and women, from retaliation for reporting violence or harassment.
- Ensure complaint and grievance mechanisms are accessible to all employees, regardless of the business department in which they operate.
- Outline a standardized procedure with clear steps for receiving, investigating, and resolving complaints with clear responsibilities and accountability structures as well as indicative time frames and updates.
- Ensure grievance mechanisms are transparent, independent from management, confidential, unbiased, and include non-retaliation clauses.
- Ensure grievance mechanisms have established triggers for complaints to be escalated within the factory.
- Communicate about grievance resolutions (while protecting confidentiality) to build trust in the mechanism.
- Establish a feedback mechanism to continuously refine and strengthen the policy and grievance mechanism.

Referral services

- Develop an internal process to identify the most relevant support and services for employees, or link to existing referral pathways.
- Identify and promote available referral services and encourage their uptake.

Review/monitor

- Keep records of grievances, while protecting confidentiality, including types of harassment and time frame. Use the records to improve the grievance mechanisms, including the procedures for collecting, investigating, and resolving complaints.
- Regularly evaluate the quality and uptake of the referral services and adjust partnerships or service providers accordingly.

Table A4.5 |  Violence and Harassment



People

Communicate

- Display anti-sexual harassment posters on notice boards and distribute other informational material in common work and community spaces, in all necessary languages.
- Ensure information is user-friendly and accessible for workers with low literacy levels, and is provided in all necessary languages, including those spoken by migrant workers.
- Explain to supervisors and workers the disciplinary actions and sanctions that may result in breach of the policy.

Training

- Conduct trainings for all employees, at all levels and in all necessary languages, to clearly communicate about the sexual harassment policy and grievance mechanism.
- Train security staff, doctors, nurses, supervisors, and other key personnel to recognize signs of gender-based violence and harassment and on relevant laws and organization policies on sexual harassment, violence, human trafficking, and sexual exploitation.
- Include bystander training to employees and trade unionists to raise awareness of signs of potential violence and/or sexual harassment and of what to do if it is observed in the workplace.
- Conduct training on gender-based violence and sexual harassment to reduce social stigma and raise awareness of long-term impacts on individuals, families, and communities.

Staff

- Ensure women's representation on the committee responsible for receiving, investigating, and resolving grievances.
- Ensure teams managing grievances have the right skills to handle gender-sensitive issues.



Plant

- Regularly check company grounds to ensure they are adequately lit and secure.
- Ensure toilets and dormitories are gender segregated and safe.
- Ensure reporting channels are safe and easily accessible to women and placed in areas that women feel comfortable accessing.

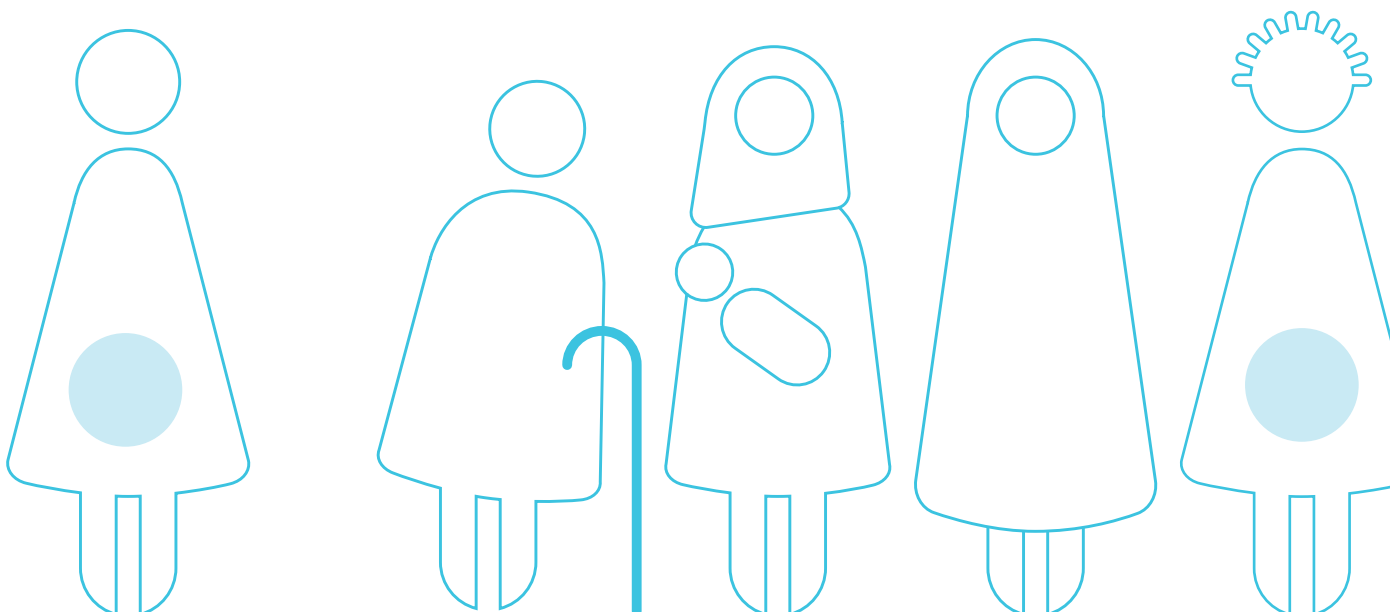


Table A4.6 | Sexual Reproductive Health and Rights (SRHR) and Unpaid Care Work



Policy

- Develop a policy in accordance with the requirements of national laws and regulations or ILO (conventions Nos. 183, 103, and 3), whichever is higher, entitling women employees to maternity protection and benefits.
- Develop policies that allow for flexible working time arrangements and leave for women and men workers with family responsibilities. This should ensure that workers returning from maternity or parental leave or with family responsibilities, both men and women, are protected against discrimination with respect to dismissal (see ILO Convention No. 156) or in relation to wages, bonuses, and other benefit calculations linked to working hours.
- Integrate family planning and reproductive health into health policies and services.
- Establish a childcare policy according to local laws/regulations (at a minimum).



Process

- Regularly conduct a review of working hours and regular overtime.
- Establish a referral procedure to local health services that cannot be provided on site.

Benefits and work arrangements

- Ensure maternity benefits are paid.
- Encourage the uptake of paternity leave.
- Enable flexible working arrangements, especially for women returning to work after having a child.
- Ensure women returning to work after having a child return to the same job.
- Provide women returning to work with the same professional development and leadership opportunities provided to other women and men in the factories.

Childcare

- Establish childcare support schemes for parents.
- Promote the link between on-site childcare centers or community day-care centers and local healthcare programs.
- Provide a child allowance for workers who cannot bring their children to workplace childcare centers.



People

Communication

- Communicate information about health products, including modern family planning ones, in a culturally appropriate manner.
- Communicate to workers about their rights to parental leave and flexible working arrangements and notify them of any changes.
- Communicate the rights to and benefits of childcare facilities in all languages to all workers.
- Promote breastfeeding and young child feeding practices.
- Raise awareness among women returning from maternity leave about their rights to the same opportunities as other employees in terms of training, promotions, and overtime.

Training

- Provide employees (women and men) with training on family planning options and the benefits of family planning for individuals, families, and the business, and on sexual and reproductive health issues.
- Provide training to childcare providers so they effectively monitor the on-site childcare facility.
- Provide women workers with training on good menstrual hygiene methods.
- Integrate issues in occupational health and safety (OHS) trainings, such as sexual and reproductive health, family planning support, and promotion of well-being, including physical, mental, financial, and social well-being.
- Promote improved communication and understanding between men and women, challenging traditional notions of gender roles at home, work, and in the community.

Table A4.6 |  Sexual Reproductive Health and Rights (SRHR) and Unpaid Care Work

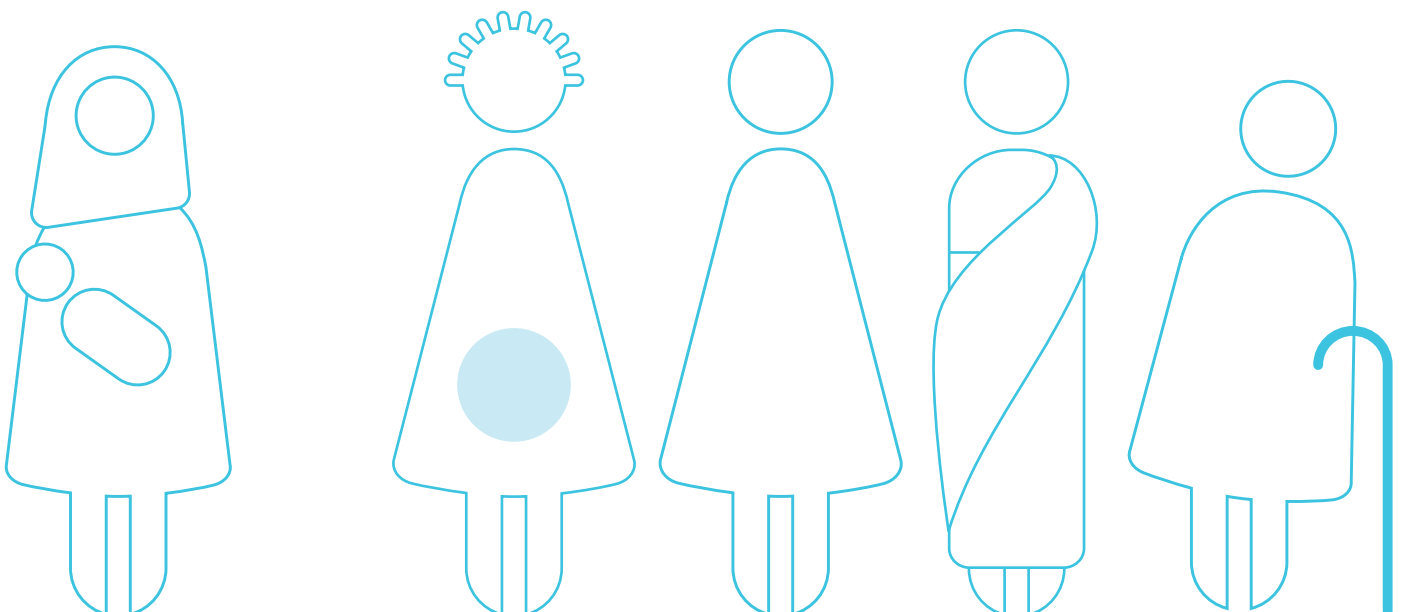


Childcare

- Provide quality on-site childcare facilities or establish partnerships with local authorities and/or organizations offering community-based day-care that meets workers' specific contexts.
- Ensure on-site childcare facilities meet health and safety requirements, are free for all workers (men and women) including fixed-term workers, migrant workers, and temporary workers, and accept children up to 6 years old.
- Locate the childcare facility close to healthcare facilities and far from factory machinery.
- Provide accommodation, food, reading and educational material in the childcare facility.
- Provide safe transportation to and from factories that is suitable for children and infants.

SRHR

- Provide access to family planning/contraceptive products on site or make referrals to nearby health clinics or hospitals where women can access information, services, and products.
- Provide free feminine hygiene products and proper disposal options for these products.
- Provide breastfeeding facilities that are accessible to women workers as well as the time off needed to utilize them.



Appendix 5

Mapping the Gender Data and Impact (GDI) Indicators to the Sustainable Development Goals (SDGs)



Table A5.1 | Mapping the GDI Indicators to the SDGs



Sustainable Development Goals	Gender Data and Impact Framework Categories	Gender Data and Impact Indicators
 <p>SDG 1 End poverty in all its forms everywhere</p> <p>Target 1.3: Implement nationally appropriate social protection systems</p> <p>Target 1.4: Ensure equal rights to economic resources</p>	<p>Economic Opportunity</p> <hr/> <p>SRHR and Unpaid Care Work</p>	<ul style="list-style-type: none"> ■ Percentage of workers who have an individual bank account ■ Percentage of workers who say they earn enough to cover their family's basic needs and save for emergency situations ■ Percentage of workers who say they have control over their earnings <hr/> <ul style="list-style-type: none"> ■ Percentage of eligible workers taking parental leave ■ Percentage of workers who are comfortable taking parental leave
 <p>SDG 3 Good health and well-being</p> <p>Target 3.7: Ensure universal access to sexual and reproductive healthcare services</p> <p>Target 3.8: Achieve universal health coverage</p> <p>Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination</p>	<p>Health and Safety</p> <hr/> <p>SRHR and Unpaid Care Work</p>	<ul style="list-style-type: none"> ■ Percentage of workers who say they can access health services as needed ■ Percentage of workers who say they take paid leave when they are sick ■ Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers ■ Percentage of workers who have been injured in the workplace <hr/> <ul style="list-style-type: none"> ■ Percentage of workers who are aware of modern family planning products/types of contraceptives ■ Percentage of women workers who say they come to work when menstruating ■ Percentage of workers who say women should be able to negotiate their own sexual and reproductive decisions

Table A5.1 | Mapping the GDI Indicators to the SDGs



Sustainable Development Goals	Gender Data and Impact Framework Categories	Gender Data and Impact Indicators
 <p>SDG 4 Quality Education</p> <p>Target 4.4: Increase the number of youth and adults who have relevant skills</p> <p>Target 4.5: Eliminate gender disparities in education</p>	<p>Leadership</p>	<ul style="list-style-type: none"> ■ Percentage of workers enrolled in professional training and development ■ Percentage of workers who say they have the right abilities and skills to advance
 <p>SDG 6 Access to Water</p> <p>Target 6.2: access to adequate and equitable sanitation and hygiene for all</p>	<p>Health and Safety</p>	<ul style="list-style-type: none"> ■ Percentage of workers who say toilets are accessible, safe, and hygienic
 <p>SDG 8 Decent Work and Economic Growth</p> <p>Target 8.5: Achieve full and productive employment and decent work for all</p> <p>Target 8.8: Protect labor rights and promote safe and secure working environments</p>	<p>Agency</p>	<ul style="list-style-type: none"> ■ Percentage of workers in trade unions ■ Percentage of workers on worker committees ■ Percentage of workers who are aware of the existence of worker committees and trade unions ■ Percentage of workers who say their voices are heard and taken into account by management ■ Percentage of workers who say they can move freely in and out of the workplace
	<p>Health and Safety</p>	<ul style="list-style-type: none"> ■ Percentage of workers who have been injured in the workplace ■ Percentage of workers regularly working overtime ■ Percentage of workers who say it is safe for women to commute to and from the workplace ■ Percentage of workers who say they take paid leave when they are sick ■ Percentage of workers who say their employer adjusts tasks and/or provides adequate protective equipment for pregnant workers

Table A5.1 | Mapping the GDI Indicators to the SDGs

Sustainable Development Goals	Gender Data and Impact Framework Categories	Gender Data and Impact Indicators
 <p>SDG 8 Decent Work and Economic Growth (continued)</p> <p>Target 8.5: Achieve full and productive employment and decent work for all</p> <p>Target 8.8: Protect labor rights and promote safe and secure working environments</p>	<p>Violence and Harassment</p> <hr/> <p>SRHR and Unpaid Care Work</p>	<ul style="list-style-type: none"> ■ Percentage of grievances related to sexual harassment (out of all recorded grievances) ■ Percentage of addressed sexual harassment grievances ■ Percentage of workers who are aware of the policy addressing violence and harassment in the workplace ■ Percentage of workers who are aware they have access to whistleblower/ethics hotlines and/or worker ombudsman/HR complaints process ■ Percentage of workers who trust the factory's grievance mechanism/complaints procedure <hr/> <ul style="list-style-type: none"> ■ Percentage of workers who say their working hours allow them to perform their unpaid care duties and domestic work ■ Percentage of workers who say women and men should share an equal responsibility for unpaid care duties and domestic work ■ Percentage of workers who are satisfied with on-site facilities (if available)
 <p>SDG 9 Industry, innovation and infrastructure</p> <p>Target 9c: Increase access to ICT and affordable access to internet</p>	<p>Agency</p> <hr/> <p>Economic Opportunity</p>	<ul style="list-style-type: none"> ■ Percentage of workers who have access to mobile phones and digital technologies <hr/> <ul style="list-style-type: none"> ■ Percentage of workers receiving their salaries in digital payments
 <p>SDG 10 Reduce Inequalities</p> <p>Target 10.2: Empower and promote the social, economic, and political inclusion of all</p>	<p>Economic Opportunity</p> <hr/> <p>Leadership</p>	<ul style="list-style-type: none"> ■ Percentage of new recruits ■ Percentage of workers who say women and men should have equal rights to employment and economic participation <hr/> <ul style="list-style-type: none"> ■ Percentage of promoted workers ■ Percentage of workers who say women have the same opportunities as men in the workplace ■ Percentage of workers who say women should occupy leadership roles in the community ■ Percentage of workers who say women are able to occupy leadership roles in the factory

Table A5.1 | Mapping the GDI Indicators to the SDGs

Sustainable Development Goals	Gender Data and Impact Framework Categories	Gender Data and Impact Indicators
 <p>SDG 11 Sustainable cities and communities</p> <p>Target 11.2: Provide access to safe, affordable, accessible, and sustainable transport systems for all</p>	<p>Health and Safety</p>	<ul style="list-style-type: none"> ■ Percentage of workers who say it is safe for women to commute to and from the workplace
 <p>SDG 16 Peace, justice and strong institutions</p> <p>Target 16.1: Significantly reduce all forms of violence and related death rates everywhere</p> <p>Target 16.6: Develop effective, accountable, and transparent institutions at all levels</p> <p>Target 16.7: Ensure responsive, inclusive, participatory, and representative decision-making at all levels</p>	<p>Agency</p>	<ul style="list-style-type: none"> ■ Percentage of workers in trade unions ■ Percentage of workers on worker committees ■ Percentage of workers who say they are comfortable reporting grievances/complaints ■ Percentage of workers who say they are confident to speak up to supervisors and/or management ■ Percentage of workers who say their voices are heard and taken into account by management ■ Percentage of workers who say women and men should have an equal role to play in community decision-making ■ Percentage of workers who say women and men should have equal responsibility for making major household decisions
 <p>SDG 17 Partnerships for the goals</p> <p>Target 17.8: Enhance the use of enabling technology, in particular information and communications technology</p>	<p>Violence and Harassment</p>	<ul style="list-style-type: none"> ■ Percentage of workers who understand what constitutes sexual harassment ■ Percentage of workers who say harassment against women is unacceptable ■ Percentage of workers who do not stigmatize survivors of violence against women
	<p>Agency</p>	<ul style="list-style-type: none"> ■ Percentage of workers who have access to mobile phones and digital technologies
	<p>Economic Opportunity</p>	<ul style="list-style-type: none"> ■ Percentage of workers receiving their salaries in digital payments



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