Agenda

• Welcome
• Making Women Workers Count: BSR’s new Framework for Gender Responsive Due Diligence in Supply Chains
  • The Challenge
  • The Gender Data and Impact Framework
  • Next Steps
• Q&A/Discussion
Global Nonprofit Business Network

We are a global nonprofit organization that works with our network of more than 265 member companies and other partners to build a just and sustainable world. From our offices in Asia, Europe, and North America, we develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

- Copenhagen
- Guangzhou
- Hong Kong
- New York
- Paris
- San Francisco
- Shanghai
- Tokyo

Mission
- We work with business to create a just and sustainable world.

Global Nonprofit Business Network

- 130+ Global Staff
- 75+ Project Locations
- 265+ Member Companies
- 8 Offices
- 20+ Collaborative Initiatives
- 6 Areas of Expertise
- 25+ Years of Experience
BSR’s Women’s Empowerment Practice

We catalyze business action to advance and enable women’s empowerment so that women can participate fully in the global economy, be free from gender-based violence, access health and wellbeing, and achieve financial independence.

Design and Deliver Impactful Strategies

- Develop a comprehensive overview of partners’ performance on women’s empowerment, set priorities, and develop and execute a strategy that drives women’s advancement, including through implementation of the United Nations Women’s Empowerment Principles.
- Develop gender-sensitive policies and guidelines, as well as developing effective programs related to recruitment and retention, procurement, product and services development, and corporate investments.

Build empowering supply chains for women workers

- Implement workplace programs for women in supply chains with a focus on health, financial literacy, and violence against women through the HERproject
- Mainstream gender into supplier management systems and tools, including codes of conduct, scorecards, auditing, among others
- Conduct supply chain and/or regional specific needs assessment to better understand challenges and opportunities

Tackle systemic challenges facing women globally

- Collaborate and partner with companies and other partners through Business Action for Women. Areas of focus, include:
  - Women in leadership in the supply chain
  - Empowered women as levers to tackle climate change in agriculture supply chains
  - Eliminating gender-based violence
The Challenge
The Challenge: Global Gender Gaps

According to the World Economic Forum, at the current pace of change, it will take over 200 years to achieve global gender parity.

Leadership
Fewer than a third of managers are women

Unpaid Care
Women do 2/3 of unpaid care work.

Pay Gap
Still an average of 20% across the world.

Harassment
Impacts women in the fields and in the boardrooms.

Political
Men still hold 2/3 of parliamentary seats globally.

Future of Work
Risk that women fall even further behind.
The Challenge: Violence and Harassment are Widespread

1/3 of countries have no law against sexual harassment at work leaving 235 million women vulnerable

About 45% of women in the EU alone have reported unwanted sexual advanced, physical contact or other forms of sexual harassment at work.

About 30-40% of women workers reported some form of harassment in Asia-Pacific countries

The global cost of violence against women was estimated by the UN to be US$1.5 trillion

Sources: Women at Work: Garment workers, European Union Country sexual harassment at work, UN Women 2016, The International Trade Union Confederation
The Challenge: Women in Supply Chains

Women face discrimination in the workplace which is a result of cross-cutting issues that are consequences of workplace policies, practices as well as social norms.

- Vertical segregation of workers
- Gender pay gap
- Low salaries

- Agency
- Lack of awareness of grievance mechanism
- Fear of speaking up

- Harassment
- Sexual harassment
- Lack of awareness

- Working conditions and economic opportunities
- Access to leadership and professional development
- Work life balance and unpaid care work
- Working hours/overtime
- Work/life balance
- Burden of unpaid care

Women's voice and self confidence

Access to professional development
- Promotions
- Leadership positions
Two global drivers for addressing gender disparities

21 June 2019: the ILO has adopted the Violence and Harassment in the World of Work Convention (C190) and Recommendation 206. The Convention and Recommendation set requirements on states to take action to eradicate violence and harassment, including gender-based violence and harassment, in the workplace.

26th June 2019: The Gender Dimensions of the UNGPs report was presented at the 41st session of the Human Rights Council and is welcomed across the board to fill an important gap towards equality. It aims to integrate gender more prominently into the UNGPs on business and human rights and companies’ due diligence process, so that the business impacts of human rights abuses specifically related to women are better identified and addressed.
Overview

Convention 190 and Recommendation 206 for eradicating violence and harassment, including gender-based violence and harassment, in the world of work. Adopted at 108th International Labor Conference in June 2019. No ratifications yet, international union women leaders urge ratifications particularly in Latin America and Africa.

Convention Key Topics

- Defines violence and harassment and world of work
- Details national laws for an inclusive, integrated and gender-responsive approach for eliminating violence and harassment
- Suggests protection, prevention, enforcement and remedies to monitor and ensure action in national laws and regulations
- Describes guidance, training and awareness raising activities
# Overview

The new report of the Working Group recognizes the urgency of raising awareness on substantive gender equality and creating guidance on the gender dimensions of human rights. It is the result of a year-long consultation across different regions and was presented to the Human Rights Council on June 26, 2019.

## Key topics

- The report develops a gender framework to the UNGPs and provides guidance for each principle to integrate gender more prominently **into the principles and corporate due diligence**, so that the **business impacts** of human rights abuses specifically related to women are better identified and addressed.

- Key terms: gender-responsive assessment and gender-transformative remedies and measures.
Gender framework for the UNGPs

Looks at a holistic approach through which companies’ actions or omissions may differently affect men and women

- Review regulatory context
- Assess adverse impacts on women
- Collect sex-disaggregated data
- Intersectional discrimination
- Participation of women during assessment and engage gender-sensitive experts
- Evaluate effectiveness of remedies and measures

- Public commitment to substantive gender equality
- Rights-based empowerment
- Eliminate discrimination and take action to achieve equality
- Engage gender-sensitive experts and stakeholders
- Advocacy and sensitization of decision makers in support of women’s rights

• Preventive, redressive, deterrent remedies
• Engage gender-sensitive experts and women’s organizations
• Address both specific and systematic abuses
• Remedies that can change discriminatory power structures and reduce violence
• Engage govts to reform discriminatory laws

Source: Gender Dimensions of the Guiding Principles on Business and Human Rights, 2019
Mainstreaming Gender in Supply Chain Management

BSR has developed several tools to help companies integrate gender into their supplier management systems and approaches.

- **Supplier codes of conduct**
- **Gender sensitive social auditing**
  - Guidance and E-learning (forthcoming)
  - Training in New Delhi with
- **Incorporating gender into sustainability standards**
  - Working with Fairtrade International, Better Cotton Initiative, Rainforest Alliance, among others
Why is Gender Data critical?

Lack of gender data

Limited knowledge of gender issues

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.
Example: Global Audit Data

We chose the last 3 years of audit uploads to be analysed: between 2014 – 2017 87,000 audits were uploaded and within these, 235,000 non-compliances.

- 150 countries are represented, but report upload distribution is swayed by countries with the most supplier members. Top 10 countries are:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Non-compliances</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>China</td>
<td>19,535</td>
</tr>
<tr>
<td>2</td>
<td>India</td>
<td>6,193</td>
</tr>
<tr>
<td>3</td>
<td>Turkey</td>
<td>2,248</td>
</tr>
<tr>
<td>4</td>
<td>Bangladesh</td>
<td>2,196</td>
</tr>
<tr>
<td>5</td>
<td>UK</td>
<td>3,440</td>
</tr>
<tr>
<td>6</td>
<td>Bangladesh</td>
<td>2,196</td>
</tr>
<tr>
<td>7</td>
<td>Pakistan</td>
<td>987</td>
</tr>
<tr>
<td>8</td>
<td>Thailand</td>
<td>1,165</td>
</tr>
<tr>
<td>9</td>
<td>Sri Lanka</td>
<td>846</td>
</tr>
<tr>
<td>10</td>
<td>Vietnam</td>
<td>861</td>
</tr>
</tbody>
</table>

Sedex member companies cover a wide number of industries and sectors across the world.
• From the keyword search we ran, these are ALL non-compliances that came up:

<table>
<thead>
<tr>
<th>Gender related compliance</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washroom &amp; Toilet facilities</td>
<td>446</td>
<td>46%</td>
</tr>
<tr>
<td>Lack of policy on discrimination</td>
<td>187</td>
<td>19%</td>
</tr>
<tr>
<td>Lack of policy on Sexual Harassment</td>
<td>125</td>
<td>13%</td>
</tr>
<tr>
<td>Opportunities for women</td>
<td>95</td>
<td>10%</td>
</tr>
<tr>
<td>Access to job for women</td>
<td>50</td>
<td>5%</td>
</tr>
<tr>
<td>Health check, pregnancy or disability</td>
<td>25</td>
<td>3%</td>
</tr>
<tr>
<td>Lack of communication</td>
<td>15</td>
<td>2%</td>
</tr>
<tr>
<td>Sexual harassment</td>
<td>22</td>
<td>2%</td>
</tr>
<tr>
<td>Total Gender Non-Compliances</td>
<td>965</td>
<td></td>
</tr>
</tbody>
</table>
The Gender Data and Impact Framework
UNGP Gender Working Group Framework

- Assess adverse impacts on women
- Collect sex-disaggregated data
- Intersectional discrimination
- Participation of women during assessment and engage gender sensitive experts
- Evaluate effectiveness of measures and remedies
The need: a systemic approach to define and measure gender indicators needed to monitor corporate progress toward gender quality in supply chains and to guide future investments.

To develop the framework, BSR undertook:

- Multi-stakeholder consultations in London, Bangladesh, and NY
- Pilot in 10 factories by Fair Wear Foundation
- BSR/ISEAL Gender Working Group: Consultation
- Consulted with partners:
Making Women Workers Count: Report, Framework, Tool

• **A Framework** for conducting Gender-Responsive Due Diligence in Supply Chains

• **A set of indicators** covering key areas of women’s empowerment in the workplace

• **Recommendations** for brands and suppliers on how to conduct root cause analysis and how to design effective action plans

• **An Excel tool** to:
  ✓ Collect and analyse gender data
  ✓ Design and track an action plan to address identified gendered issues
Framework for Gender-Responsive Due Diligence

Phase 1
Assess and Analyze
Conduct gender-responsive assessments and use findings to identify root causes of gendered issues

Phase 2
Integrate and Act
Prioritize specific issues and define adequate remediation measures, targets and accountability for implementation

Phase 3
Track
Track progress against worker outcomes, related targets, and the measures that have been identified to address specific gendered issues

Phase 4
Communicate
Communicate about progress toward achieving gender-equal workplaces internally and externally

Source: Adapted from BSR's human rights due diligence framework/aligned with the UNGPs
Framework for Gender-Responsive Due Diligence

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
Contributing factors: male staff are unaware of menstrual hygiene challenges and where there is a lack of facilities to provide sanitation products and to dispose of them.

Contributing factor: 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.”

Brands’ buying practices can drive unrealistic productivity goals

Women workers forced to work harder and longer hours, may be pressured for sexual favors in exchange for leave approval

Brands’ buying practices push for an increased attendance time at the production line

Women may need additional breaks during menstruation, or when they are pregnant

Contributing factors: male staff are unaware of menstrual hygiene challenges and where there is a lack of facilities to provide sanitation products and to dispose of them.

## Context and risks 1/2

### Suggested indicators and their sources

- "denotes static data

### Agency
- **Context and risks**
  - 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.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Relevance</th>
<th>Suggested indicators and their sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency</td>
<td></td>
<td>Literacy rate, adult by gender [World Bank]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Primary completion rate, by gender (% of relevant age group) [World Bank]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>School enrollment, secondary, female (% not) [World Bank]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>School enrollment, tertiary, female (% gross) [World Bank]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mean years of schooling, by gender [UNESCO]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of young women (ages 15–24 years) not in education, employment, or training [ILO]</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>Percentage of women ages 20–24 who were first married or in union before age 15 [UNICEF]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of women ages 20 to 24 who were first married or in union before age 18 [UNICEF]</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Laws against child marriage (SIGI)*</td>
</tr>
</tbody>
</table>
Context and risks 2/2

The workforce profile, legal framework and risks will differ by country and sector.

In Ethiopia, women comprise 40 percent of the overall workforce, but represent 70 to 95 percent of the apparel industry workforce and 80 to 85 percent of the horticulture industry workforce.

29% of women are literate, and 29% have a bank account. The law prohibits sexual harassment in the workplace.

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.

72% of women are literate, but only 26% have a bank account. There is no law prohibiting sexual harassment in the workplace.
Workforce 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.

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

<table>
<thead>
<tr>
<th>Workforce Performance Indicators</th>
<th>Workforce Profile Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage Turnover</td>
<td>Percentage of permanent employees</td>
</tr>
<tr>
<td>Percentage Absenteeism</td>
<td>Percentage of supervisors</td>
</tr>
<tr>
<td>Productivity Ratio</td>
<td>Percentage of informal (including home workers)</td>
</tr>
</tbody>
</table>

**Performance indicators** assess whether gender could be a defining factor in workforce dynamics, thereby impacting the supplier’s financial performance.

**Profile 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.
Worker Impact Indicators

Outcome indicators evaluate whether factory policies, practices, and workplace culture are effective in achieving positive outcomes for women workers or where there are potential negative trends.

Perception and behavior indicators 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.

Social norms indicators evaluate whether social norms are conducive to substantive gender equality or are contributing to perpetuating inequalities.
## Workforce Indicators

### Workforce Performance

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>Average age</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>Worker outcomes</td>
</tr>
<tr>
<td>Productivity ratio</td>
<td>Worker outcomes</td>
</tr>
</tbody>
</table>

### Workforce Profile

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent employees</td>
<td>Trade union representation</td>
</tr>
<tr>
<td>Fixed-term employees</td>
<td>Worker committee representation</td>
</tr>
<tr>
<td>Seasonal employees</td>
<td>Injuries</td>
</tr>
<tr>
<td>Interim agency employees</td>
<td>Recruitment Regular over-time</td>
</tr>
<tr>
<td></td>
<td>Promotion Digitalization of wages</td>
</tr>
<tr>
<td></td>
<td>Sexual harassment grievances addressed</td>
</tr>
<tr>
<td></td>
<td>Parental leave Return to work after childbirth</td>
</tr>
</tbody>
</table>

### Workforce Indicators

<table>
<thead>
<tr>
<th>Job Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>Average salary</td>
</tr>
<tr>
<td>Supervisors</td>
<td>Average salary</td>
</tr>
<tr>
<td>Admin staff</td>
<td>Average salary</td>
</tr>
<tr>
<td>Workers</td>
<td>Average salary + age</td>
</tr>
</tbody>
</table>

### Social norms

<table>
<thead>
<tr>
<th>Social norms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community decision making</td>
<td>Access to health services Accessible, safe and hygienic toilets Accessible, safe and hygienic toilets</td>
</tr>
<tr>
<td>Household decision making</td>
<td>Open and responsive management Access to digital technology Safe commuting</td>
</tr>
</tbody>
</table>

### Worker Impact Indicators

<table>
<thead>
<tr>
<th>Worker Impact Indicators</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker outcomes</td>
<td>Community decision making</td>
</tr>
<tr>
<td></td>
<td>Right to employment and economic participation</td>
</tr>
<tr>
<td></td>
<td>Community leadership</td>
</tr>
<tr>
<td></td>
<td>Acceptability of violence</td>
</tr>
<tr>
<td></td>
<td>Unpaid care responsibility</td>
</tr>
</tbody>
</table>
Pilots with Fairwear Foundation

- Piloted GDI in **10 factories** with between 90 to 1,000 workers across 6 countries - Bulgaria, Romania, India, Bangladesh, China, and Vietnam

- **Recommendations** from FWF
  - Engagement with supplier management and HR to collect workforce profile and outcome indicators
  - Training for suppliers and key staff to understand benefits of collecting gender data, how to calculate indicators, and how to use data for decision-making
The Report also includes:

**Framework for 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

**Good practices for suppliers by category based on the 4Ps:**
- Policy
- Process
- People
- Plant
Aligning to the SDGs and WEPs

The Principles

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work - respect and support human rights and nondiscrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality
Making the business case to suppliers

• Few of my customers are asking for this. Why should I care?
  – Gender-related issues are increasingly important to companies, facing pressure from investors and stakeholders, a stronger international regulatory framework, and more gender-responsive certification and auditing schemes.

• This is yet an additional compliance requirement imposed by brands.
  – Improving outcomes for women can strengthen companies’ trust in suppliers’ ability and willingness to tackle most other compliance-based requirements.

• This is too costly!
  – Most data can be incorporated into existing data reporting management systems for operations, health services, human resource, and other functions.
Next Steps
Next Steps

• Launch events:
  - London: Co-hosted with the Ethical Trading Initiative (ETI) + DFID sponsored event on the visibility of women in supply chains January 27

• E-learning: January 2020

• Explore dissemination and uptake
  • UNGC
  • World Benchmarking Alliance
  • Sedex
Global Audit data: Sedex 2020 and the GDI Indicators

Sedex 2020 40% GDI captured

Sedex now

Sedex 2020

Performance Data

Profile Data

Outcomes

Perceptions and Behaviors

Social Norms

Workforce indicators

Worker Impact Indicators

0% 24% (8) 0% 29%** (14) 0%

75% 76%* 67% 29%** 0%

*100% (don’t capture staff wage details)

** WWBA currently in pilot
Q&A
Thank you!

Questions/Comments: athim@bsr.org

BSR is a global nonprofit organization that works with its network of more than 250 member companies to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.