



United Nations Entity for Gender Equality  
and the Empowerment of Women

# TECHNICAL NOTES

UN WOMEN PRIVATE SECTOR  
ACCOUNTABILITY FRAMEWORK: UN-PSAF **I**  
REVISED

The framework may be subject to change upon further **I**  
consultations with UN and other partners



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# INTRODUCTION

UN Women works with its private sector partners to promote gender equality and the empowerment of women. To support these partners to understand their gender impacts, identify their existing strengths and weaknesses and monitor their gender equality progress over time, UN Women has developed the Private Sector Partner Self-Assessment Tool for Gender Equality and Empowerment of Women (UN-PSAF). This tool has been inspired by the UN System Wide Action Plan (UN-SWAP) self-assessment tool, and is aligned to the UN Women's Empowerment Principles (WEPs).

The self-assessment tool consists of a total of 35 indicators with 5 indicators per WEP. The tool uses the UN-SWAPs progressing rating system which measures performance on each indicator through five ratings of "not applicable", "missing", "approaches requirements", "meets requirements" and "exceeds requirements". Based on a score of 1-3 points for the "approaches", "meets" and "exceeds" requirements respectively, companies can score themselves and track their performance against each WEPs principle and indicator.

These technical notes provide reference material for users of the self-assessment tool, broken down by each principle and indicator as follows:

- **Principle level SDG linkages:** This highlights where there is a relationship (direct or indirect) between the expectations that underline each principle and the Sustainable Development Goals (SDGs).
- **WEPs Targets:** This indicates potential linkages between each indicator to WEPs "targets" i.e. the narrative bullet pointed examples of expected practices related to each WEP detailed in the core WEPs document.
- **SDG Linkages:** This details linkages (direct or indirect) to the SDGs and specific SDG targets for each self assessment indicator. For further information users of the tool are encouraged to refer to the publication Transforming our World: the 2030 Agenda for Sustainable Development.<sup>1</sup>
- **Relevance:** This guidance provides information on the relevance of a specific gender impact, associated expectations for practices and/ or related performance, which the indicator intends to measure.
- **Current Practice Examples:** This section provides one or more examples of current business practice related to the practices addressed in each indicator. These are primarily sourced from examples submitted by WEPs signatories to UN Women and the UNGC. The name and country of the company headquarter is stated for each. In cases where a WEP signatory example has not been identified, alternative company examples have been provided where possible. Inclusion of examples does not indicate their endorsement or verification.

Users of the (UN-PSAF) self assessment tool are requested to submit a statement of justification and evidence to support each of their answers including details of a plans of action to accompany ratings for all indicators highlighting areas that need attention and investment. The action plans are valuable tools to support address gaps and challenges and companies are encouraged to reflect on the timelines they set themselves to improve of their performance, any allocated resources and a key contact within the company for follow up by the UN Women team if required.

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<sup>1</sup> UN 2015



# SELF ASSESSMENT TOOL

## TECHICAL NOTES

### Section I: Principle I: Establish high-level corporate leadership for gender equality

Principle I SDG Linkages: Goals 1, 2, 3, 5, 6, 8, 10, 16

#### I. Has the company signed the WEPs and established targets and benchmarks in line with the seven principles?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company has not signed the CEO statement of support for the WEPs but acknowledges its relevance.	The company has signed the CEO Statement of Support for the WEPs but has not established targets and benchmarks in the line with the seven principles.	The company has signed the CEO Statement of Support for the WEPs and has established targets and benchmarks in the line with the seven principles.	The company has signed the CEO Statement of Support for the WEPs and has established targets and benchmarks in the line with the seven principles, as well as made a public measurable commitment to gender equality and women's empowerment.*

#### WEPs Targets

Affirm high-level support and direct top-level policies for gender equality and human rights.

#### SDG Linkages

Goal 1 (1.1, 1.2); Goal 5 (5.1, 5.2, 5.5)

#### Relevance

This indicator measures a company's top level commitment to gender equality, women's empowerment and the promotion of gender considerations into the workplace, marketplace and community. Board level gender equality commitments can set the tone, vision, culture and values of a company for employees to follow. However, a public commitment alone cannot drive change. In order to operationalize this commitment, a business can create an action plan for the implementation of the expectations set out in each of the Women's Empowerment Principles. For instance, this may include benchmarking the company's performance against other companies on specific performance areas (e.g. the number of women on the company's board), establishing measurable targets for improving on performance (e.g. number of women in management positions), and establishing new initiatives to drive behavior change or address specific impacts (e.g. a women's leadership training programme or awareness building workshops for business leaders).

#### Current practice examples

**Schneider Electric (France)** has held gender workshops for its leadership teams to disseminate the business case for diversity and inclusion and it requires executives to commit to a gender diversity action plan. The company has implemented provisions that link gender diversity to financial bonuses allotted to executives.<sup>2</sup>

See <http://weprinciples.org/Site/Companies/1> for a list of all the current WEPs signatories.

\* this corresponds to the 10x10x10 commitment for HeForShe corporate impact champions.

<sup>2</sup> [http://weprinciples.org/Site/WepsLeadershipAwards/#2015\\_Awards](http://weprinciples.org/Site/WepsLeadershipAwards/#2015_Awards)

## 2. Does the company's strategic plan include high level gender equality related objectives?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company has no high level gender equality related objectives in its strategic plan, nor does it acknowledge any gender related risks or opportunities that may impact the delivery of its strategy.	The company acknowledges gender related risks and opportunities in its strategic plan but does not mention any gender equality specific objectives.	The company acknowledges gender related risks and opportunities in its strategic plan and has included one or more gender equality and women's empowerment organizational objective.	The company acknowledges gender related risks and opportunities in its strategic plan and has included one or more gender equality and women's empowerment organizational objective. Furthermore, gender equality performance is included as a dimension of the corporate scorecard.

### WEPs Targets

Establish company-wide goals and targets for gender equality and include progress as a factor in managers' performance reviews.

### SDG Linkages

Goal 1; Goal 5 (5.1)

### Relevance

This indicator measures the level of a company's operationalization of its commitment to gender equality and women's empowerment in its business strategy. Identifying potential gender related risks (e.g. a lack of board diversity, or legal and reputation risk from gender-discriminatory hiring practices) and opportunities (e.g. greater corporate governance and innovation due to a gender diverse board) can support a company with its enterprise risk management and on delivering on its overall business objectives. Setting objectives, goals, or targets related to these gender related risks and opportunities (e.g. to increase gender diversity on the board by 25%) can enable a company to monitor and track whether the risks have been minimized and the opportunities been capitalized on. Integrating gender related targets and objectives into the corporate scorecard can highlight their strategic priority and incentivize the commitment of staff to fulfill these objectives.

### Current practice examples

**FCC Construction (Spain)** has developed a Plan for Equality, which is a set of gender related measures focused on activities such as: hiring, promotion, training, pay, work-life balance, harassment prevention and gender violence. FCC's Plan for Equality includes the creation of a monitoring commission that reviews and evaluates continuously the evolution of the measures taken by the company and proposes other areas for improvement.<sup>3</sup>

## 3. Has the board made a public statement on its respect for gender equality and non-discrimination?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	No. The board has no public statement on its respect of gender equality and non-discrimination.	The board publicly acknowledges its gender initiatives but has not made a statement on its own commitment to gender equality and non-discrimination.	The board has made a public statement on its respect for gender equality and non-discrimination.	The company has a publicly available human rights policy or statement that incorporates respect for gender equality and non-discrimination. This may be a stand-alone or incorporated into a company code of conduct.

### WEPs Targets

Affirm high-level support and direct top-level policies for gender equality and human rights.

### SDG Linkages

Goal 1 (1.1, 1.2); Goal 5 (5.1, 5.2, 5.5)

<sup>3</sup> UN Women & UNGC 2015

### 3. Has the board made a public statement on its respect for gender equality and non-discrimination?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Relevance</b>				
<p>This indicator measures a company's public commitment to gender equality and women's empowerment. A public statement can send a strong signal to external and internal stakeholders that the company promotes and supports gender equality and women's empowerment considerations into the workplace, marketplace and community at the highest corporate level. For instance, this can translate into supporting the eradication of poverty, contributing to ending discrimination and violence against women and girls, and ensuring women's effective participation and equal opportunities for leadership. The format of such statement may differ between companies. For instance, a company's commitment may be documented in a letter from the CEO, it could take the form of a standalone policy on gender equality and women's empowerment or human rights, or it may be incorporated into a broader set of commitments detailed in the company's code of conduct. Such statements and policies provide a focal point for the company to guide its respect for human rights and gender equality and may reference international declarations or conventions (e.g. Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights and the Convention on the Elimination of All Forms of Discrimination against Women etc..) or normative frameworks (e.g. the WEPs, UN Guiding Principles on Business and Human Rights etc..).</p>				
<b>Current practice examples</b>				
<p><b>Commeilfaut (Israel)</b> has issued a written CEO statement entitled "I Believe in Women," which explains the disparities that women face in Israel, including low representation in managerial positions, earning 60% of what men earn in the same positions, the "glass ceiling" and the "sticky floor."<sup>4</sup></p>				

### 4. Has the company undertaken stakeholder consultation to develop its gender targets, strategy, evaluate performance, and generate feedback on workplace gender culture?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	No. The company has not conducted an employee consultation on its gender strategy, and targets or gathered feedback on the workplace gender culture.	The company has conducted a limited employee consultation on some aspects of its gender culture and performance but not in the development of its gender strategy and targets.	The company has conducted extensive internal consultation, including face to face, on the company's gender culture and performance including for the development of its gender strategy and targets.	The company has conducted extensive internal and some external consultation on the company's gender culture and performance including for the development of its gender strategy and targets.
<b>WEPs Targets</b>				
Engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality.				
<b>SDG Linkages</b>				
Goal 1; Goal 2; Goal 6				
<b>Relevance</b>				
<p>This indicator measures the extent to which the company has sought internal and external stakeholder feedback on whether its culture and business practices promote and respect gender equality and women's empowerment. The feedback received through internal and external consultation can support a company to identify and understand its actual or potential gender related impacts throughout its entire value chain and expectations regarding its practices and performance (e.g. the impact of a company's water use on women in local communities who are often responsible for water collection). Furthermore, stakeholder consultation can provide a mechanism for the company to build trust and accountability with key stakeholders including on matters related to its commitments on gender equality and women's empowerment.</p>				
<b>Current practice examples</b>				
<p><b>Novo Nordisk (Denmark)</b> has assessed progressed towards equal opportunity and inclusion in the workplace through in-depth interviews with approximately 20% of staff across the globe by a group of trained facilitators, as well as via an annual employee perception survey.<sup>5</sup></p>				

<sup>4</sup> UN Women & UNGC 2015

<sup>5</sup> UN Women & UNGC 2015

## 5. Has the company undertaken a gender audit of all of its company policies?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	No. The company has not undertaken a gender audit of its company policies and procedures.	The company has not yet undertaken a gender audit of its company policies and procedures but intends to in the next 12 months.	The company has undertaken a gender audit of its company policies and procedures in the last two years.	The company has undertaken a gender audit of its company policies in the last two years and implemented the audit recommendations.

### WEPs Targets

Ensure that all policies are gender-sensitive – identifying factors that impact women and men differently – and that corporate culture advances equality and inclusion.

### SDG Linkages

Goal 1; Goal 5 (5.1)

### Relevance

This indicator measures whether a company has systematically considered the gender impacts of its business policies, processes and systems, and addressed any gaps or challenges identified to ensure that they do not discriminate against or inadvertently negatively impact women. A gender audit can support the integration of gender considerations into business policy, systems and processes to ensure they are gender sensitive, as well as generate recommendations for strengthening them to promote gender equality and women's empowerment. However, undertaking a gender audit is the only first step in the process. It is necessary that any audit recommendations are addressed and in turn the company's gender sensitive policies, processes and systems are implemented in practice to result in the anticipated outcomes.

### Current practice examples

**Air France (France)** has implemented an equal pay initiative which included a general audit to ensure gender equal pay. The first audit was undertaken in December 2008 and resulted in 350 female staff benefiting from compensation equalization measures.<sup>6</sup>

## Section 2: Principle 2: Treat all women and men fairly at work - respect and support human rights and nondiscrimination

Principle 2 SDG Linkages: 1, 2, 3, 5, 6, 8, 10

## 6. Has the company an equal opportunities and non- discrimination policy?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	No. The company does not have an equal opportunities and non- discrimination policy.	The company has an equal opportunities and non- discrimination policy but it is not proactively shared with employees.	The company has an equal opportunities and non- discrimination policy shared with employees.	The company has an equal opportunities and non- discrimination policy which is publicly available.

### WEPs Targets

Ensure that workplace policies and practices are free from gender-based discrimination.

### SDG Linkages

Goal 1; Goal 2 (2.2); Goal 5 (5.1, 5.6); Goal 6 (6.2) Goal 8 (8.7, 8.8); Goal 10 (10.2, 10.3).

<sup>6</sup> UN Women & UNGC 2015

## 6. Has the company an equal opportunities and non-discrimination policy?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Relevance</b>				
<p>This indicator measures a company's public commitment to workplace policies and practices that are free from gender based discrimination, and promote equal opportunities and non discrimination. Notably, there corporate responsibility to respect human rights sets out the expectation that companies made a policy commitment to meet their responsibility to respect human rights, which includes non discrimination.<sup>7</sup> Establishing and sharing such a policy referring to equal opportunities and non-discrimination can send a strong signal to external and internal stakeholders of the company's commitment to both prohibit discrimination on the basis of gender and promote equal opportunities for men and women throughout the company's value chain. The format of this policy may differ between companies. This commitment may be documented in a standalone policy, incorporated into the company's human rights policy, or integrated into a broader set of commitments detailed in the company's code of conduct. Such a policy may provide a focal point for the company to guide its respect for human rights and gender equality and may reference international declarations or conventions (e.g. Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights and the Convention on the Elimination of All Forms of Discrimination against Women etc..) or normative frameworks (e.g. the WEPs, UN Guiding Principles on Business and Human Rights etc..).</p>				
<b>Current practice examples</b>				
<p><b>Alcatel-Lucent (France)</b> has issued a publicly available Global Human Rights Policy which prohibits discrimination against any employee or job applicant on the basis of gender, prohibits actions that create an intimidating, hostile work environment or that threaten or insinuate that submission to or rejection of sexual advances will influence any personnel decision.<sup>8</sup></p> <p><b>Calvert (USA)</b> has developed and internally shared a written policy providing equal employment opportunity (EEO) to all qualified associates and applicants without regard to race, color, religion, national origin, sex, age, disability, veteran status, sexual orientation, gender identity or expression of other factors which cannot lawfully be used as the basis for an employment decision.<sup>9</sup></p>				

## 7. What are the company's policies and practices to identify and address any gender wage gap?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company has no policy related to equal pay for equal work to address the gender wage gap but acknowledges the relevance of the issue.	The company has a policy of equal pay for equal work to address the gender wage gap but does not conduct or calculate a gender pay gap audit.	The company undertakes an annual gender pay gap audit including calculating the ratio of basic salary and remuneration of women to men by employee category.	The company publicly reports its gender pay gap.
<b>WEPs Targets</b>				
None.				
<b>SDG Linkages</b>				
Goal 1; Goal 5 (5.1); Goal 8 (8.5)				
<b>Relevance</b>				
<p>This indicator measures a company's commitment and action to identify and address any gender wage gaps and promote equal pay for work of equal value. In many countries there are laws to promote equal pay for work for equal value in line with the ILO Equal Remuneration Convention. Yet, there is a well documented gender wage gap with women being paid less than their male counterparts for the same work in many countries and industries. The gender wage gap can have implications for poverty and the empowerment of women and girls, as well as the ability to promote sustainable, inclusive and sustainable economic growth and decent work for all. A company committed to gender equality and women's empowerment may choose to make an explicit statement regarding its commitment to ensure that women and men receive equal pay for work for equal value. Moreover, to operationalize this commitment, companies may be expected to conduct a gender pay audit to identify any discrepancies in remuneration of women and men in each employee category. Publicly communicating any gender pay gap and related actions to internal and external stakeholders can build trust and accountability that the company is taking concrete steps to address any potential or actual gender wage gap.</p>				
<b>Current practice examples</b>				
<p><b>AXA (France)</b> has published an internal guide and has a dedicated budget (€1.25 million over 3 years) to address gender-based pay gaps.<sup>10</sup></p>				

<sup>7</sup> UN 2011

<sup>8</sup> UN Women & UNGC 2015

<sup>9</sup> UN Women & UNGC 2015

<sup>10</sup> UN Women & UNGC 2015



## 8. What is the company's policy on paid maternity and paternity leave?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not provide paid maternity and paternity leave to its employees but acknowledges the relevance of the issue.	All new mothers receive a minimum of 10 weeks maternity leave on full pay.	All new mothers receive a minimum of 12 weeks of maternity leave on full pay.	All new mothers receive a minimum of 12 weeks of maternity leave on full pay, and fathers receive a minimum of 2 weeks paternity leave on full pay.

### WEPS Targets

Support access to child and dependent care by providing services, resources and information to both women and men.

### SDG Linkages

Goal 1; Goal 2; (2.2) Goal 3 (3.7); Goal 5. (5.4)

### Relevance

This indicator measures a company's practices related to providing new mothers and fathers with paid leave on the birth or adoption of a child or children. In many countries there is legislation providing mothers and in some instances fathers with paid parental leave allowing them to take a defined time off work and return to work to the same or similar position. The duration of the paid leave may differ between jurisdictions. Yet many workers do not receive the leave they are entitled to or are discriminated against for doing so, which may result in a loss of their employment. The provision of paid maternity and paternity leave to employees supports the realization of employees reproductive rights and contribution to their own and their children's health, wellbeing and nutritional needs (e.g., it can provide women with the time to be able to breastfeed and therefore address the nutritional needs of their new born child noting the World Health Organization recommends that babies are exclusively breast fed during the first six months of their lives.) A company can be expected at minimum to meet the legal maternity and paternity leave requirements of the jurisdiction that it operates in. However, it can be expected that a company provides a minimum of 3 months (12 weeks) of maternity leave for mothers on full pay, and also offers at least two weeks paid paternity leave for fathers. From the company's perspective, this can support the recruitment and retention of staff, in particularly women, among other benefits.

### Current practice examples

**Banco do Brasil (Brazil)** allows women employees six-months maternity and adoption leave on full pay and they are entitled to return to the same job they were doing before leave, in order to avoid adverse effects on their career advancement.<sup>11</sup>

**Jaguar and Land Rover (UK)** has a maternity leave policy including 52 weeks of paid leave and another 52 weeks of unpaid leave with continued employee status, with maternity leave benefits improving when a woman has a second child.<sup>12</sup>

**Teijin Limited (Japan)** has tracked the number of women who take maternity leave including changes over time, as well as the number of women managers with children.<sup>13</sup>

## 9. What is the percentage of women on the company's board?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	There are no women on the board but the company acknowledges the relevance of board gender diversity.	There is a minimum of one woman on the board but less than 30% female representation the board. A plan is in place to achieve a 30% or more participation of women on the company board in the next 5 years.	There is 30% or more female representation on the board.	There is 45% or more female representation on the board.

### WEPS Targets

Assure sufficient participation of women – 30% or greater – in decision-making and governance at all levels and across all business areas.

<sup>11</sup> UN Women & UNGC 2015

<sup>12</sup> UN Women & UNGC 2015

<sup>13</sup> UN Women & UNGC 2015

## 9. What is the percentage of women on the company's board?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>SDG Linkages</b>				
Goal 5 (5.5)				
<b>Relevance</b>				
This indicator is a measure of the level of gender diversity on a company's board. The number of women in board level positions with companies globally is increasing, yet in most contexts women hold significantly fewer senior level positions. The current percentage of women on a company's board can indicate the level of participation of women in decision making and equal opportunities for leadership at all levels in the organization. Ensuring adequate participation of women in corporate decision making not only promotes women's empowerment and gender equality, but evidence suggests that gender diversity on corporate boards brings rewards related to organizational innovation, corporate governance, and financial performance among other benefits. Some countries have introduced mandatory quotas for the number of women on corporate boards, while in other jurisdictions voluntary initiatives to boost women's participation. The WEPs suggest that companies aim for 30% or greater participation of women in decision making at the board level.				
<b>Current practice examples</b>				
<b>Diageo Plc (United Kingdom)</b> has 45.4% of its board comprised of women and four women on its nomination committee which places it in first position in the FTSE 100 rankings based on the percentage of women on boards. <sup>14</sup>				

## 10. What is the company's approach to build a pipeline of qualified women for management level positions?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not have an approach to build a pipeline of qualified women for management level positions.	The company intends to implement an approach to build a pipeline of qualified women for management level positions in the next 12 months.	The company has one or more targeted initiatives to build a pipeline of qualified women for management level positions.	The company has one or more targeted initiatives to build a pipeline of qualified women for management level positions and tracks its effectiveness.
<b>WEPs Targets</b>				
Assure sufficient participation of women – 30% or greater – in decision-making and governance at all levels and across all business areas.				
<b>SDG Linkages</b>				
Goal 5 (5.5)				
<b>Relevance</b>				
This indicator measures a company's practices to build a pipeline of qualified women for management positions. Specific initiatives to build a pipeline of qualified women to progress into more senior level decision making roles in the company (e.g. a women's leadership training programme) can help the company to meet mandatory quotas for the number of women on corporate boards, voluntary commitments to boost women's participation, and bring business benefits in terms of financial performance, governance and organizational innovation among others. They can also contribute to ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision making in the company.				
<b>Current practice examples</b>				
<b>The Commonwealth Bank of Australia (Australia)</b> has created a Diversity Council with one of the stated goals being to promote "diversity in leadership" through the "Opening the Door for Gender Diversity" initiative. The company has set a target to each of percentage of women in executive management positions. <sup>15</sup>				
<b>PwC South Africa (South Africa)</b> has made the retention and career development of its high-performing women a key goal with the launch of the A.W.A.R.E. programme. Launched in May 2007, the programme, which stands for Attract. Women. Advance. Retain. Empower, is aimed at helping to retain the firm's female talent at all levels, and breaking the glass ceiling by strengthening the pipeline and pathway to leadership. <sup>16</sup>				

<sup>14</sup> Cranfield International Centre for Women Leaders 2015

<sup>15</sup> UN Women & UNGC 2015

<sup>16</sup> UN Women & UNGC 2015

## Section 3: Principle 3: Ensure the health, safety and well-being of all women and men workers

Principle 3 SDG Linkages: 3, 5, 6, 8, 10, 16

<b>11. Does the company's health and safety policy consider the implications of gender and biological, including reproductive, differences between women and men?</b>				
Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company's health and safety policies do not address gender and biological, including reproductive, differences between women and men.	The company's health and safety policies do not yet address gender and biological, including reproductive, differences between women and men but there is a plan to review the policy to incorporate gender considerations in the next 12 months.	The company's health and safety policies address gender and biological, including reproductive, differences between women and men. For example, the differential health impacts on women and men of exposure to hazardous materials, and the need to transfer pregnant and lactating women to other positions for the health and safety of the mother and child.	The company's health and safety policies address gender and biological, including reproductive, differences between women and men and health and safety training highlights these considerations.
<b>WEPs Targets</b>				
Taking into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health.				
<b>SDG Linkages</b>				
Goal 3 (3.9); Goal 5 (5.6); Goal 8 (8.8)				
<b>Relevance</b>				
This indicator measures a company's approach to manage the differential health and safety implications facing women and men based on their gender and biological differences. For instance, employees in certain positions may be exposed to toxic chemicals. These employees may vary in their physiological susceptibility to the effects of exposure to these chemicals based on their reproductive status such as during pregnancy and lactation. Consequently, women may need to be temporarily relocated to another position in the company during their pregnancy or while they are still breastfeeding to avoid passing on the toxins to their children both prenatally and through breastfeeding. Managing gender differences in exposure from hazardous chemicals can help companies to reduce occupational health risks including related legal and reputational risks, as well as support employees realize their reproductive health rights.				
<b>Current practice examples</b>				
<b>Ilford Photo (United Kingdom)</b> publicly communicates its gender sensitive health and safety information to its customers to support their responsible use of the company's photo-chemical products. This includes the use of hazardous chemicals by pregnant and breastfeeding women with chemical agents, as well as other risks including heavy lifting, working at height or in tight situations, highlighting that conditions otherwise considered acceptable in work situations may no longer be so during pregnancy. <sup>17</sup>				

<sup>17</sup> <http://www.ilfordphoto.com/healthandsafety/page.asp?n=163> Note Ilford is not a WEPs signatory.



## 12. Are the company's security staff, including contractors and sub-contractors, trained on human rights including gender and security considerations?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company's security staff, contractors and sub-contractors are not trained on human rights including gender and security considerations.	The company's security direct staff are trained on human rights including gender and security considerations but not the company's contractors and subcontractors.	The company's security direct staff and contractors are trained on human rights including gender and security considerations but not the company's subcontractors.	The company's security direct staff, contractors and subcontractors are all trained on human rights including gender and security considerations.

### WEPs Targets

Train security staff and managers to recognize signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.

### SDG Linkages

Goal 5 (5.2); Goal 16 (16.1)

### Relevance

This indicator measures a company's approach to address potential adverse gender impacts resulting from its security provider practices. Some companies and their private security contractors have been complicit in the alleged violation of human rights including women's rights. As a result international expectations and frameworks have emerged to guide companies in maintaining the safety and security of their operations within an operating framework that encourages respect for human rights, for example in line with the Voluntary Principles on Security and Human Rights.<sup>18</sup> A company may be expected to identify the potential human rights impacts related to its security arrangements based on stakeholder consultation, and put into practice actions to mitigate the identified risks. As part of this there may be an expectation that the company has trained its security staff, including contractors and subcontractors, (who are often usually men) on security and human rights taking in to account gender considerations to ensure that they respond to incidents in an appropriate and proportionate way. Training on gender can improve the effectiveness of security staff in their duties as they will have a heightened awareness of their differential impacts of their approach to security arrangements and relationships on men and women, boys and girls in the communities where they are operating. It can also enhance their understanding of the local cultural context including dynamics between men and women and how the gender of the security staff can be perceived by local women and men. Furthermore, such training can reduce the risks of allegations of human rights violations with resultant financial and reputational impacts on the company.

### Current practice examples

**Rio Tinto (Australia)** had its Global Security team visit all sites assessed to represent "critical" and "high" security and human rights risks in 2011 and 2012 – with the aim of strengthening on-the-ground application of the Voluntary Principles on Security and Human Rights. At the company's QIT Madagascar Minerals (QMM) mine in Fort-Dauphin they entered into a partnership with the International Committee of the Red Cross and the UN High Commission for Refugees to carry out human rights workshops with police officers, members of the armed forces, QMM's own private guards and others.<sup>19</sup>

## 13. Does the company have an operational level grievance mechanism for employees with complaints related to gender discrimination and sexual harassment?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not have an operational level grievance mechanism for employees with complaints related to gender discrimination and sexual harassment but recognizes the relevance of such a mechanism.	The company has a plan to establish an employee grievance mechanism related to gender discrimination and sexual harassment in the next 12 months.	The company has implemented an employee grievance mechanism managed by an independent third party for complaints related to gender discrimination and sexual harassment.	The company has implemented an employee grievance mechanism managed by an independent third party for complaints related to gender discrimination and sexual harassment. Additionally, the company sex-disaggregates the data for analysis by complaint type.

<sup>18</sup> <http://www.voluntaryprinciples.org/what-are-the-voluntary-principles/>

<sup>19</sup> [http://hrbdf.org/case\\_studies/security-forces-and-human-rights/#.Vp49ipOLRxg](http://hrbdf.org/case_studies/security-forces-and-human-rights/#.Vp49ipOLRxg)

### 13. Does the company have an operational level grievance mechanism for employees with complaints related to gender discrimination and sexual harassment?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>WEPs Targets</b>				
Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and prevent sexual harassment.				
<b>SDG Linkages</b>				
Goal 5 (5.2); Goal 8 (8.8); Goal 16 (16.1).				
<b>Relevance</b>				
<p>This indicator measures the availability and accessibility of a mechanism provided by the company for employees to report instances of gender discrimination and sexual harassment. Violence against women is a violation of human rights and can impact women (and girls) with physical, sexual and mental consequences. Moreover, it can result in a loss of the productivity and increase health care and legal expenses for a company. Women's right to live free from violence is upheld by international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), especially through General Recommendations 12 and 19, and the 1993 UN Declaration on the Elimination of Violence against Women. Notably the UN Guiding Principles on Business and Human Rights which sets out expectations and guidance for companies globally on respect for human rights, specifically sets out that companies should provide access to remedy to victims of human rights violations. It can be expected that a company creates awareness of the issue of discrimination and sexual harassment and provides an operational level grievance mechanism, such as a telephone hotline to report these human rights violations. An operational level grievance mechanism can provide employees with access to non-judicial remediation and promote a safe and secure working environment for both women and men. It can also be valuable for a company to analyze the trends and patterns in complaints data reported to address underlying problems. However, it should be recognized that there may be a danger of under reporting by the victim out of fear of their safety and concerns regarding confidentiality and trust in the mechanism. Potential concerns regarding the independence of an operational level grievance mechanism can be alleviated with it being operated by an independent third party, and accessible in the main languages used by employees, with adequate provisions made for illiterate workers where required.</p>				
<b>Current practice examples</b>				
<p><b>Tata Steel (India)</b> has created a Sexual Harassment Redressal Committee based on the guidelines of the Supreme Court of India.<sup>20</sup></p> <p><b>FCC (Spain)</b> has conducted awareness training on equality and sexual harassment prevention to all the employees in the organization regardless of position or category, starting first with senior managers, executives and HR managers. They also have an on-line training modules on Sexual Harassment Prevention for employees.<sup>21</sup></p> <p><b>MAS holdings (Sri Lanka)</b> has held reproductive health workshops and sexual harassment awareness sessions with its workers.<sup>22</sup></p>				

### 14. Do new mothers have access to a breastfeeding/ pumping room?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not have a temporary or permanent breastfeeding or pumping room for employees who are new mothers.	The company does not have a permanent breastfeeding or pumping room in its head office or other operational sites for employees who are new mothers but makes a temporary lockable room available on request.	The company has a permanent lockable breastfeeding or pumping room (not the toilets) in at minimum its head office for employees who are new mothers including with a fridge for storing breast milk and running water and a sink for cleaning equipment.	The company has a permanent lockable breastfeeding or pumping room (not the toilets) in all of its main offices and operational sites, or else has other temporary arrangements, for employees who are new mothers including with a fridge for storing breast milk and running water and a sink for cleaning equipment.

<sup>20</sup> UN Women & UNGC 2015

<sup>21</sup> UN Women & UNGC 2015

<sup>22</sup> UN Women & UNGC 2015

#### 14. Do new mothers have access to a breastfeeding/ pumping room?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>WEPs Targets</b>				
Respect women and men workers' rights to time off for medical care and counseling for themselves and their dependents.				
<b>SDG Linkages</b>				
Goal 3; Goal 5 (5.4, 5.6)				
<b>Relevance</b>				
<p>This indicator measures a company's level of respect of a women's reproductive rights and time off for medical care for their dependents. In many jurisdictions employers are only required to provide new mothers with less than six months paid maternity leave, and do not have legal provisions to protect new mothers who wish to be able to continue to breastfeed their babies on return to work (e.g. requirements to allow nursing breaks or provide breastfeeding rooms). This is despite guidance from the World Health Organization and many national governments which recommend that infants are exclusively breastfed for the first six months of life, to reduce child mortality and morbidity. Therefore, it may be expected that a company provides breastfeeding women with additional nursing breaks and a lockable temporary or permanent breastfeeding room, with a power supply including provision for the cold storage of pumped breast milk and running water for cleaning breast pumping equipment. In providing such facilities a company can support access to the reproductive health rights of women and contribute to the well being of mothers and the new born babies. At the same time, emerging evidence suggests that supporting breast feeding among women employees can lead to more satisfied, loyal employees and cost savings to the business including in terms of retention of experienced employees, reduction in sick time taken by parents for children's illnesses, and lower health care and insurance costs.<sup>23</sup></p>				
<b>Current practice examples</b>				
<p><b>Ethiopian Airlines (Ethiopia)</b> has created breast feeding rooms for new mothers and provides women with electronic breast pumps.<sup>24</sup></p> <p><b>Safaricom Limited (Kenya)</b> provides a room for breastfeeding mothers and free child day care facilities run by childcare professionals. New mothers are allowed to choose from various "mothers' shifts" encouraging breastfeeding for the first 7 months after delivery.<sup>25</sup></p>				

#### 15. What is the company's policy for allowing employees time off to fulfil caring responsibilities, including to attend healthcare appointments with dependents?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not allow employees time off unpaid or paid to fulfil caring responsibilities, including to attend healthcare appointments with dependents.	The company allows employees unpaid time off to fulfil caring responsibilities including to attend healthcare appointments with dependents.	The company allows employees paid time off up to a specific limit to fulfil caring responsibilities including to attend healthcare appointments with dependents.	The company allows employees paid time off up to a specific limit to fulfil caring responsibilities including to attend healthcare appointments with dependents, as well as unpaid sabbaticals if required.
<b>WEPs Targets</b>				
Respect women and men workers' rights to time off for medical care and counseling for themselves and their dependents.				
<b>SDG Linkages</b>				
Goal 5 (5.4)				

<sup>22</sup> American Academy of Pediatrics 2012

<sup>24</sup> UN Women & UNGC 2015

<sup>25</sup> UN Women & UNGC 2015

**15. What is the company’s policy for allowing employees time off to fulfil caring responsibilities, including to attend healthcare appointments with dependents?**

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
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**Relevance**

This indicator measures a company’s recognition of the shared household and family caring responsibilities individual workers may have for dependents including children and elderly relatives. It is well established that women carry an unequal burden of house hold and caring responsibilities including attending healthcare appointments with their dependents. Provisions for time off for women and men workers to attend to the health care needs and that of their dependents may differ between jurisdictions. However, in order to support the wellbeing of workers and their dependents, a company may choose to offer unpaid or paid time off to allow women and men workers to balance their competing needs of work and the health care needs of their dependents for example during incidences of hospitalization or to allow them to provide end of life care to a relative.

**Current practice examples**

**Banco do Brasil (Brazil)** offers family-member sick leave granted for up to 90 days for cases of illness affecting family members including spouses, partner(s), children or parents. Employees are paid 70% of their compensation while on leave. Additionally, they receive 2 days leave per year for taking a child under 14 years old to the doctors or dentists, and 1 day of leave per year to care for a family member in hospital.<sup>26</sup>

**Section 4: Principle 4:** Promote education, training and professional development for women

Principle 4 SDG Linkages: 1, 2, 3, 4, 5, 6, 7, 8, 9,10, 13, 16

**16. What is the company’s approach to gender sensitization training?**

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3

Not relevant	The company does not offer any gender sensitization training to employees but recognizes the relevance of such a mechanism.	The company offers optional trainings on gender for some employees or integrates gender considerations into existing optional employee training modules.	The company has mandatory standalone gender sensitization training or gender is incorporated in to other mandatory human rights related training for all employees.	The company has mandatory standalone gender sensitization training or gender is incorporated in to other mandatory human rights related training for all employees. In addition, the company conducts specific training for future or new parents and their managers.
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**WEPs Targets**

Articulate the company’s business case for women’s empowerment and the positive impact of inclusion for men as well as women.

**SDG Linkages**

None.

**Relevance**

This indicator measures a company’s level of engagement in articulating the business case internally for women’s economic empowerment and non discrimination on the basis of gender. Many people are unaware the gender is socially constructed and how learned gender roles affects individual’s behaviours, needs and expectations, as well as the evidence highlighting the benefits for individuals, business and society of women’s empowerment and non discrimination. This lack of awareness can result in individuals making assumptions and resorting to stereotyping with negative implications for women and men, as well as a company that employs them. A company committed to gender equality may choose to offer gender awareness training (e.g. on unconscious bias) or consider gender within other optional and/ or mandatory trainings (e.g. human rights, occupational health and safety, recruitment etc.). A specific example of training a company may consider to offer is group coaching programmes or e-learning modules to new and working parents.

<sup>26</sup> UN Women & UNGC 2015

## 16. What is the company's approach to gender sensitization training?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Current practice examples</b>				
<p><b>FCC (Spain)</b> has conducted awareness training on equality and sexual harassment prevention to all the employees in the organization regardless of position or category, as well as conducted on-line trainings on the company's Ethics Code, Equality Plan and Sexual Harassment Prevention.<sup>27</sup></p> <p><b>Citi (USA)</b> had worked with Talking Talent to offer executive coaching for senior women in maternity transition; development for line managers on handling leavers and their re-integration; and workshops for first time dads.<sup>28</sup></p>				

## 17. What is the company's approach to boost women's representation in non-traditional fields in its industry?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not have any initiatives or approaches to boost women's representation in non-traditional fields in its industry.	The company has not yet established an initiative to address women's participation in non-traditional fields but has identified which fields on which to focus and plans to establish an initiative in the next 12 months.	The company has established an initiative to address women's participation in non-traditional fields in its industry or is participating in an industry wide / cross industry initiative.	The company has established an initiative to address women's participation in non-traditional fields in its industry, and is participating in an industry wide / cross industry initiative.
<b>WEPs Targets</b>				
Invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas, and encourage women to enter nontraditional job fields.				
<b>SDG Linkages</b>				
Goal 4 (4.3); Goal 5 (5.1, 5.5, 5.b)				
<b>Relevance</b>				
This indicator measures the company's efforts to increase the representation of women in non-traditional fields. Women's participation in the labor force is increasing fast globally, which is contributing to economic growth and job creation. Globally women are better educated than ever before, with women's participation in further education now higher than male participation in almost all developed countries and in half of developing countries. <sup>29</sup> Yet fewer girls and women still enter technical fields in particular those related to Science, Technology, Engineering and Maths, with implications for the pipeline of qualified women for technical jobs in companies in the future. A company can boost participation of women in these subjects and in technical fields through creating or supporting initiatives that focus inclusive and equitable quality education for women in traditional "male" subjects or vocations.				
<b>Current practice examples</b>				
<p><b>BP (UK)</b> encourages more women globally to enter the science and technology industry through an extensive education programme in local schools and universities, and by supporting and partnering with organizations that address underrepresentation of women in engineering and sciences.<sup>30</sup></p> <p><b>CA Technologies (USA)</b> have launched an initiative in partnership with Boys &amp; Girls Clubs of America called Tech Girls Rock, which aims to inspire tween and teen girls to discover an interest in technology and consider tech related educational opportunities and careers through fun, hands-on, interactive workshops.<sup>31</sup></p> <p><b>Cisco Systems (USA)</b> works to increase the number of women in the field of science and technology around the world through its Cisco Girls/Women in Technology Initiative and Networking Academy Gender Initiative.<sup>32</sup></p> <p><b>Compañía de Tierras Sud Argentinostrives (Argentina)</b> provides women through a 2-week training program with the opportunity to learn skills that were previously reserved exclusively for men: pruning of pine trees, planting of pine tree, and sheep-shearing.<sup>33</sup></p>				

<sup>27</sup> UN Women & UNGC 2015

<sup>28</sup> <http://www.talking-talent.com/clients>

<sup>29</sup> UN, 2015

<sup>30</sup> UN Women & UNGC 2015

<sup>31</sup> UN Women & UNGC 2015

<sup>32</sup> UN Women & UNGC 2015

<sup>33</sup> UN Women & UNGC 2015



## 18. What is the company's approach to improve the basic literacy and numeracy of its employees?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not take any steps to improve the basic literacy and numeracy of any of its employees.	The company has not yet established a programme to improve the basic literacy and numeracy of any of its employees but intends to do so in the next 12 months.	The company has established a programme to improve the basic literacy and numeracy of select employees which may be a standalone training or incorporated into other trainings.	The company has established a programme to improve the basic literacy and numeracy of select employees which may be a standalone training or incorporated into other trainings and this is also available to its contractors.

### WEPs Targets

Ensure equal access to all company-supported education and training programmes, including literacy classes, vocational and information technology training.

### SDG Linkages

Goal 1, Goal 4 (4.3, 4.6)

### Relevance

This indicator measures a company's efforts to ensure its employees have achieved a basic level of literacy and numeracy. Nearly 17% of the world's adult population is still not literate, two thirds of which are women.<sup>34</sup> This is despite basic literacy and numeracy having been well established as contributing to the alleviation of poverty and sustainable economic development. A company can be expected to support its employees to achieve a basic level of literacy and numeracy in context where employees lack these skills. Basic literacy and numeracy may be either integrated into relevant vocational education programmes or run as standalone training programme conducted by the company or outsourced. In providing these skills to direct employees and workers within its wider value chain, a company can not only increase the skills of its own workforce, but also boost global levels of adult literacy and numeracy.

### Current practice examples

**Tata Steel (India)** has initiated an awareness programme for the welfare of the women employed as contractors. These women are generally illiterate, and are unaware of their rights and duties. The company has also initiated the Adult Literacy Programme s for women workers.<sup>35</sup>

**Intel (USA)** has formed a strategic partnership with World Pulse to increase communication services for women and girls in Africa through an online communications and training platform that will provide women the necessary skills, with a focus on literacy skills, to participate in the global economy.<sup>36</sup>

## 19. What is the company's approach to improve women employee's access to professional networks?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not offer any support to women employees to access professional networks.	The company has an initiative to provide women employees with access to an internal professional network.	The company has an initiative to provide women employees with access to an internal professional network, as well as supports women to access external professional networks.	The company has an initiative to provide women employees with access to an internal professional network, supports women to access external professional networks, and collaborates at an industry level to support women to access professional networks.

### WEPs Targets

Provide equal opportunities for formal and informal networking and mentoring.

<sup>34</sup> <http://www.unesco.org/new/en/education/themes/education-building-blocks/literacy/resources/statistics>

<sup>35</sup> UN Women & UNGC 2015

<sup>36</sup> UN Women & UNGC 2015

## 19. What is the company's approach to improve women employee's access to professional networks?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>SDG Linkages</b>				
Goal 5 (5.b)				
<b>Relevance</b>				
<p>This indicator measures the level of support a company provides its women employees to access internal and external professional networks for formal and informal networking opportunities in order to enhance their careers. The lack of access to networks is recognized as a barrier in women employees progressing in their career including to leadership positions. It is well established that competing home and work responsibilities has a negative impact on women's ability to network, in particular since many formal and informal opportunities take place out of working hours. Moreover, many networking opportunities are organized around men's interests.<sup>37</sup> Since access to professional networks and the process of networking are recognized as important drivers for career development and success, the lack of time and opportunities to network can hamper women's' careers. By providing women employees with the opportunity to build external and internal networks, a company can provide employees with the opportunity to highlight their expertise, professionalism, and talent and ultimately develop their careers.<sup>38</sup> Information and communications technology (ICT) can be leveraged on to support women virtually access professional networks at a time of their convenience which fits around any dependent care responsibilities.</p>				
<b>Current practice examples</b>				
<p><b>BP (UK)</b> has established a global women's networking group, BPWIN to support and encourage women within the company to successfully navigate and develop their careers. The network aims to foster the development and retention of talented women in the company. BPWIN sits across all of the local women's networks and is governed by senior women from across the business globally. BPWIN connects these local women's networks by hosting regular webcasts with internal and external presenters and publishing a quarterly online magazine enabling best practices to be shared globally.<sup>39</sup></p>				

## 20. What is the company's approach to provide gender sensitive careers counselling and mentoring opportunities to employees?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not provide careers counselling and mentoring to employees beyond the annual performance review feedback.	The company provides women with the opportunity to seek self-organized careers counselling and mentoring in work time at their own expense.	The company provides women with careers counselling and mentoring in work time paid for and organized by the company.	The company has an initiative to provide women employees with access to an internal professional network, as well as supports women to access external professional networks.
<b>WEPS Targets</b>				
Provide equal opportunities for formal and informal networking and mentoring.				
<b>SDG Linkages</b>				
None.				
<b>Relevance</b>				
<p>This indicator measures the extent of support a company provides women employees to access mentoring as a key tool to support their career advancement. The lack of access to professional advice and support for women's is recognized as barrier in their achievement of senior level management and board positions. Mentoring has been established as an approach to overcome these barriers and advance the professional development and leadership performance of women.<sup>40</sup> It is defined as a developmental process in which a more experienced person shares their knowledge with a less experienced person in a specific context through a series of conversations.<sup>41</sup> A company may be expected to provide women with careers counselling or mentoring opportunities to support them achieve their career objectives and can also enhance the business through the knowledge transfer and improved productivity of its employees.</p>				

<sup>37</sup> Ibarra 1992

<sup>38</sup> Vongalis-Macrow, 2012

<sup>39</sup> UN Women & UNGC 2015

<sup>40</sup> Højgaard & Mathisen 2009

<sup>41</sup> EMCC 2013

## 20. What is the company's approach to provide gender sensitive careers counselling and mentoring opportunities to employees?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Current practice examples</b>				
<p><b>FREESTAR Group (Switzerland)</b> has initiated a women's mentoring programme to identify, train and develop young female professionals.<sup>42</sup></p> <p><b>Gender and Technology EQUAL Development Partnership (UK, Finland, Germany)</b> has developed a practice- oriented workbook with guidelines on mentoring and methodologies for supporting women, particularly young women and ethnic minority women, entering traditionally male-dominated fields. The workbook promotes two types of mentoring in particular: (1) developmental mentoring, where mentees volunteer for mentoring by an outside professional, and (2) sponsorship mentoring, where inside managers help mentees "climb the corporate ladder."<sup>43</sup></p>				

## Section 5: Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Principle 5 SDG Linkages: 1, 2, 5, 6, 8, 9, 10, 16, 17

## 21. What percentage of procurement is currently sourced from companies owned, operated and controlled by women?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	None of the procurement is sourced from companies owned, operated and controlled by women, but the company acknowledges the relevance of promoting procurement from women owned and women run companies.	Only 2% of the procurement is sourced from companies owned, operated and controlled by women. A plan is in place to encourage and increase procurement from women owned and women run companies	8% or more of the procurement is sourced from companies owned, operated and controlled by women. .	20% or more of the procurement is sourced from companies owned, operated and controlled by women.
<b>WEPs Targets</b>				
Expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs.				
<b>SDG Linkages</b>				
Goal 1 (1.1, 1.2); Goal 5 (5.1); Goal 8 (8.3); Goal 10 (10.2)				
<b>Relevance</b>				
This indicator measures the extent to which a business is integrating its commitment to women's empowerment and gender equality into its procurement decision making. Women's entrepreneurship is characteristically concentrated in micro, small and medium sized enterprises. The ability for women's owned, operated or controlled enterprises to access market opportunities is a key factor in limiting their growth potential. A company's initiative to diversify its supplier base can contribute to economic inclusion of women entrepreneurs through their increased access to markets. From a company's perspective a diversified supplier base can reduce a company's procurement costs through increased market competition among suppliers, meet customer including government requirements in some jurisdictions, as well support efforts for market differentiation.				

<sup>42</sup> Ibarra 1992

<sup>43</sup> Vongalis-Macrow, 2012

## 21. What percentage of procurement is currently sourced from companies owned, operated and controlled by women?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Current practice examples</b>				
<p><b>Newmont Mining (USA)</b> has established a gender mainstreaming programme in Ghana operations that encourages women to assume greater responsibility within the mine and amongst the company's host communities. This includes a small business development project which identifies and strengthens female suppliers, particularly in non-traditional areas of its mining operation.<sup>44</sup></p> <p><b>Alcatel-Lucent (France)</b> has established a Supplier Diversity program to increase its relationships with suppliers led by women. As part of this the company tracks the percentage of the local spend within the U.S. to certified minorities, women, veterans, and service-disabled veterans, and to small businesses.<sup>45</sup></p>				

## 22. What provisions does the company make to promote access to finance for women suppliers?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not make any special provisions to promote access to finance for women suppliers.	The company does not make any special provisions to promote access to finance for women suppliers but intends to do so in the next 12 months.	The company offers special terms to women suppliers in recognition of their constraints in access to credit.	The company offers special terms to women suppliers in recognition of their constraints in access to credit, and has other initiatives which support women-owned SMEs access to finance.
<b>WEPs Targets</b>				
Support gender-sensitive solutions to credit and lending barriers.				
<b>SDG Linkages</b>				
Goal 1 (1.1, 1.2, 1.4); Goal 2 (2.3); Goal 5 (5.a); Goal 8 (8.10); Goal 9 (9.3); Goal 10 (10.2); Goal 17 (17.13).				
<b>Relevance</b>				
<p>This indicator measures a company's approach to address access to markets as a key barrier for women owned, operated and controlled suppliers as they seek to integrate women suppliers into their value chain. Access to finance is a key barrier facing women's enterprises. For instance in the emerging markets there is an estimated credit demand per year by women-owned SMEs of US\$ 260-320 billion.<sup>46</sup> Increasing women suppliers access to credit can enable these business to capitalize on market access opportunities provided by corporate contracts. Boosting women supplier's access to credit can therefore enhance women's economic opportunities, positively contribute to per capital income growth and reduce poverty. It can also provide a company with a diversified supplier base and the associated cost savings. In some contexts, where access to formal financial institutions is limited it may be expected for a company to offer women supplier's favorable credit terms or support them with other initiatives to increase their access to credit and other forms of finance, allowing them to become integrated into global value chains and markets.</p>				

<sup>44</sup> UN Women & UNGC 2015

<sup>45</sup> UN Women & UNGC 2015

<sup>46</sup> IFC Enterprise Finance Gap Database

## 22. What provisions does the company make to promote access to finance for women suppliers?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Current practice examples</b>				
<p><b>Kellogg Company (USA)</b> as a global food producer has partnered with CARE, a non-governmental humanitarian and development organization, to empower women smallholder farmers from poor and marginalized communities who rely on increasingly variable rainfall in the Indian State of Odisha. The programme includes training to women smallholder farmers, who have faced two consecutive years of erratic rainfall, in sustainable agricultural practices to enhance their capacities to adapt to and cope with climate change. The programme also works to enhance women's participation in the maize value chain and increase their social standing, incomes and savings.<sup>47</sup></p> <p><b>Kraft (USA)</b> In 2010, when Kraft Foods acquired Cadbury, they also took over the Cadbury Cocoa Partnership to encourage the development of thriving cocoa communities in Africa, Southeast Asia, and the Caribbean &amp; the initiative was rebranded as the Cocoa Partnership. In partnership with farmers, governments, NGOs, and international organizations collaborate on the Cocoa Partnership &amp; are working in over 100 cocoa communities in Ghana to provide the necessary training and technical assistance that will increase cocoa productivity and quality; expand access to finance for farmers and entrepreneurs; enhance community infrastructure to improve daily life; and promote opportunities for new business ventures.<sup>48</sup></p> <p><b>IKEA (Sweden)</b> has established a Women's Empowerment Program in India in cooperation with the UN Development Programme (UNDP) to encourage women to become entrepreneurs, contribute substantially to their household income and strengthen legal awareness and participation in local political decision making processes. As part of the programme women receive training on good financial practice and business skills as well as help with access to micro credit loans.<sup>49</sup></p>				

## 23. To what extent does the supplier code of conduct include gender criteria?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not have a supplier code of conduct.	The company has a supplier code of conduct but it does not include any gender requirements or criteria.	The company has a supplier code of conduct and it includes gender requirements or criteria.	The company has a supplier code of conduct and it includes gender requirements or criteria. The company also supports women's empowerment initiatives within its suppliers.
<b>WEPs Targets</b>				
Ask business partners and peers to respect the company's commitment to advancing equality and inclusion.				
<b>SDG Linkages</b>				
Goal 1. (1.1, 1.2); Goal 5 (5.1, 5.2, 5.6); Goal 6 (6.2); Goal 8 (8.5, 8.7, 8.8); Goal 16 (16.1, 16.2)				
<b>Relevance</b>				
This indicator is a measure of the extent to which a company integrated gender considerations into its supplier code of conduct. There are well documented examples of suppliers in global value chains operating in areas of weak governance violating workers' basic human rights. Many of these violations have gender dimensions. For instance, women may be denied access to adequate sanitation facilities with implications for their health during menstruation, as well as impacts on their productivity. A supplier code of conduct is a communication tool which sets out the behaviours, practices and standards a company expects to see demonstrated and complied with among its suppliers. This is in line with its own company code of conduct, policies and standards. A supplier code of conduct may include gender criteria (e.g. related to diversity and inclusion, non discrimination, gender related health and safety requirements, sexual harassment, human trafficking and forced labour, maternity protection). Buying companies may also require their suppliers to commit and undertake initiatives related to gender equality and women's empowerment.				
<b>Current practice examples</b>				
<b>Omnilife (Mexico)</b> asks business partners and peers to respect the company's commitment to advancing equality and inclusion by asking suppliers to sign a letter of solidarity on gender equality. <sup>50</sup>				

<sup>47</sup> UN Women & UNGC 2015

<sup>48</sup> UN Women & UNGC 2015

<sup>49</sup> UN Women & UNGC 2015

<sup>50</sup> [http://weprinciples.org/Site/WepsLeadershipAwards/#2015\\_Awards](http://weprinciples.org/Site/WepsLeadershipAwards/#2015_Awards)

## 24. What is the company's approach to considering gender differences in access to its products and services?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not consider gender differences in access to its products and services.	The company considers gender differences in access to its products and services but has not yet implemented any changes to its distribution models to accommodate these differences.	The company considers gender differences in access to its products and services and has implemented changes to its distribution models to accommodate these differences.	The company considers gender differences in access to its products and services and has implemented changes to its distribution models to accommodate these differences. The company additionally collaborates at an industry level where relevant to boost women's access to its products and/or services.

### WEPs Targets

None.

### SDG Linkages

Goal 8 (8.10)

### Relevance

This indicator measures a company's approach to considering gender differences in access to its products and services. Customers may face differential gender barriers in accessing a company's products and services, depending on the industry or context. This can have implications for a company building its women's market segment, as well as for women customers in accessing essential products and services. For instance, in the financial services industry, in some jurisdictions, women may have access to finance challenges due to their restricted property rights and subsequent lack of collateral. Mobility and financial constraints may also prevent women from physically accessing a bank branch. As such, financial service providers may have to find alternative collateral requirements to bank, or distribution channels to reach, their women customers. A company may choose to evaluate gender differences in access to its products and services and make changes to its products, distribution channels or other aspects of its business model to tap into the women's customer market. In doing so it can meet the differential needs of women for its products and services, as well as boost its revenues and market share in the face of the growing consumer power of women.

### Current practice examples

**Österreichischer Rundfunk (Austria)** externally supports gender equality by promoting that all its broadcasting programmes and communications should be gender balanced and gender sensitive in terms of media content. Specifically, the company had identified that in its TV and radio discussions, women experts were notably absent and so the company established a programme to identify and prepare women experts to contribute to every potential fields of discussion during these debates. As a result there are no longer discussions with all male panels of experts.<sup>51</sup>

**Azerbaijan Micro-finance Association (AMFA) (Azerbaijan)** developed a Gender Responsive Microfinance Project to redress gender discrepancies in the industry's staff and client bases by recruiting female loan officers and clients. It collected and analyzed data on recruitment, retention, and promotion of female loan officers and on the organization's treatment of female clients and surveyed former female employees. In turn, AMFA recruited new female loan officers and partnered with MFIs, the Gender Research Center, and the Russian Microfinance Center to provide orientation and trainings including gender sensitivity trainings.<sup>52</sup>

**Enel (Italy)** partnered with Barefoot College Program to empower semi-illiterate women from electricity deprived villages to install and maintain small photovoltaic systems in rural Latin America in recognition of the need for inclusive sustainable energy solutions. This partnership develops the capacities of women entrepreneurs, by providing them with six months of technical training to install and maintain solar panels.<sup>53</sup>

<sup>51</sup> [http://weprinciples.org/Site/WepsLeadershipAwards/#2015\\_Awards](http://weprinciples.org/Site/WepsLeadershipAwards/#2015_Awards)

<sup>52</sup> UN Women & UNGC 2015

<sup>53</sup> UN Women & UNGC 2015

## 25. Does the company undertake due diligence to identify human trafficking in its supply chain?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not undertake any due diligence of human trafficking in its supply chain.	The company undertakes due diligence of human trafficking among its first tier suppliers.	The company undertakes due diligence of human trafficking among its full supply chain.	The company undertakes due diligence of human trafficking among its full supply chain and publicly reports on this initiative.
<b>WEPs Targets</b>				
Ensure that company products, services and facilities are not used for human trafficking and/ or labour or sexual exploitation.				
<b>SDG Linkages</b>				
Goal 5 (5.2); Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (8.7, 8.8)				
<b>Relevance</b>				
This indicator measures the extent to which a company undertakes due diligence to identify human trafficking in its supply chain. While the ILO's two Conventions on Forced Labour have today received almost universally ratification, and are widely supported, it estimates are that globally 20.9 million people are still in forced labour, trafficked for labour and sexual exploitation or held in slavery-like conditions. Women are more vulnerable to forced labour and human trafficking and represent a higher number within these figures. Furthermore, the ILO estimates that the total illegal profits obtained from the use of forced labour worldwide still amounts to over US \$150 billion per year, of which US\$ 51 billion resulted from forced economic exploitation. <sup>54</sup> Emerging regulatory requirements in some jurisdictions are compelling companies to conduct human rights due diligence to identify incidences of human trafficking in its supply chain, and publicly report on these efforts and findings. As such, a company can be expected to undertake this due diligence, not only among its first tier suppliers but throughout its entire value chain and report publicly on the results. In doing so, it can meet emerging regulations and support the eliminate all forms of violence against all women, protect their labour rights and contribute to the eradication of forced labour and human trafficking.				
<b>Current practice examples</b>				
<b>Inditex (Spain)</b> has been recognized in a ranking by Know the Chain as a leader in its robust auditing practices when conducting due diligence and supply chain monitoring to identify human trafficking in its supply chain. Its practices include unscheduled visits, interviews with personnel, document reviews, interviews of subcontracted personnel, and facility reviews and is transparency in reporting on its auditing results. <sup>55</sup>				

## Section 6: Principle 6: Promote equality through community initiatives and advocacy

Principle 6 SDG Linkages: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 16, 17

## 26. What is the company's approach to conducting a human rights impact assessment of its direct operations?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not conduct a human rights impact assessment of its direct operations but recognizes the relevance of such a due diligence process.	The company conducts a human rights impact assessment of its operations but does not analyze its impacts by gender.	The company conducts a human rights impact assessment of its operations and analyzes its impacts by gender.	The company conducts a human rights impact assessment of its operations and analyzes its impacts by gender. The impact assessment is supported by a gender sensitive community consultation process.

<sup>54</sup> ILO 2014

<sup>55</sup> Know the Chain 2015

## 26. What is the company's approach to conducting a human rights impact assessment of its direct operations?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>WEPs Targets</b>				
None.				
<b>SDG Linkages</b>				
None.				
<b>Relevance</b>				
<p>This indicator measures the extent to which a company conducts a gender sensitive human rights impact assessment of its operations and assesses its findings. The United Nations Guiding Principles on Business and Human Rights (the UNGPs) has become the authoritative normative standard which sets out expectations and guidance for companies globally on respect for human rights. As part of the corporate responsibility to respect, the UNGPs outline the expectation that companies make a policy commitment to meet their responsibility to respect human rights; conduct a human rights due diligence process to identify, prevent, mitigate and account for how they address their impacts on human rights, and thirdly establish processes of remediation of any adverse human rights impacts they cause and contribute to.<sup>56</sup> A human rights impact assessment can form a part of a company's human rights due diligence process, and is an approach for companies to assess and manage their human rights including gender related risks and impacts of their business. It may be necessary to analyze all the human rights risks and impacts for their gender dimensions given the cross cutting nature of gender, and not just focus on gender equality related human rights. The identification of these risks and impacts may be enhanced through internal and external stakeholder consultation including with rights holders in the community around the company's operations.</p>				
<b>Current practice examples</b>				
<p><b>Mars (USA)</b> has conducted, using a third party, a gender and women's empowerment assessment on the gender impacts of their work and operations in Côte d'Ivoire. The goal of the assessment was to make concrete recommendations to Mars on how to integrate women more fully into the company's Vision for Change strategy. The assessment identified that the long-term sustainability of cocoa farming relies on the capturing the full potential of women.<sup>57</sup></p>				

## 27. Does the company collaborate with companies to promote wider gender equality goals?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not collaborate with other companies in its industry or beyond to promote wider gender equality goals.	The company actively collaborates with other companies on gender equality and women's empowerment issues but not towards a specific goal.	The company actively collaborates with other companies on gender equality and women's empowerment issues towards a specific common goal.	The company actively collaborates with other companies on gender equality and women's empowerment issues towards a specific common goal and actively participates in tracking progress against the goal.
<b>WEPs Targets</b>				
Leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.				
<b>SDG Linkages</b>				
Goal 4 (4.6); Goal 5 (5.a); Goal 8. (8.5, 8.8); Goal 10 (10.2)				
<b>Relevance</b>				
<p>This indicator measures the extent to which a company applies its leverage in collaboration with other companies (and potentially other partners) to promote wider gender equality goals. Partnerships between companies and others can aim to simply raise public awareness of an issues for instances such as violence against women and girls, the benefits of breastfeeding babies or the levels of digital exclusion of women and girls. However, collaboration may also focus on specific policy objectives including regulatory reforms, in which case it can be expected that companies track progress towards their goal or objectives.</p>				
<b>Current practice examples</b>				

<sup>56</sup> UN 2011

<sup>57</sup> UN Women & UNGC 2015



## 27. Does the company collaborate with companies to promote wider gender equality goals?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
		<p><b>The Body Shop (United Kingdom)</b> has worked with ECPAT International and local NGO partners to campaign to Stop Sex Trafficking of Children and Young People. In The Body Shop stores, online, in offices and distribution centres, the company engaged with customers to raise awareness &amp; funds as well as secure petition signatures. Over 7 million campaign petitions were delivered to the United Nations Human Rights Council and influenced governments to commit to long-term legislative change that will help protect children and young people.<sup>58</sup></p> <p><b>The Brazilian Post and Telegraph Corporation (ECT) (Brazil)</b> has run a campaign called Friendly Postman Encouraging Breastfeeding, aimed at the promotion of exclusive breastfeeding until the sixth month of life in order to contribute to the reduction of infant mortality rates. The company distributed brochures using its mail carriers, who, after being trained by health professionals, would approach mothers and expectant women from the poorest areas introducing the advantages of breastfeeding to the child's life quality.<sup>59</sup></p> <p><b>Accenture (UK)</b> in collaboration with Vodafone and Saïd Business School co-authored a report, "Connected Women," on how mobile access can support women's economic and social empowerment. The research showed that scaling up mobile services across the markets in which Vodafone operates could benefit 8.7 million women in 2020, and create economic benefits to women and society worth US\$6.6 billion annually by 2020. In addition, increasing the rate at which women become mobile phone owners and ensuring that the gender gap in mobile ownership does not grow could have an economic benefit for women and society worth US\$22.3 billion.<sup>60</sup></p> <p><b>Endesa (Spain)</b> has partnered with BBVA and Telefonica to create the Diversity Observatory, which aims to generate and disseminate knowledge about "diversity management" at organizations and to identify and share best practices.<sup>61</sup></p>		

## 28. Does the company undertake any community projects that have an explicit objective to positively impact women and girls?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not undertake any community projects that have an explicit objective to positively impact women and girls.	The company undertakes one or more community projects that positively indirectly impact women and girls but women and girls are not the main target beneficiaries.	The company undertakes one or more community projects that have an explicit objective to positively impact women and girls who are the main target beneficiaries.	The company undertakes one or more community projects that have an explicit objective to positively impact women and girls who are the main target beneficiaries, and the project has undertaken efforts to ensure the full participation of women and girls in the project.
<b>WEPs Targets</b>				
Use philanthropy and grants programmes to support company commitment to inclusion, equality and human rights.				
<b>SDG Linkages</b>				
Goal 1 (1.1, 1.2); Goal 2 (2.2, 2.3); Goal 3 (3.1); Goal 4 (4.2; 4.3, 4.5, 4.6, 4a); Goal 5. (5.b); Goal 6 (6.1, 6.2, 6.4); Goal 7 (7.1)				

<sup>58</sup> UN Women & UNGC 2015

<sup>59</sup> UN Women & UNGC 2015

<sup>60</sup> UN Women & UNGC 2015

<sup>61</sup> UN Women & UNGC 2015

## 28. Does the company undertake any community projects that have an explicit objective to positively impact women and girls?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Relevance</b>				
<p>This indicator measures the extent to which a company invests in community projects that have an explicit objective to positively impact women and girls. A company can promote gender equality and women's empowerment in the countries and communities in which they operate. This may be to prevent or mitigate any potential or actual impacts that their operations may have on women and girls. These efforts can reduce potential operational disruptions and shut downs (dependent on the industry and context) with associated cost savings, enhance the company's reputation and potential employee, supplier and customer base, and overall operating environment. Projects may include addressing women's concerns (e.g. related to water access or ensuring adequate sanitation facilities or girls education opportunities in local communities) or may focus on broader goals (e.g. related to reducing maternal mortality rates, or access by women and girls to ITC to reduce the digital divide). Since women and girls are the intended beneficiaries of these projects it can be expected that the beneficiaries are fully engaged in the projects from its conceptualization and design to implementation in order for it to meet real as opposed perceived needs and expectations.</p>				
<b>Current practice examples</b>				
<p><b>Astellas (Japan)</b> backed a three- year fistula health initiative, Action on Fistula, in Kenya. The company invested €1.5 million in training for fistula surgeons by Fistula Foundation to transform the lives of women living with obstetric fistula.<sup>62</sup></p>				
<p><b>The Goldman Sachs Group (USA)</b> has committed US\$100 million to establish an initiative called 10,000 Women aimed at providing business and management education to 10,000 underserved women entrepreneurs around the world. The program is coordinated in local markets by a network of more than 60 academic and NGO partners, who have developed a practical, skills-based curriculum, as well as mentoring and networking opportunities for participating female entrepreneurs.<sup>63</sup></p>				
<p><b>HCL (India)</b> has an initiative to empower women digitally through computer education support, internet connectivity with IT labs and regular sessions on using the internet. The IBelieve programme aims to equip women with the right skills, information, and resources to advance, enhance employability, and seek new career aspirations.<sup>64</sup></p>				
<p><b>HSBC (UK)</b> has collaborated with Manndeshi Udyogini Business School for Rural Women to provide financial literacy and entrepreneurship training to women in rural India.<sup>65</sup></p>				

## 29. To what extent are gender considerations made within any community consultation process?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not conduct a community consultation processes.	The company conducts community consultation processes but does not include any specific considerations to ensure the participation of women.	The company conducts community consultation processes and includes specific considerations to ensure the participation of women.	The company conducts community consultation processes and includes specific considerations to ensure the participation of women, and provides internal guidance and/or training to colleagues on organizing and facilitating gender sensitive community consultation processes.
<b>WEPS Targets</b>				
Promote and recognize women's leadership in, and contributions to, their communities and ensure sufficient representation of women in any community consultation.				
<b>SDG Linkages</b>				
Goal 1 (1.1 ,1.2); Goal 5 (5.1, 5.5)				

<sup>62</sup> UN Women & UNGC 2015

<sup>63</sup> UN Women & UNGC 2015

<sup>64</sup> UN Women & UNGC 2015

<sup>65</sup> UN Women & UNGC 2015

## 29. To what extent are gender considerations made within any community consultation process?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Relevance</b>				
<p>This indicator measures the extent to which women are included in any community consultation process by a company. Community consultation involves informing, gathering the opinions of and involving members of the local community in a dialogue about a company's potential or actual direct or indirect impacts on them. Gender norms and roles in specific communities may prevent a company from access to women's views without the establishment of specific mechanisms to elicit them. For instance, barriers to their participation can include among others, conflicting home related responsibilities which restricted their time to attend a consultation, restrictions placed on them by male relatives from attending consultations, or a reluctance to voice their opinions in public in front of men. Consequently, a company may be expected to consider establishing a parallel consultation process or identifying specific ways in which they can ensure the equal participation of women in a community consultation process. Establishing internal guidance and training to specifically support colleagues with the facilitating gender sensitive community consultation may be of value.</p>				
<b>Current practice examples</b>				
<p><b>Rio Tinto (Australia)</b> has published the 'Rio Tinto Gender Guide' offering guidance on integrating gender into the company's community engagement efforts. The report highlights linkages between gender and the environment and includes examples of where the company has conducted gender sensitive community consultations such as in Mongolia.<sup>66</sup></p>				

## 30. To what extent does the company proactively engage in advocacy related to the legal constraints placed on women and girls in the countries where it operates?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not proactively engage in advocacy related to the legal constraints placed on women and girls in the countries where it operates.	The company intends to evaluate the legal constraints placed on women and girls in the countries where it operates.	The company has conducted an evaluation of the the legal constraints placed on women and girls in the countries where it operates.	The company has conducted an evaluation of the legal constraints placed on women and girls in the countries where it operates and has established one or more formal external advocacy positions related to these legal constraints.
<b>WEPs Targets</b>				
Leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.				
<b>SDG Linkages</b>				
Goal 5 (5.a); Goal 10 (10.3); Goal 16 (16.9)				
<b>Relevance</b>				
<p>This indicator measures the extent to which a company proactively engages on advocacy issues related to the legal constraints placed on women and girls in the countries where it operates. The World Bank Group's Women Business and the Law 2016 identified that 155 of the 173 economies covered in its report have at least one law impeding women's economic opportunities. Further, it identified 943 legal gender differences identified across 173 economies.<sup>67</sup> Consequently, legal constraints can affect women's prospects as entrepreneurs and employees. For instance, there are legal restrictions preventing women's access to identity documents and they may require their husband's permission to apply for a passport and national identity card. A company that is committed to gender equality and women's empowerment may consider to evaluate the legal constraints placed on women and girls in the countries where it operates (e.g. access to ownership and control over land and property, access to identification documents or bank account without a male relative's consent, restrictions on night working, paid maternity leave). In turn a company may choose to take formal policy positions or make advocacy statements related to these legal constraints with a goal to contribute to the removal of these barriers to gender equality and women's empowerment.</p>				

<sup>66</sup> UN Women & UNGC 2015

<sup>67</sup> World Bank 2015

**30. To what extent does the company proactively engage in advocacy related to the legal constraints placed on women and girls in the countries where it operates?**

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
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**Current practice examples**

**ExxonMobil (USA)** has a foundation which supported a program to help legal advocates for African women and entrepreneurs develop advocacy projects to raise awareness of the inequities and the legal barriers they face. Together with the World Bank, the Vital Voices/ExxonMobil Leveling the Playing Field for Women’s Economic and Social Progress Program created a co-branded publication featuring the success stories of female African entrepreneurs who were able to overcome these barriers and develop businesses.<sup>68</sup>

**The Australian and New Zealand (ANZ) Bank (Australia)** partnered with the UNDP in Fiji to devise viable and innovative commercial banking services, supported by a financial literacy training programme. It found that the target population in rural areas lacked financial knowledge which impeded their take-up of banking services and difficulties in regulation. In turn, ANZ was able to convince the Reserve Bank of Fiji to amend its requirements to better suit rural communities.<sup>69</sup>

**Pax (USA)** has conducted letter writing campaigns to companies encouraging them to take action to combat human trafficking, and has written to all companies held in its Global Women’s Equality Fund asking them to endorse the Women’s Empowerment Principles.<sup>70</sup>

**Section 7: Principle 7:** Measure and publicly report on progress to achieve gender equality

Principle 7 SDG Linkages: 12, 17

**31. What is the company’s approach to publicly communicating its gender policy and strategy?**

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3

Not relevant	The company does not publicly communicate its gender policy and strategy.	The company publicly communicates its gender policy but not its strategy.	The company publicly communicates its gender policy and strategy.	The company publicly communicates its gender policy and strategy in a sustainability report or UNGC Communication on Progress and links this to the company’s WEPs commitments.
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**WEPs Targets**

Make public the company policies and implementation plan for promoting gender equality.

**SDG Linkages**

Goal 12 (12.6)

**Relevance**

This indicator measures the extent to which a company publicly communicates its gender policy and strategy and links this to its approach to reporting on progress against the WEPs. Transparency on a company’s gender policy and non-commercially sensitive elements of its gender strategy can build trust and accountability among diverse key stakeholders (e.g. customers, investors etc...) Specifically, it can be integrated into a company’s reporting cycle to track its own performance and deliver against its policies and plans.

**Current practice examples**

None identified.

<sup>68</sup> UN Women & UNGC 2015

<sup>69</sup> UN Women & UNGC 2015

<sup>70</sup> UN Women & UNGC 2015

### 32. Has the company undertaken a gender baseline to determine the level of inclusion of women in its workforce, supplier base, and among customers?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company has not undertaken a gender baseline of women in its workforce, supplier base and among customers.	The company has undertaken a gender baseline of women in its workforce, but not its supplier base and among customers.	The company has undertaken a gender baseline of women in its workforce, and its supplier base and / or among customers.	The company has undertaken a gender baseline of women in its workforce, and its supplier base and / or among customers and tracks whether the levels of inclusion change over time.

#### WEPs Targets

Establish benchmarks that quantify inclusion of women at all levels.

#### SDG Linkages

Goal 12 (12.6)

#### Relevance

This indicator measures the extent of implementation of a gender baseline to determine the level of inclusion of women in a company's workforce, supplier base and among its customers. In order to establish progress on the levels of inclusion of women in these key groups, it is necessary for a company to identify its baseline performance on the existing numbers of women employees, suppliers and customers to be able compare change and progress over time. This may require a company to establish metrics and systems to gather gender disaggregated data on these groups (i.e. data collected separately for men and women). These metrics and processes may of valuable to integrate into the company's existing reporting system to collect and analyze on a regular basis. Tracking performance on levels of inclusion over time can generate insights about the gender differences in behaviours of women and men in these different categories, which can support the identification of progress or challenges in achieving specific inclusion targets.

#### Current practice examples

**Endesa (Spain)** has created a Diversity Global Scorecard, with the target of knowing its diversity profile and checking the fulfillment of equal opportunities principles in its talent management processes.<sup>71</sup>

### 33. What is the company's approach to publicly reporting against its WEPs commitments?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	The company does not publicly report against its WEP commitments but recognizes the relevance of external reporting on gender performance.	The company publicly reports gender performance information in a sustainability report or UNGC Communication on Progress but does not link this to the company's WEPs commitments.	The company publicly reports gender performance information in a sustainability report or UNGC Communication on Progress and link this to the company's WEPs commitments.	The company publicly reports gender performance information in a sustainability report or UNGC Communication on Progress and link this to the company's WEPs commitments. The reported gender performance information is assured by a third party.

#### WEPs Targets

Measure and report on progress, both internally and externally, using data disaggregated by sex.

#### SDG Linkages

Goal 12 (12.6)

<sup>71</sup> UN Women & UNGC 2015

### 33. What is the company's approach to publicly reporting against its WEPs commitments?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
<b>Relevance</b>				
<p>This indicator measures a company's approach to reporting against its WEPs commitments. Principle 7 of the WEPs calls for companies to report on progress and underscores that accountability and transparency go hand-in-hand. WEPs signatories have explicitly stated their intention to measure and publicly report on their progress towards gender equality in their workplace, marketplace and community. This may take the form of a sustainability report, UNGC communication on progress or a standalone report on progress against their WEPs commitments. Non WEPs signatories committed to gender equality and women's empowerment may also choose to report their gender performance information. External and internal stakeholders, such as investors, regulators, trade unions, NGOs, board members or directors and employees are increasingly asking companies to manage, measure and communicate their gender-related impacts. Publicly communicating the company's progress builds trust among diverse stakeholders. Further, it can enhance the company's brand, attract, motivate and retain talented female and male employees who would prefer to work for a gender-sensitive employer, which is a useful differentiator as the competition for talent intensifies. Reporting can also assist businesses to publicly demonstrate their accountability to women, and fulfillment of compliance requirements from governments and stock exchange listing requirements.<sup>72</sup> Receiving third party assurance of this information can provide credibility and reliability of the information reported.</p>				
<b>Current practice examples</b>				
None identified.				

### 34. What is the company's approach to organizing its oversight of the implementation of the gender equality and non discrimination policy, strategy and plan?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3
Not relevant	No. The company has no individual responsible for the oversight of the implementation of the gender equality and non discrimination policy, strategy and plan.	The company has an individual with responsibility for the oversight of the implementation of the gender equality and non discrimination policy, strategy and plan but they do not report into any form of multi-functional oversight committee.	The company has assigned an individual and a multi-functional committee with responsibility for the oversight of the implementation of the gender equality and non discrimination policy, strategy and plan but neither the individual and/or the committee members are board level.	The company has a multi-functional committee with responsibility for the oversight of the implementation of the gender equality and non discrimination policy, strategy and plan, and the committee includes a board member.
<b>WEPs Targets</b>				
Establish company-wide goals and targets for gender equality and include progress as a factor in managers' performance reviews.				
<b>SDG Linkages</b>				
Goal 1; Goal 5. (5.1)				
<b>Relevance</b>				

<sup>72</sup> UN Women & UNGC 2012

### 34. What is the company's approach to organizing its oversight of the implementation of the gender equality and non discrimination policy, strategy and plan?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
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This indicator is a measure of whether a company has established a governance system and oversight process at a senior level to track progress on the implementation of its gender equality policy, strategy and plan and integrate its findings in to its corporate decision making. A process is required to ensure that the policy, strategy and work plan are implemented, findings of any identified actual or potential gender impacts are acted on, and the results of tracking of performance against targets are analyzed. Without a process in place, implementation may not take place; corporate impacts (e.g. violations of maternity rights among suppliers) may remain unaddressed and pose a continued risk or potential missed opportunity for a company to address; or results (e.g. numbers of women in management positions) may not improve against targets. Establishing a governance system can support monitoring and oversight of the implementation and evaluation of the results of the strategy and plan. This may be an oversight committee responsible for strategic decision specifically related to gender equality and women's empowerment, or it could form part of a committee's remit with broader responsibilities (e.g. human rights, corporate sustainability/ responsibility). For ownership and implementation of the policy, strategy and plan to be embedded within the company, it can be anticipated that any such mechanism or oversight body consists of individual representatives from diverse business functions. Furthermore, to demonstrate senior level support and accountability and ensure that this information is used for ongoing decision making, it may be expected that it includes board level representation.

#### Current practice examples

**British Petroleum Plc (BP) (UK)** has established a global diversity and inclusion council chaired by its Chief Executive and the team meets quarterly to track progress on D&I initiatives.<sup>73 74</sup>

### 35. Has the company set a financial benchmark for resource allocation and resource tracking mechanism for implementation of the seven WEP principles?

Not applicable	Missing	Approaches Requirements	Meets Requirements	Exceeds Requirements
0	0	1	2	3

Not relevant	The company has not set a financial benchmark for resource allocation and resource tracking mechanism for implementation of the seven WEP principles but acknowledges its relevance.	The company has not yet set a financial benchmark for resource allocation and resource tracking mechanism for implementation of the seven WEP principles but intends to do so in next 12 months.	The company has set a financial benchmark for resource allocation and resource tracking mechanism for implementation of the seven WEP principles.	The company has exceeded the financial benchmark for resource allocation and is using the resource tracking mechanism for implementation of the seven WEP principles.
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#### WEPs Targets

None.

#### SDG Linkages

None.

#### Relevance

This indicator measures the extent to which a WEPs signatory has established and tracks a budget for the implementation of the seven WEPs. The implementation of a company's commitment, strategy and work plan related to gender equality and women's empowerment requires both financial and human resources. The cross-cutting nature of the WEPs principles will mean that the resources allocated may be dispersed throughout the business. Nevertheless, it is valuable to ensure that resources are allocated otherwise these commitments, strategy and plans may not be achieved. A company may be expected to have allocated specific financial and human resources at a corporate level to address the company's commitment to the WEPs (e.g. social expenditure for on women and girl beneficiaries; to conduct a gender/ human rights impact assessment; or generate baseline data on the number of women suppliers) and track how these resources are being effectively deployed to achieve the intended results.

#### Current practice examples

None identified.

<sup>73</sup> UN Women & UNGC 2012

<sup>74</sup> <http://www.bp.com/en/global/bp-careers/working-at-bp/diversity-inclusion.html>



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### Web links:

- [http://weprinciples.org/Site/WepsLeadershipAwards/#2015\\_Awards](http://weprinciples.org/Site/WepsLeadershipAwards/#2015_Awards)
- <http://www.bp.com/en/global/bp-careers/working-at-bp/diversity-inclusion.html> <http://www.ilfordphoto.com/healthandsafety/page.asp?n=163>
- <http://www.voluntaryprinciples.org/what-are-the-voluntary-principles/>
- [http://hrbdf.org/case\\_studies/security-forces-and-human-rights/#.Vp49ipOLRxg](http://hrbdf.org/case_studies/security-forces-and-human-rights/#.Vp49ipOLRxg)
- <http://www.talking-talent.com/clients>



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The UN System-Wide Action Plan on Gender Equality and Empowerment of Women is available at:  
<http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

Women's Empowerment Principles available at  
<http://weprinciples.org/Site/Ungc/>

The comprehensive version of the UNW-PSAF is available at:  
<http://www.unwomen.org/en/partnerships/businesses-and-foundations>