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**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

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# **Equality Means Business**

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WEPs Brochure



# 7 PRINCIPLES

Principle 1



Establish high-level corporate leadership for gender equality.

Principle 2



Treat all women and men fairly at work- respect and support human rights and nondiscrimination.

Principle 3



Ensure the health, safety and well-being of all women and men workers.

Principle 4



Promote education, training and professional development for women.

Principle 5



Implement enterprise development, supply chain and marketing practices that empower women.

Principle 6



Promote equality through community initiatives and advocacy.

Principle 7



Measure and publicly report on progress to achieve gender equality.

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**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

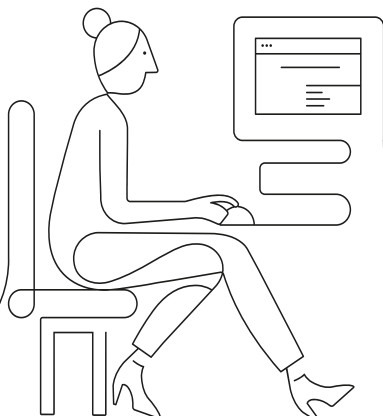
Established by UN Women and the  
UN Global Compact Office



# Equality Means Business

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WEPs Brochure





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## Equality Means Business | WEPs Brochure

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## Message from **UN WOMEN**

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Gender inequality is the largest human rights challenge facing the world today, with huge economic and social consequences for all of society. Conversely, with the full participation of women in the economy comes job creation, innovation, productivity and sustainable economic growth. With the COVID-19 pandemic exacerbating existing gender inequalities, women's expertise and leadership are more needed than ever. The Women's Empowerment Principles (WEPs) provide a powerful **framework** to advance gender equality in the workplace, marketplace and community and set a global **norm** for the private sector. They offer insights for signatories on how to engage with likeminded companies and stakeholders within the WEPs **network** and on how to activate their business **partners** to follow in their footsteps. Transparency, accountability and the tracking of progress and results are at the centre of the seven principles.

**Sima Bahous**

Under-Secretary-General of the United Nations  
Executive Director of UN Women





## Message from **UN GLOBAL COMPACT**

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“The evidence is clear — when women are empowered, everyone benefits. That is why in 2010 the UN Global Compact and UN Women worked together to develop the Women’s Empowerment Principles, a framework of seven Principles to galvanize stakeholders to drive gender equality in the workplace, marketplace and community. The Women’s Empowerment Principles serve as a roadmap to foster business practices that empower women, including equal pay, equal opportunity for career advancement, paid parental leave and zero tolerance for sexual harassment in the workplace. Through collective action, we can lead and shape the path to a gender equitable world.”

**Sanda Ojiambo**

Executive Director  
UN Global Compact



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# INTRODUCTION

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## WHAT ARE THE WEPS?

**The Women's Empowerment Principles (WEPS)** provide a holistic framework for companies to promote gender equality and women's empowerment in the workplace, marketplace and community and drive positive outcomes for society and business.

Launched in 2010 by UN Women and UN Global Compact, the WEPS are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment.

The seven Principles constitute a primary vehicle for corporate delivery on gender equality dimensions of the 2030 Agenda on Sustainable Development and the Sustainable Development Goals. The WEPS represent a powerful platform to share lessons learned on how gender equality links to their bottom line; how to make progress in this area; and how to track results.

As of 1 March 2021, over 5,000 companies in 141 countries, representing collectively over 10 million employees, have signed and committed to implementing the WEPS. By joining the WEPS community, the CEO signals commitment to gender equality at the highest levels of the company and to work collaboratively in multistakeholder networks to foster business practices that empower women. These include equal pay for work of equal value, gender-responsive supply chain practices and zero tolerance against sexual harassment in the workplace.

Adopting the WEPS has represented an important turning point for many companies. The Principles have served as Signatories' moral compass, blueprint and framework to lay out their gender equality ambitions. They have also offered a global network of companies with similar values, helped Signatories invest in their future by contributing to creating an equitable world, and remove barriers "that never should have been there in the first place".<sup>1</sup>



## THE WEPs JOURNEY

### ADOPTING THE WEPs IS A CONTINUOUS JOURNEY OF SIX MAIN STEPS:

■ **Consider:** You gain awareness of the WEPs and garner senior internal support for signing onto the WEPs. Internal buy-in among executives and key stakeholders within the company is the key success factor to designing and adopting inclusive policies and practices and to sustaining implementation of the WEPs over time.

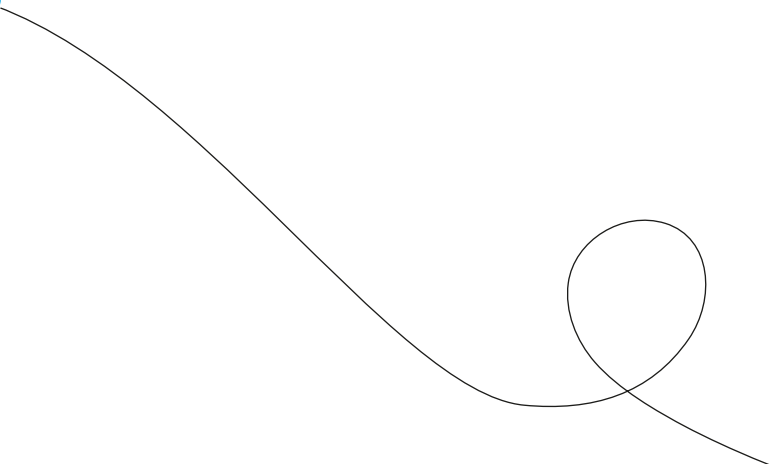
■ **Sign:** Signing the WEPs is a key milestone in the WEPs implementation journey. Transparency around the commitment is key to ensuring strong accountability and sustained efforts. We therefore encourage strong internal and external communication and outreach to key stakeholders.

■ **Activate:** To bring your commitment into action, a strong action plan with key performance indicators is essential. It is important to understand your company's strengths and weaknesses and what you need to improve. We welcome you to self-assess your company's strategic approach to gender equality, identify gaps and develop your own WEPs action plan.

■ **Engage:** As members of the WEPs community, you have the opportunity to engage your team, business partners, clients and customers to ensure a gender-inclusive ecosystem and value chain.

■ **Sustain:** To sustain progress on your WEPs Journey, it is key to collect gender statistics and gender-disaggregated data. We invite you to share how you sustain your company's commitment to gender equality and women's empowerment by communicating progress, experiences and lessons learned from the engage and activate stages.

■ **Report:** Transparency and accountability is key to making progress on gender equality and women's empowerment. We welcome you to report your progress on the company profile page.



## ABOUT THIS BROCHURE

This brochure aims to serve as a toolkit for Signatories at all stages of the WEPs Journey, from companies first learning about the WEPs to current Signatories looking to advance their work on gender equality and women's empowerment.

The structure of this brochure follows the path of the WEPs Journey with each section highlighting key steps and recommended practices for companies interested in joining the WEPs community. The brochure also supports current WEPs Signatories interested in re-activating their commitment and ensuring sustainable practices.

- **Consider:** This section contains a broad overview of the WEPs as they relate to the UN Sustainable Development Goals. It also offers key messages on gender equality that can help you garner internal support for the WEPs signature.
- **Sign:** This section highlights the resources available to guide you to apply, formalize and officially join the WEPs community as well as communicate your commitment.
- **Activate:** This section shows ways in which you can dive into the actions related to each of the seven Principles. Following a description of each Principle are case studies of emerging practices shared by WEPs Signatories around the world. An overview of the WEPs Gender Gap Analysis Tool shows how you can self-assess to set a baseline and develop your action plan. Links to our WEPs Resources provides you with concrete guidance and tools to activate your commitment to gender equality and women's empowerment.
- **Engage:** This section shares the ways in which WEPs Signatories can share good practices within the WEPs network through engaging their teams, business partners, clients and customers. We invite you to share good practices and business-to-business learning on social media with #WeShare.

### #WeShare

 LinkedIn

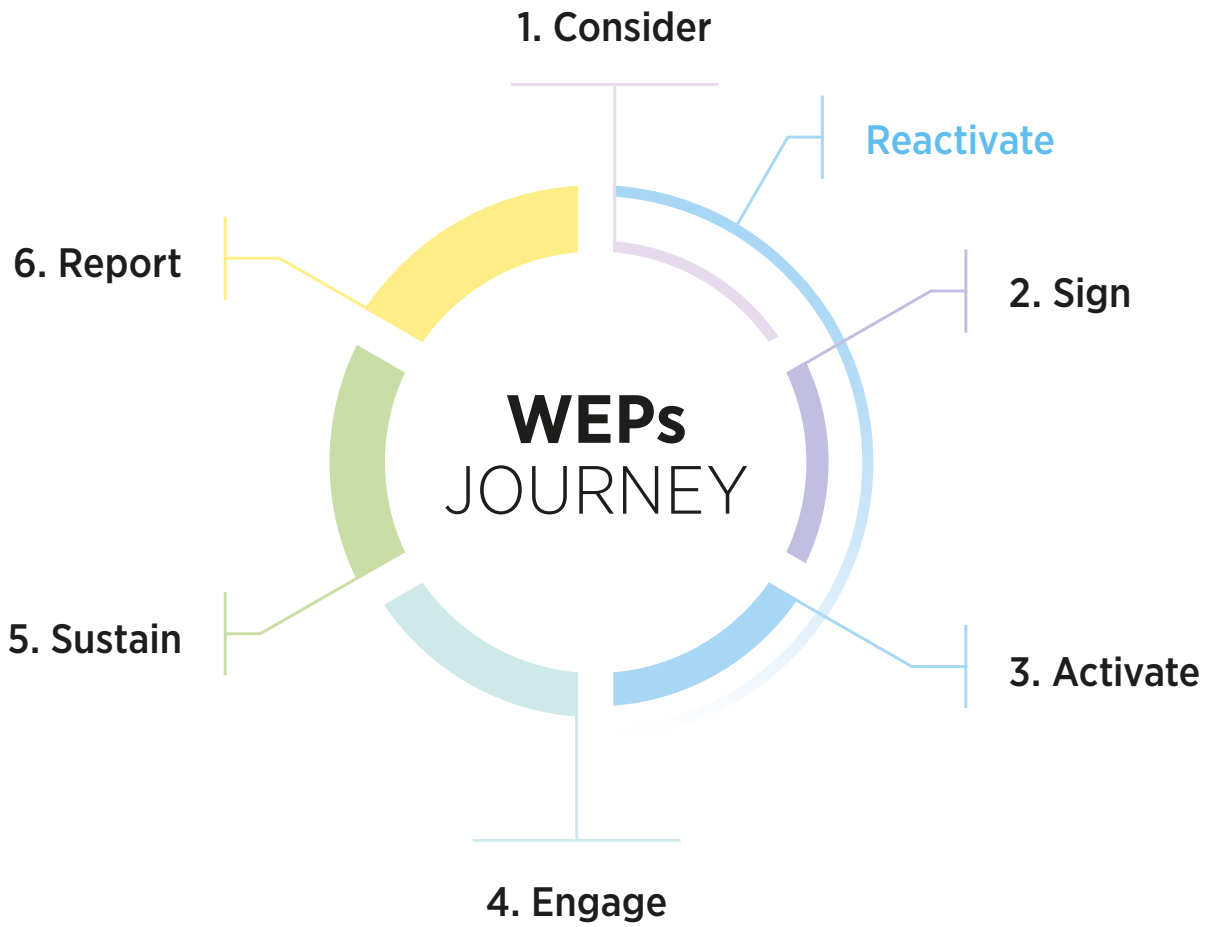
 @WEPrinciples

 @WEPrinciples

 YouTube

■ **Sustain:** This section offers you suggested key performance indicators for tracking progress on gender equality and women's empowerment. You are invited to share with us on social media how you sustain your commitment to gender equality and women's empowerment by communicating progress, experiences and lessons learned.

■ **Report:** Through your company profile page, you can voluntarily report progress. This section guides you how to report on the WEPs website.



# Consider

Sign

Activate

Engage

Sustain

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Annex



# CONSIDER

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## WHY JOIN THE WEPs COMMUNITY?

Companies, business associations and chambers of commerce join the WEPs community to make a public statement of commitment to gender equality and women's empowerment on a global platform.

By adopting the WEPs, you are investing in your commitment to gender equality, your business and your people. You join a global network of companies with similar values and gain access to the tools, resources and learning programmes to drive WEPs implementation.

The seven Principles help companies to evaluate and assess their practices, projects and policies; and to identify areas for improvement, such as promoting more women to strategic leadership positions, closing the gender pay gap and incentivizing men to take parental leave. Resources and tools are being provided to WEPs Signatories.

Transparency and accountability are a key element of the WEPs that builds on the increasing demands from a wide range of stakeholders – including talent, consumers, investors and business partners – of inclusive and transparent companies. This has in turn incentivized companies to start monitoring and reporting on their progress, which has helped them attract new talent, in particular women, consumers and investors.<sup>2</sup> See for more information under Report.





## KEY MESSAGES TO GARNER INTERNAL SUPPORT FOR THE WEPS SIGNATURE

Promoting gender equality in the workplace, marketplace and community is good for society; it is good for the economy; and it benefits everyone. It helps to:

**Uphold human rights and be inclusive, just and fair:** It is really as simple as that. Gender equality in the workplace, marketplace and community advances the Agenda 2030 on Sustainable Development.

**Improve corporate performance:** Women's equal participation at every level of the company – from the factory floor to the corporate board – leads to better financial performance, and raises returns on investment, market share and stocks.

**Attract investments:** Investors know that companies that promote gender equality are more productive, more profitable and maintain a positive reputation. They are holding companies to more rigorous standards and choosing to invest in sustainable companies that balance purpose and profit and meet the needs of both shareholders and stakeholders.

**Enhance innovation capacity:** A diverse workforce fosters diverse ideas and generates dynamics that encourage creativity and leads to innovation.

**Attract and retain talent:** Companies with fair HR systems that respond to both women's and men's needs lead to inclusive recruitment practices, improved retention rates, reduced absenteeism and turnover rates, and an equitable promotion system.

**Diversify the supplier base:** A diversified pool of suppliers enhances supplier availability and security; promotes innovation through the entrance of new products, services and solutions; drives competition; and increases market penetration and access to new markets. Investing in and engaging with women-owned businesses in corporate supply chains also boosts the reputation of companies among their stakeholders and shareholders.

**Meet the needs and demands of consumers:** Increasingly, consumers are demanding products and services from companies with transparent, responsible business practices that advance gender equality. Women influence the majority of purchasing preferences and decisions. A diverse workforce and supplier base, representing the composition of its consumer base, can help a company meet the product and service needs of their consumers.

**End harmful gender-based stereotypes in advertisement and outreach materials:** An *unstereotyped* world is no longer only a social imperative, but a business one. Advertisements which portray women respectfully as progressive and modern, authentic and multi-dimensional helps advance gender equality while improving customer perception and brand reputation.

**Fully integrate into communities:** Companies that undertake community consultations with local leaders – women and men – establish strong ties and programmes that benefit all community members and advance gender equality and sustainable development.



## JOINING THE WEPs COMMUNITY

### WHO CAN JOIN?

Companies (private, public, state-owned and cooperatives) of any size and industry, established under national law, industry associations and chambers of commerce committed to advancing gender equality and women's empowerment in the workplace, marketplace and community are invited to join the WEPs community.

We also welcome other partners and stakeholders, such as civil society, international organizations, academia and governments, to join our efforts as allies and to embrace the WEPs as a framework for dialogue and action that advance gender equality and women's empowerment.

### WHAT IS EXPECTED FROM A WEPs SIGNATORY?

The CEO signs the CEO Statement of Support for the WEPs and thereby signals commitment at the highest level of the company. Signing the WEPs is just the first step. You are encouraged to take steps to turn your commitments into action and to monitor and report on their progress.

### DO YOU NEED TO HAVE AN ACTION PLAN PRIOR TO SIGNING?

There is no formal requirement for you to have created an Action Plan prior to becoming a WEPs Signatory. However, WEPs Signatories are encouraged to create an Action Plan of your gender equality policies and strategies with clear, time-bound targets and supported by practical implementation guidelines.

### IS THERE A FEE TO JOIN THE WEPs COMMUNITY?

No, there is no fee to join the WEPs. However, you are most welcome to donate to the WEPs Secretariat run by UN Women. The WEPs currently has a funding drive to help support its expanding catalogue of learning materials, case studies, and its global outreach. It will ensure that we continue to grow and serve the progress of gender equality and inclusivity on a global scale. Please follow this link to be taken to the WEPs donation page.

For more information on donation tiers, along with which programmes and services donations will support, and our donor wall of contributors please [click here](#).



## IMPLEMENTING THE WEPs

### **DO SIGNATORIES NEED TO FOCUS ON ALL SEVEN PRINCIPLES?**

There are no formal requirements to implement the Principles in a particular order, in a specific way or in a particular timeframe. However, we expect all WEPs Signatories to make efforts to advance gender equality in the workplace, marketplace and community.

### **ARE COMPANIES REQUIRED TO REPORT ON EFFORTS TO IMPLEMENT THE WEPs?**

While there is no formal obligation to report, you are strongly encouraged to take steps to monitor and report on their progress since it shows full commitment to the gender equality agenda. Principle 7 explicitly calls on companies to report on progress and underscores that accountability and transparency go hand-in-hand since it is difficult to manage and assess progress if not measured.

Please also see the WEPs Journey steps on Sustain and Report below.

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See also [WEPs FAQ](#)

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## THE WEPs AND THE SUSTAINABLE DEVELOPMENT GOALS

In 2015, the international community reached a critical time in history by adopting the 2030 Agenda for Sustainable Development and the 17 United Nations Sustainable Goals (the “Global Goals”).

Gender equality and women’s empowerment are at the center of this global agenda.<sup>3</sup> It was developed based on internationally agreed development goals adopted during the 1990s, leading up to the adoption of the Millennium Declaration and the eight Millennium Development Goals in 2000. These include the universally adopted United Nations Beijing Declaration and Platform for Action at the Fourth World Conference on Women in Beijing in 1995; and the ratification of international labour standards, including the key gender equality Conventions on equal remuneration (No. 100 of 1951), discrimination (No. 111 of 1958), workers with family responsibilities (No. 156 of 1981) and maternity protection (No. 183 of 2000).

**The WEPs are a primary vehicle for corporate delivery on gender equality dimensions of these Global Goals.**



Gender equality and women’s empowerment are integral to each of these 17 goals and in particular to the fifth goal (SDG5) on achieving gender equality and empower all women and girls.<sup>4</sup>

Reaching gender equality on a global scale cannot be done by one single entity or organization. The Global Goals and the WEPs therefore promote cross-sector collaboration and long-standing partnerships between the public sector, private sector and civil society to expedite gender equality and women’s empowerment in the workplace, marketplace and community.<sup>5</sup>



**The public sector** comprises government at all levels. The state plays an integral role in creating an enabling environment with policies to deploy funding, programmes, education and skills development to support women’s empowerment and gender equality.

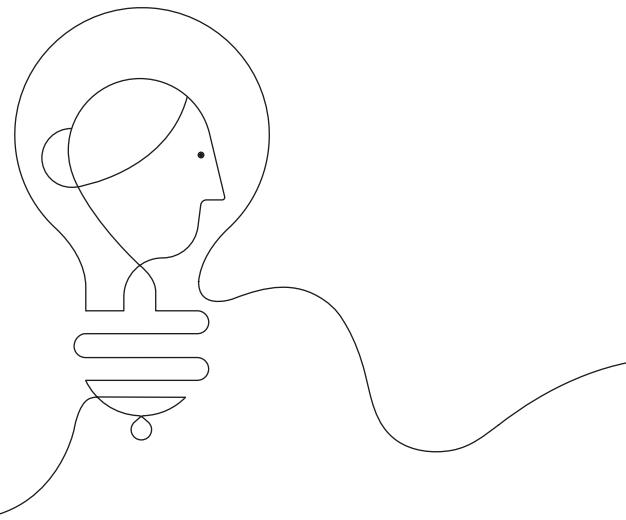


**The private sector** comprises companies of all sizes as well as organizations such as professional and trade associations. The WEPs support the private sector in advancing gender equality within their organizations, along their supply chains and in local communities. As a large employer, the private sector has important leadership and advocacy roles with ripple effects in the workplace, marketplace and community.



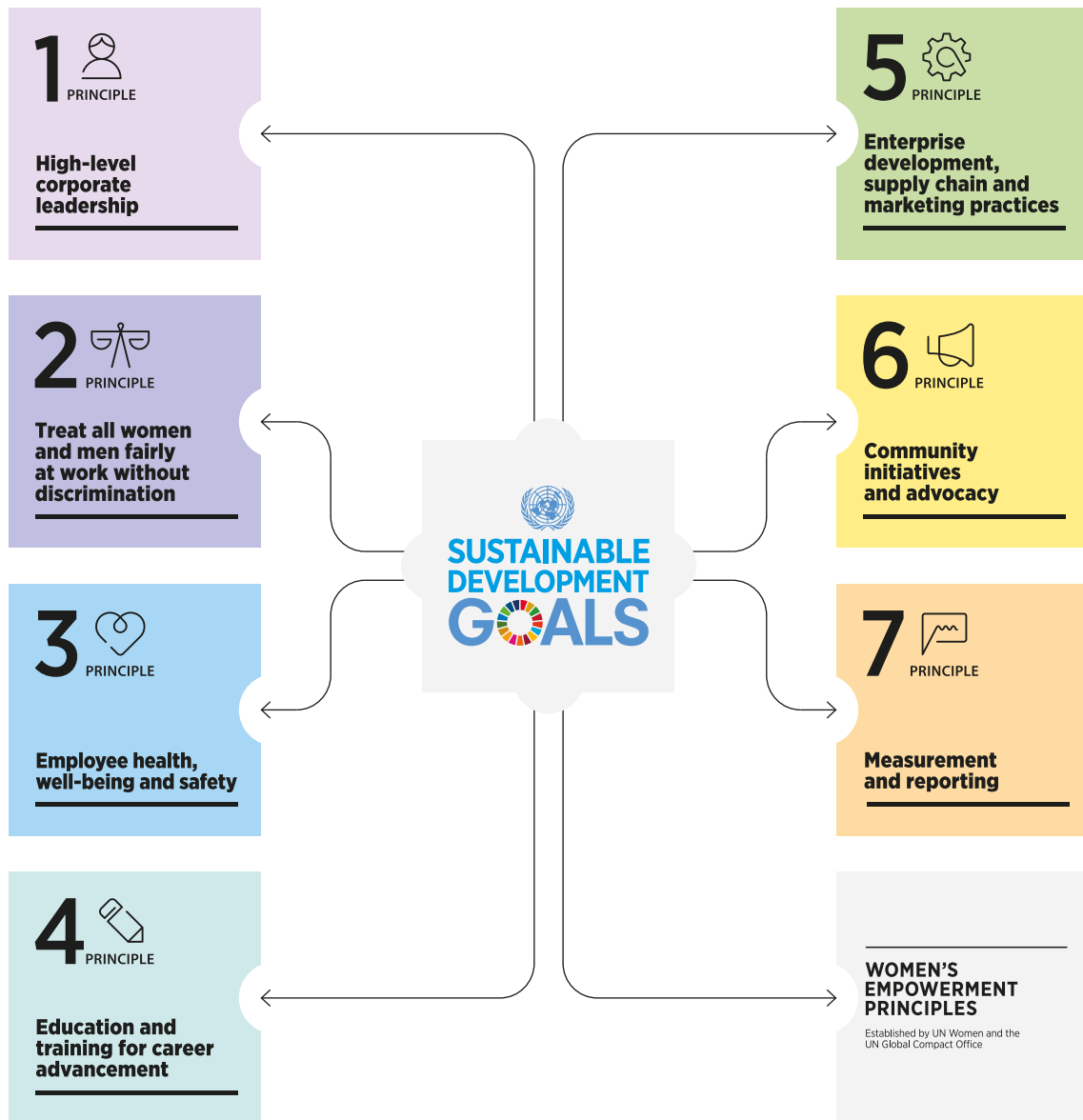
**Civil society organizations** comprises academic, not-for-profit, non-governmental organizations and individuals. Whether as advocacy organizations or citizens, they play a critical role in supporting women’s empowerment and gender equality.<sup>6</sup>

With the WEPs as a roadmap, the private sector can foster multistakeholder partnerships to achieve the SDGs and advance gender equality in the workplace, marketplace and community.



## GENDER-SPECIFIC SUSTAINABLE DEVELOPMENT GOALS AND TARGETS

The Sustainable Development Goals and Targets can be connected to each one of the seven Women’s Empowerment Principles as indicated below.





SDG GENDER-SPECIFIC TARGETS

- 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
- 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.2 Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.
- 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
- 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate.
- 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
- 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the ICPD and the Beijing Platform for Action and the outcome documents of their review conferences.
- 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws.
- 5.b Enhance the use of enabling technologies, in particular ICT, to promote women’s empowerment.
- 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.
- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

This list is in no way a comprehensive list of all targets and actions that need to be taken to achieve gender equality and women’s empowerment. We invite you to explore the additional SDG targets that reference and prioritize actions for gender equality.<sup>7</sup> Additionally, the Beijing Declaration and Platform for Action provides a progressive blueprint for governments and the international community to make robust advancements towards gender equality and women’s empowerment.<sup>8</sup> Please see the section covering transparency and accountability featured [here](#) in this brochure which includes indicators for companies to measure and report.

Consider

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# SIGN

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## COMPLETING THE APPLICATION

This step-by-step tutorial offers guidance on how to complete all aspects of the WEPs application: [\*\*How to Complete the Application\*\*](#)

## CREATING A COMPANY PROFILE PAGE

The company profile page offers each signatory a place in the WEPs community. It includes the CEO photo and quote, and provides an opportunity for you to report on progress made and share lessons learned to advance gender equality and women's empowerment in the workplace, marketplace and community.

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For a step-by-step tutorial [\*\*click here\*\*](#)

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## COMMUNICATING YOUR WEPs COMMITMENT

All Signatories are encouraged to make their WEPs commitment visible. There are many benefits to doing so. Consumers, workers, investors and shareholders will know that your company has made it a business priority to achieve the highest standards of gender equality and women's empowerment. The WEPs Secretariat stands ready to offer support, guidance and capacity building to help companies make the promise of the WEPs into a reality.

Once the application has been approved, you will receive a **WEPs Welcome Package** with internal and external communication templates, key messages, social media and outreach materials.



## RELEVANT LINKS

[WEPs FAQ](#)

[CEO Statement of Support](#)

[How to Complete the WEPs Application](#)

[Donating to the WEPs](#)

[WEPs Welcome Package](#)

[WEPs Trello](#)

[How to Create a Company Profile Page](#)

[How to Report Progress](#)

[WEPs Resources](#)



## #WECOMMIT

We encourage you to communicate your commitment to the WEPs with #WeCommit on social media:

[www.facebook.com/WEPrinciples](https://www.facebook.com/WEPrinciples)

[www.linkedin.com/showcase/weprinciples](https://www.linkedin.com/showcase/weprinciples)

[www.twitter.com/WEPrinciples](https://www.twitter.com/WEPrinciples)

[www.youtube.com/Women's Empowerment Principles by UN Women](https://www.youtube.com/Women's Empowerment Principles by UN Women)

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# ACTIVATE

This section provides descriptions of each of the seven Principles with clear recommendations to help you identify priority areas for improvement and how to take action. Case studies with Signatories around the world provide concrete examples of WEPs implementation, such as promoting more women to strategic leadership positions, closing the gender pay gap and activating partnerships with women-owned businesses for a more inclusive supply chain. We encourage you to share your good practices and tag #WeShare on social media.

Following the descriptions and case studies on the 7 Principles, an overview of available WEPs resources is provided. This includes the WEPs Gender Gap Analysis Tool, the Diagnosis for Equal Remuneration Tool, and the series of guidance notes, company case studies, policy templates and much more. These resources have been developed to help you activate your WEPs implementation journey (see also [www.weps.org/resources](http://www.weps.org/resources)).

<p><b>1</b>  <b>PRINCIPLE</b></p> <p><b>High-level corporate leadership</b></p>	<p><b>2</b>  <b>PRINCIPLE</b></p> <p><b>Treat all women and men fairly at work without discrimination</b></p>	<p><b>3</b>  <b>PRINCIPLE</b></p> <p><b>Employee health, well-being and safety</b></p>	<p><b>4</b>  <b>PRINCIPLE</b></p> <p><b>Education and training for career advancement</b></p>
<p><b>5</b>  <b>PRINCIPLE</b></p> <p><b>Enterprise development, supply chain and marketing practices</b></p>	<p><b>6</b>  <b>PRINCIPLE</b></p> <p><b>Community initiatives and advocacy</b></p>	<p><b>7</b>  <b>PRINCIPLE</b></p> <p><b>Measurement and reporting</b></p>	<p><b>WOMEN'S EMPOWERMENT PRINCIPLES</b></p>



# Principle 1

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## ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

- Affirm high-level support and direct top-level policies for gender equality and human rights, including from an intersectional lens.
- Set up a high-level taskforce to define the company's strategic case for gender equality, identify priority areas and consult internal and external stakeholders in the development of company policies, programmes and implementation plans for gender equality.
- Establish company-wide goals and targets for gender equality and women's empowerment and measure progress through clear performance indicators.
- Make managers at all levels accountable for results against these goals and targets by including them in job descriptions and performance reviews.
- Ensure that existing policies are gender-sensitive – identifying factors that impact women and men differently – and that corporate culture advances equality and inclusion.
- Review the requirements for board membership, and other governance bodies and committees, to remove any discrimination or bias against women.

## HOW TO BE TRANSPARENT...

- Publish your commitment to WEPs and to advancing gender equality prominently on the company's website, in recruiting materials and corporate sustainability reports.
- Develop an action plan with clear, time-bound targets and supported by practical implementation guidelines.
- Include progress on WEPs implementation in the company's annual, ESG and sustainability reports.

## WEPs SIGNATORIES IN ACTION

- A **leading global business association** for open and sustainable trade leveraged their commitment to the WEPs to drive change among their member organizations.<sup>9</sup> They are partnering with UN Women to support a cohort of large corporates with headquarters in Europe and supply chains in Asia through a unique 10-month training and capacity building programme that enables companies to assess their current progress and set clear targets and action plans to build a more gender-inclusive business and supply chains.<sup>10</sup>
- A **Canadian** stock exchange leveraged the WEPs framework to change both its own organization by implementing tangible initiatives on gender equality and women's empowerment, and to inspire other organizations to do the same.<sup>11</sup>
- A **French** multinational telecommunications firm signed an unprecedented agreement with the UNI Global Union, an international trade union syndicate, committed to achieve global gender equality. Covering broad areas of gender equality, discrimination and violence against women, and work-life balance, the global agreement applies to all 143,000 employees worldwide. Securing the buy-in of senior leaders was crucial to making this a reality.<sup>12</sup>
- A **Georgian** construction company developed a WEPs Action Plan to increase the percentage of women in senior management from 20 per cent to 50 per cent. Of the top 10 managerial positions, five are occupied by women. During the development of the WEPs Action Plan only 20 per cent of construction site managers were women. Currently, women are the majority of site managers in residential complexes – a position that previously was considered a “job for men”.
- In **Lebanon**, an international **producer of personal care products** had a goal to have women as 50 per cent of their employees and senior management positions. In 2020, they exceeded this target. A Lebanese bank is the only bank in the country with a woman General Manager. In addition, 49 per cent of managerial positions at this bank are held by women.
- One of the largest logistics operators in **Italy** established a dedicated organization-wide taskforce to drive cultural and organizational change on diversity and gender equality. The group's risk management department monitors any reported gender and diversity issues, including breaches of human rights and gender policies. The company reports annually on progress and all information is reviewed and approved by the company's board of directors.<sup>13</sup>
- An anti-money laundering and customer due diligence services company in **New Zealand** is implementing holistic workplace policies that empower women and advance equality and inclusion.
- In **Turkey**, a multisectoral company published a manifest called “An Equal Life” which highlights the inclusiveness and diversity. As part of this approach the company also launched a dictionary that includes words and expressions to replace the sexist and stereotypical language with a gender responsive one.



# Principle 2

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## TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS AND NONDISCRIMINATION

- Foster an inclusive workplace culture and remove gender-based discrimination from all policies and practices.
- Pay equal remuneration, including benefits and bonuses, for work of equal value and ensure at a minimum a living wage for all women and men employees.
- Implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors.
- Offer flexible working arrangements, leave and re-entry opportunities to positions of equal pay and status.
- Support women and men's access to child and dependent care through services, resources and information.
- Encourage men to take advantage of parental leave to level the playing field for women and men employees.
- Ensure equal opportunities for women from diverse backgrounds to lead on important assignments and task forces.

## HOW TO BE TRANSPARENT...

- Collect sex-disaggregated data on all employees by level and contract type, and capture performance and promotions.
- Publicize an explicit company statement that prohibits gender-based discrimination in hiring, retention policies, promotion and pay (salary, bonus and benefits).
- Review and analyze remuneration of all employees by gender, employee category and job title.
- Regularly survey employees to elicit their views on gender equality policies and action plans for possible needs for adjustments.

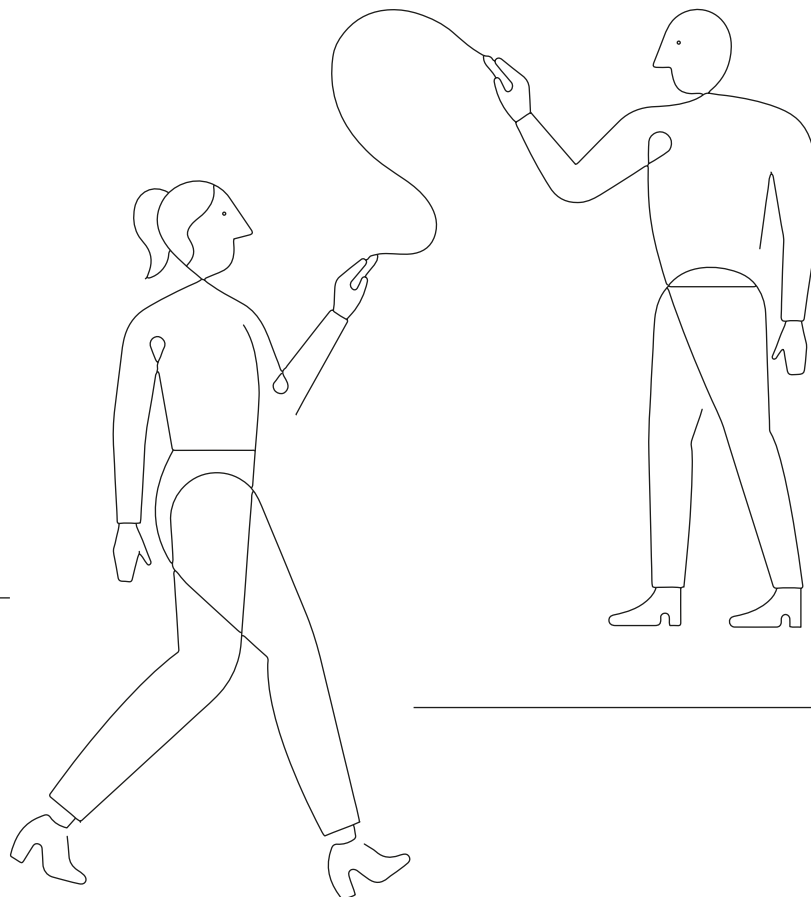


## WEPs SIGNATORIES IN ACTION

- In 2017, a **global industry association** introduced equal pay measures to reduce pay gaps between women and men employees and ensure that women are paid according to the market rate. Its 2018 gender pay gap report showed practices of using a candidates' previous pay to set salary offers, unwittingly perpetuating women's underpayment. Instead, the association started to ask for salary expectations and to align women's pay with industry benchmarks and budgets.<sup>14</sup>
- A tourism company in **Costa Rica** has been using the Equal Remuneration Diagnostic Tool (DIR), developed by UN Women within the Win-Win Programme, implemented with ILO and funded by the EU, to analyze gender pay gaps by positions, as well as by work of equal value assessing how gender stereotypes may have influenced payment of particular types of jobs.
- In **Ecuador**, a multinational insurance company developed a Guide for Gender Equality for the Private Sector. This document is a guide to implement good practices to achieve gender equality in the labour market and within companies. The guide includes gender equality strategy, recruitment and selection process, professional development and training, work-life balance, compensation, actions against gender-based violence, gender equality and well-being, and communication tools.
- An international insurance company in **Georgia** ran a large-scale employment campaign to hire women sales representatives and offered them a career, irrespective of their previous experience or age. Overall, more than 700 candidates, 80 per cent of whom were women, were hired during the three-phased campaign. Women with diverse backgrounds, experience and age have joined the company, generating a cultural transformation. As a result, sales increased by 50 per cent, and employee retention rates doubled.
- An **Italian** multinational company with presence in over 30 countries shortlists equal numbers of women and men candidates for all job functions and levels. As a result, the number of women shortlisted candidates went from 35 percent in 2017 to 42 percent in 2019.<sup>15</sup>
- A **Lebanese** logistics operator continues to break gender stereotypes by proactively recruiting women letter carriers and has been recognized as an SDG Pioneer on Gender Equality and Economic Inclusion. A staff survey found that 96 per cent would recommend this operator as a gender equal employer.
- The **Moldovan** branch of a multinational telecommunication company has developed a flexible programme alternative (Flexi Hours) in order to support their employees as parents and caregivers, and prompt gradual reintegration after parental leave. The company offers, on its internal e-learning platform, a variety of educational courses and activities for children to support working parents.



- A **South African** chemicals group prioritizes advancing gender equality within the Group. In 2019, the Group's board and specifically, the Social and Ethics committee endorsed the strategy and stressed the importance of gender equality in the Group. Managing directors are held accountable through regular monitoring of company targets in terms of gender advancement.
- A leading timberlands and forest products company in **Uruguay** developed, in collaboration with the company's union and the Ministry of Social Development, an early childhood education and childcare center. The company provided the infrastructure needed for the installation and operation of the center as well as the initial equipment so the service can be implemented and maintained. The union is responsible for the maintenance of the building and the government agency is responsible for supporting the monthly expenses to sustain the service.
- The **Viet Nam** office of a major multi-national consumer goods company developed a five-year multidimensional programme and leadership commitment to advance gender equality in the workplace. The strategy includes mandatory, specialized training for leadership teams on unconscious gender bias, training programmes for women leaders, the promotion of work-life balance via new internal regulations, and the setting and measurement of targets for gender balance at each function level. A key achievement of the strategy was the appointment of the company's first woman CEO since 1995.



# Principle 3

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## ENSURE THE HEALTH, SAFETY AND WELL-BEING OF ALL WOMEN AND MEN WORKERS

- Establish internal policies and procedures, including a confidential grievance system, to prevent and address all forms of violence and sexual harassment at work.
- Train security staff and managers to recognize signs of violence against women, human trafficking, labour and sexual exploitation, and immediately address cases of domestic violence, particularly for employees working remotely and during global pandemics and crisis where support services maybe less readily available.
- Ensure employees', including part-time workers, equal access to health insurance and tailor support to employees with special needs, including people with disabilities, and survivors of violence and harassment.
- Respect women and men workers' rights to time off for medical care and counseling for themselves and their dependents.
- Provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health.
- Address safety and security issues, including traveling to/from work and business trips, in consultation with employees.

## HOW TO BE TRANSPARENT...

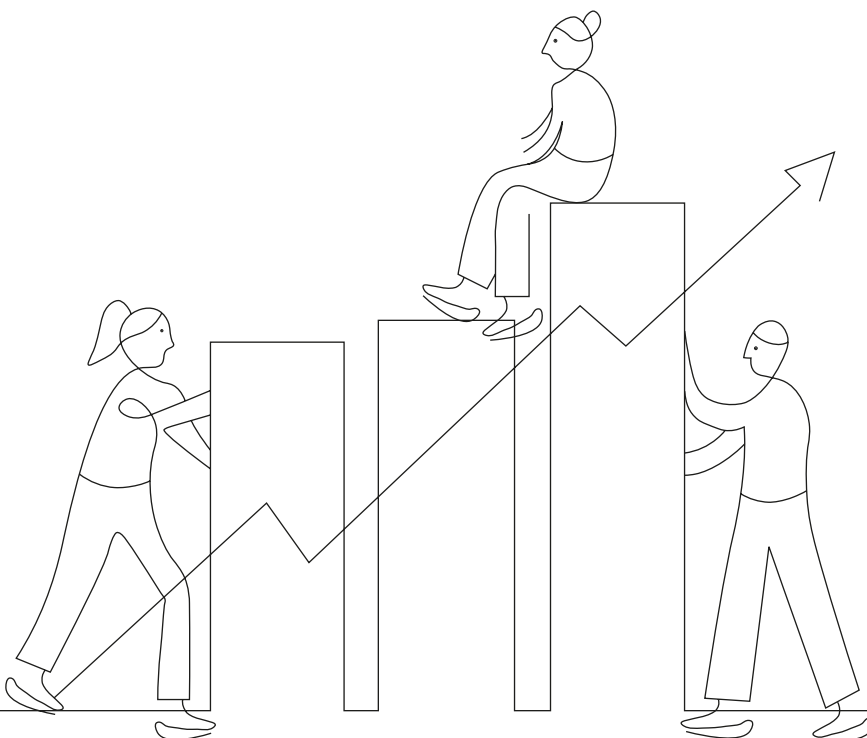
- Regularly review and publicize the company's policy and procedure against violence and sexual harassment.
- Survey employees to elicit the views on health, safety and security issues, and disseminate the results.
- Carry out a gender-sensitive inventory of health and safety conditions (including lightening of company grounds) and equipment and make available the findings to employees.



## WEPs SIGNATORIES IN ACTION

- An **Argentine** business group dedicated to the manufacture, import, marketing and distribution of household goods and appliances expanded its policy on the eradication of violence against women to provide support in cases of domestic violence, extending the original scope focused on the workplace. During the pandemic, the business group assessed the level of awareness of the protocol among all its staff to ensure that people working in the company know how to act in the event of violence. In addition, it offered its open-source protocol to its value chain.
- A cosmetics company in **Costa Rica**, which also operates in other countries around the world, has protocols to prevent, identify and reference cases of violence against women in its workforce. In addition to creating awareness on this topic in its workforce, the company has also launched external campaigns to call for an end of violence against women.
- An **Ecuadorian** international leader specialized in pharmaceutical retailing developed a programme to address and prevent gender-based violence against women and to promote women's empowerment. More than 2,000 employees, parents, students, and teachers have been trained in these issues.
- A **French** international producer of personal care products recognized the need to address sexual harassment in the workplace and developed an initiative to fight everyday sexism at work. It encouraged managers and other key stakeholders to demonstrate their buy-in by actively signing up for campaigns that demonstrate what everyday sexism looks like. These campaigns were complemented by voluntary and mandatory trainings for employees.<sup>16</sup>
- A financial service organization in **Georgia** contributed to the well-being of employees by encouraging work-life balance and by notifying employees that the end of business day is at 6 p.m. sharp every day. During the COVID-19 pandemic lock-down, the company surveyed employees' well-being and inquired about their specific needs. During this time, a "Special Financial Support Fund" was established exclusively for the employees and their family members which turned out to be a very timely and needed initiative.
- A **Jamaican** Bed & Breakfast Operator pivoted with the disruptions in the local tourism industry caused by the COVID-19 pandemic, choosing to reduce working hours instead of furloughing staff. With women more likely to work in accommodation and food services sector (54 per cent, according to the UN World Tourism Organization in 2020) the impact of the COVID-19 pandemic endangers the autonomy of their economic decision making in the home.
- A **Lebanese** bank organizes annual awareness sessions on "Women's Heart Health" focusing on helping women to prevent heart disease and promote early diagnoses.

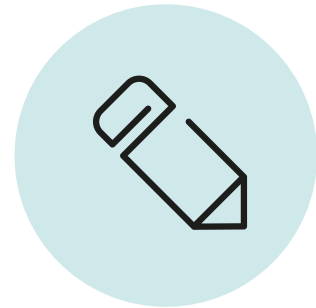
- In **India**, a **clothing manufacturer** in West Bengal provide interest-free bicycles and two-wheeler loans for promoting women's safety and independence while traveling to and from work and in their communities. A **software company** launched their 'IN it to WIN it' initiative during the COVID-19 pandemic to help employees adjust to and succeed in working from home. These measures include: 'Special Offs' to protect people from being laid off during the lockdown, part and flex time work options for women in caring positions, a health team consisting of women, a COVID-19 protection insurance policy, and a helpdesk staffed by women for employees to make enquiries about their personal and families' well-being.
- As a way of levelling the playing field for women in the workplace, a multinational financial services company headquartered in **Spain** adopted a 'digital disconnection' policy which forces staff to halt communication and switch of all devices between 7 p.m. and 8 a.m.<sup>17</sup>
- In **Turkey**, a **multi-sectoral company** developed guidelines to raise awareness amongst its employees on violence against women and girls. The guideline consists of critical information on the concepts of gender, types of gender-based violence, the signs of violence and detailed information on reporting channels, helplines, mobile apps and other support mechanisms available in Turkey. A **liquified petroleum gasoline company** launched "Say No to Domestic Violence" campaign at the outbreak of the COVID-19. Through its dealers at different cities, leaflets on domestic violence reporting channels, helplines, mobile apps and other support mechanisms were distributed to women customers. As a result, the company reached over 150,000 women.





# Principle 4

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## PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN

- Invest in workplace policies and programmes that open avenues for women's advancement at all levels and across all business areas.
- Encourage women to enter nontraditional job fields and revenue generating roles.
- Ensure equal access to and participation in all company-supported education and training programmes.
- Provide equal opportunities for formal and informal networking and mentoring programmes, considering employees' family responsibilities when scheduling activities.
- Conduct training and awareness raising about the corporate gender equality policy and action plan, including on sexual harassment and unconscious bias.

## HOW TO BE TRANSPARENT...

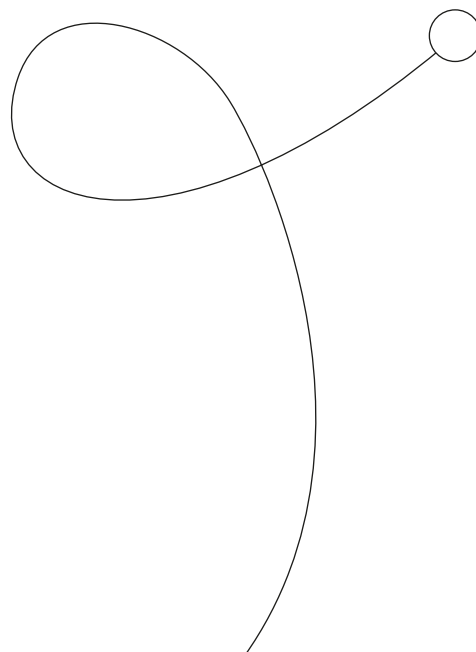
- Collect sex-disaggregated data on employees participating in training, mentoring and other professional development opportunities. Include data on the employees' number of hours of training, job categories and titles.
- Survey employees on their training needs, and analyze the results disaggregated by sex.

## WEPs SIGNATORIES IN ACTION

- A **French** multinational car manufacturer recognized the importance of women's participation, from design through sales, and is committed to increase the number of women engineers and technicians, including at senior level. A company-wide network seek insight from women in areas including research and development, automobile design, operations, customer services and HR. Its scope includes contributing to the company's business interests and operations through innovative, pragmatic and occasionally disruptive advice.<sup>18</sup>
- In **Georgia**, a **financial inclusion company**, initiated a workplace mentorship programme for women employees to improve employee retention, productivity and performance and advance workplace diversity and inclusion. The programme covered employees based both at headquarters and in field offices. As a result, 107 women employees were promoted within the company in 2020. A **private technology university** launched an initiative to carry out multiple projects for women in digital literacy, technology and programming in collaboration with a global startup accelerator. The company has launched three rounds of Coding School for Women and trained up to 60 girls and women.
- An integrated service provider with offices in **Jordan** encourages women to enter non-traditional job fields in areas related to maintenance (e.g. electricity, air-conditioning, plumbing, carpentry, renovation, decoration, installations). By providing a safe and harassment free environment through an App, they are empowering women economically and creating new revenue generating roles for them. This company also launched a website that encourages women to do the maintenance work by themselves by sharing tips and how-to videos.
- A bank and shareholding company in **Kuwait** runs women's leadership programmes and will roll out a training initiative in 2021 for women to advance into supervisor and middle management positions. The initiative will enable participants to better understand diversity and inclusion in the workplace and distinguishing attitudinal and behavioral differences between women and men. By understanding these differences well, the staff can gain a better sense of gender-related tendencies that help explain how women and men think, act, and engage more effectively in the workplace.
- A **Lebanese** startup, specializing in producing beauty products from honey, is expanding its existing programme for procuring from small beekeepers to specifically target and promote women to become beekeepers. Currently, 54 per cent of the company's employees are women.



- Following a major audit and consulting company's global 'ALL IN' initiative to accelerate gender and inclusion, the **Malaysia** office sought to systematically address low numbers of women progressing into leadership roles. They took steps to rule out bias in evaluation promotion readiness and regularly feature women role models in their communications to highlight the viability of a leadership career pathway. They also have mentoring programmes available where aspiring women leaders are partnered with senior women partners.
- A **South African** industrial brand management company implemented a 40/2020 strategy which aimed to boost women representation in its workforce to 40 per cent across all senior levels of the company by 2020. The company launched a Women's Leadership Development Programme to increase the number of women recruited and by 2020, the company achieved 41 per cent of women in senior level positions.
- In **Turkey**, an appliance company provided technical trainings to manage the change in demand for different roles within the company. During the COVID-19 crisis, the company opened a call for upskilling of front office employees (demand declined) to become technicians (demand increased). As a result, nearly 200 women completed the training and started providing technical assistance to customers.
- A global social selling beauty company with headquarters in the **United Kingdom** launched an online learning and community platform in May 2019 available in 41 countries. It aims to improve the lives of 100 million women each year by advancing their earning potential.<sup>19</sup>
- A **US-based company trains survivors of human trafficking** to become successful software engineers. It has been met with disbelief and dismissal from many in the tech industry who could not fathom survivors in software programming, let alone a workspace run by women with no programming background. Now on its sixth full bootcamp cycle, the company has trained learners to teach classes and help train more survivors.<sup>20</sup>





# Principle 5

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## IMPLEMENT ENTERPRISE DEVELOPMENT, SUPPLY CHAIN AND MARKETING PRACTICES THAT EMPOWER WOMEN

- Require business partners, contractors and suppliers to adopt the WEPs and to provide information on their gender equality policies and practices.
- Establish supplier diversity programmes that actively seeks to expand business relationships with women-owned enterprises and support them in access.
- Invest in women-led businesses and support gender-sensitive solutions to their barriers to accessing capital and financial products and services that meet their needs.
- Remove harmful gender-based stereotypes in all media and company materials and advertising, by systematically respect women and men's dignity and depict them as empowered actors with progressive, intelligent and multi-dimensional personalities.
- Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation.

## HOW TO BE TRANSPARENT...

- Publicize an executive level policy statement on the organization's support for gender equality practices in its supply chain.
- Perform analysis of the company's supply chain, including the number of WEPs Signatories and women-owned enterprises.
- Record complaints and praises regarding the company's portrayal of women and girls in marketing and public materials. Analyze them and identify strategies to address the concerns.



## WEPs SIGNATORIES IN ACTION

- In **Argentina**, a company specializing in home décor partnered with a non-profit organization, dedicated to promoting the inclusion of vulnerable women in the labour market, to implement a programme to integrate more women-owned businesses into its supply chain by investing in and training women-owned businesses.
- In **Brazil**, large multinational companies support women-owned small and medium-sized enterprises to overcome the COVID-19 crisis by purchasing their products or services.
- A **Canadian** trucking and transportation services company decided in 2016 to ensure a more balanced workforce of women and men. The company identified marketing as a key strategy and channel for recruiting more women. Depicting both women and men in trucking helped overcome gender stereotypes. While faced by stigma associated with trucking and a male-dominated sector, deterring women candidates, it is optimistic that its marketing efforts will continue to attract a more diverse pool of talent.<sup>21</sup>
- The largest bank in **Costa Rica** asked its suppliers to sign the WEPs to show their commitment to gender equality and organized trainings on their implementation. As a result, a first group of seven suppliers signed the WEPs to commemorate International Women's Day in 2020 and have been working on their implementation since then.
- A **Danish** fashion brand with offices in the United Kingdom and the United States has made a firm commitment to gender equality. Fashion supply chains are historically long and convoluted, with up to 10 suppliers per garment. To drive structural and meaningful change, the company needed a complete understanding of its supply chain, the communities it affects and the people that work directly and indirectly for them. By end of 2021, the company aims to have 100 percent traceability across the first three stages of its supply chain, involving more than 200 suppliers.<sup>22</sup>
- In **Georgia**, a **TV channel** aired a public service announcement on violence against women during the prime time in the early months of COVID-19 lockdown. The TV channel initiated a campaign to break stereotypes associated with the jobs appropriate for women and men. A **financial inclusion company** announced the issuance of Women's Corporate Bonds worth more than USD 5 million for thousands of women small business customers, providing them with the financial products to grow their businesses. More than 2,300 women received loans in the amount of USD 1.5 million.
- A **Lebanese** brand specialized in authentic and natural soap making organized annual vocational trainings, IT trainings, awareness raising activities and business skills development workshops for women. Driven by women's entrepreneurial spirit, it is committed to keeping women's empowerment at the heart of their brand.

- A **Palestinian** bank aiming to improve financial inclusion for women in the country, provides women entrepreneurs with a comprehensive programme that includes financial awareness and banking literacy training. The bank also runs a Mini-MBA programme for women entrepreneurs to develop their entrepreneurial skills and access financial products to support them in growing their businesses. Due to COVID-19 restrictions, these training programmes were run virtually.
- In 2017, the **India** branch of a leading food services and facilities management company reached out to local NGOs for support to develop their women entrepreneurship policy which aimed to increase the number of women suppliers and the value of their businesses in the supply chain. As a result, they increased their purchasing from women entrepreneurs by 200 per cent.
- An impact investment organization based in **Singapore** founded the world's first gender-lens debt security listed on the stock exchange, reporting social and financial return. Bringing together multi-sector players to mobilize private sector investments, the innovative financial instrument is set to empower 3 million underserved women with sustainable livelihoods. Now in its third iteration, it is focused on building COVID-19 resilience for underserved women, featuring a portfolio of women-focused enterprises to scale their impact.
- A **Tanzanian** organization established a COVID-19 response programme to facilitate women business owners' access to markets, their understanding of new market needs, and to strengthen their resilience and adaptability.
- In 2018, the **Thailand** branch of a global hair care brand released the progressive "Hair Talk" advertisement and campaign, which raised awareness of the barriers and discrimination that trans women face every day in Thailand. Reaching 65 million views online, "Hair Talk" also sparked nation-wide discussions about challenging gender norms and even encouraged some of their peer brands to increase representation of transgender people in their content.
- One of Asia's largest companies for hygiene products launched a progressive and bold campaign marketing campaign in **Malaysia** for their female care and hygiene brand. The campaign challenges societal taboos by encouraging women to talk openly about their periods and learn more about their own bodies. In 2018, they also launched the MENstruation campaign to educate and include more men in the conversation.
- A venture capital firm in the **United States** invests in early-stage entrepreneurs in the tech sector. It believes that more women in the tech sector results in greater innovation and greater financial returns. Diversity among investors are also key to prevent strategic opportunities to be overlooked.
- An industry council operating in the jewelry sector in the **United Kingdom** issued special COVID-19 guidance on labour and human rights to protect at-risk groups amid the pandemic.



# Principle 6

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## PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY

- Undertake community consultations with local leaders – women and men – to establish strong ties and programmes that benefit all community members.
- Lead by example by showcasing concrete actions to advance gender equality and women's empowerment in local communities.
- Leverage the organization's influence, alone or in partnership, to advance gender equality and collaborate with business partners, suppliers and community leaders to achieve results.
- Work with community stakeholders and officials to eliminate discrimination and exploitation and to open opportunities for women and girls.
- Promote and recognize women's leadership in, and contributions to, their communities and ensure their full and active participation in community consultation.
- Use philanthropy and grants programmes to support community initiatives.

## HOW TO BE TRANSPARENT...

- Collect sex-disaggregated data on stakeholders participating in local initiatives.
- Survey participants, or organize focus groups, to receive feedback on community initiatives and disseminate the results.
- Carry out community impact analyses to identify specific impacts of community programmes on women and girls.

## WEPs SIGNATORIES IN ACTION

- A bank in northeastern **Argentina** promotes the leadership and economic empowerment of Indigenous women by providing training in financial inclusion to artisans and rural producers in Formosa and the Gran Chaco. During the pandemic, 1,200 savings banks were opened and a training plan on their use was launched, which proved to be a fundamental tool for women to continue selling their products.
- WEPs Signatories in **Brazil** recorded testimonials on their commitment to human rights and gender equality. The videos were posted both on the companies' social media channels and those of UN Women Brazil with the view to increase engagement of other companies and wider society.
- A **Canadian** virtual reality company works with Indigenous communities, specifically Inuit communities in the Nunavut Territory of Canada, to showcase Indigenous peoples' stories.<sup>23</sup>
- A group of WEPs Signatories in **Costa Rica** joined up to identify innovative solutions to challenges that have been limiting women's economic empowerment in the context of the COVID-19 pandemic. This initiative brought together participants from the private sector, academia, public institutions and civil society. They focused on challenges related to the increase of unpaid care and domestic work and disruptions to value chains. They also promoted gender sensitive procurement practices and improved financial management and formalization of women-led businesses.
- Instead of procuring new-year gifts, a micro finance company in **Georgia** decided to save the money and issue a grant to a women's NGO working with grassroots communities. As a result, three villages in western Georgia benefited from community projects: potable/ drinking water was provided to the 25 households, a medical ambulatory was opened and a public library in a remote mountainous village is now operating.
- The **India** branch of a major commercial bank works developed a programme to support over 2,300 women's self-help groups in 938 villages and over 20,000 women led enterprises in rural India. The self-help groups, rural women have successfully led various village level enterprises such as dairy business, agri-business, spices and honey production and micro-finance for their financial and social inclusion.
- A leading **Indonesia** on-demand, multi-service tech company demonstrates transformational action towards ensuring safe mobility and access to public spaces for women. The company identified a lack of safe spaces for women in public spaces in Jakarta as a key issue inhibiting women's equal access to economic opportunities, education and services. To combat this, they developed a comprehensive campaign that utilized visuals, technology tools, outreach, training of their staff, physical responses, and business products adapted to women's clientele.



- A **Jordanian** consulting agency launched a new breed of social enterprise with the purpose of empowering ecosystems to enable women economically and socially in 10 countries and have committed a part of their proceeds to solving local challenges. Since 2017, they have recognized and celebrated thousands of people through their stories and expertise across publications, platforms, and events.
- A real estate company in **Kuwait** runs a girls' empowerment programme that offers high quality 'edutainment' option for Kuwaiti girls aged 10-18 to start healthy conversations on critical issues that could positively influence teen culture and enable women's empowerment. The company's strategy is to contribute to the long-term sustainability of local communities, recognizing the strong link with its core business strategy.
- A **Lebanese** telecommunication service provider developed an initiative to encourage young girls to pursue studies in the field of information and communication technology by informing them about the various employment opportunities available to them in the sector.
- A French food and beverage company, through its bottled water brand in **Mexico**, implemented a programmatic, policy and communications approach with three pillars for action: 1) Inclusive economic recovery of the areas affected by 2017 earthquakes in Mexico through the economic empowerment of women; 2) Ensuring that all women have equal conditions and job opportunities as men and 3) Awareness-raising on the importance of equal opportunities for women and men.
- A **Moldovan** cosmetics producer organizes a dedicated award ceremony to celebrate and encourage the influential women of the Moldovan blogosphere that promote women's leadership in various areas.
- The **Philippines** branch of a major beverage company created a programme to enable economic empowerment of 5 million women across the company's value chain by 2020. Since 2011, the company has built capacity of over 200,000 women entrepreneurs and micro-retailers through entrepreneurship and financial literacy trainings and access to capital. In 2020, they launched an online version to also help returning migrant workers.
- A **Spanish** multinational electric utility company with presence in Brazil, Mexico, Spain, the United Kingdom and the United States worked with a non-profit organization supporting women survivors of domestic violence. Jointly, they created a school in Brazil for women electricians and collaborating with celebrity influencers in local communities to raise awareness about women's job opportunities in the sector.<sup>24</sup>
- A multinational professional services network with an office in **South Africa** created a programme to develop the next generation of women leaders for Africa. The programme gives girls the opportunity to acquire life skills, develop as young leaders, and to receive funding for university. Since 2014, the programme has graduated 30 matriculants each year from Johannesburg, Cape Town and Durban with 90 per cent of the participants attending university.<sup>25</sup>
- Through the #WomenAreSafeWith[Company] in **Turkey**, a multi-national cosmetics company financially supported two non-governmental organizations which are operating emergency hotlines on VAW during COVID-19 to increase their capacity due to the increase in reporting.

# Principle 7

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## MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY

- Complete your company profile page to showcase your baseline for WEPs implementation.
- Develop incentives and accountability mechanisms to accelerate WEPs implementation.
- Collect, analyze and use gender statistics and sex-disaggregated data and benchmarks to measure and report results at all levels.
- Regularly survey internal and external stakeholders to understand their perceptions and needs regarding gender equality.
- Complete additional WEPs indicators to showcase continuous progress.
- Report annually on progress in the implementation of the Women's Empowerment Principles, including on other platforms such as the company website.
- Take the WEPs Gap Analysis Tool to establish a baseline for WEPs implementation.
- Share lessons learned and good practices in the implementation of the WEPs and have UN Women publish them on the WEPs website in the form of case studies or WEPs Leaders interviews.

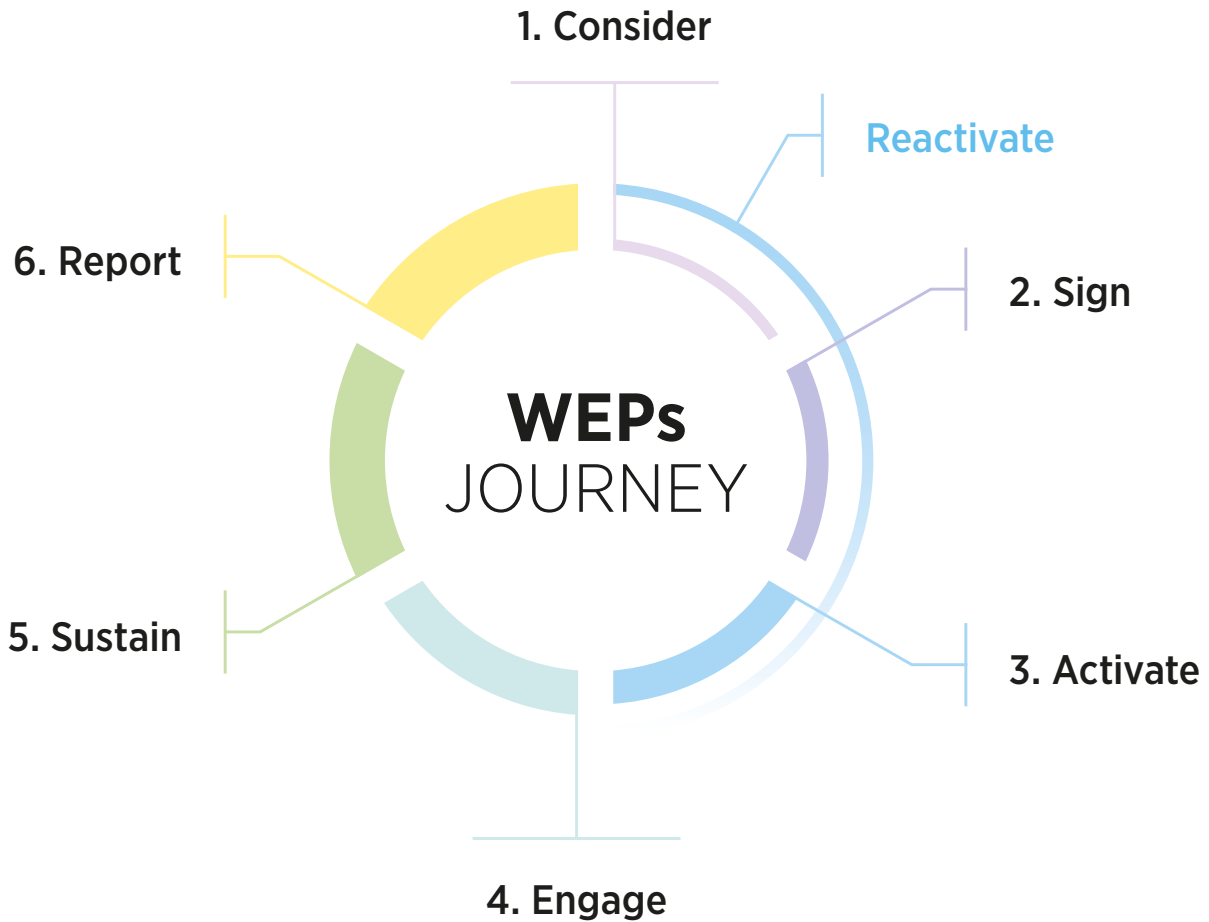


## WEPs SIGNATORIES IN ACTION

The Signatories showcased below were able to report to us on their progress for specific initiatives tracking progress and documenting results. These case studies provide concrete examples of some of the ways you can implement transparent measuring and reporting efforts.

- **A Financial Times Stock Exchange (FTSE) 15** global provider of information-based analytics and decision tools set out to tackle the structural barriers that hold women back from senior operational roles. Key to the firm's success has been the development of a dashboard that monitors progress in real-time and demonstrates gender balance broken down by categories including role, function, and length of service. It allows leaders to monitor trends, how it is changing, the point at which they stop progressing, and so on.<sup>26</sup>
- A telecommunications firm operating in **Northern and Central Europe** introduced a '2+1' recruitment strategy to hire two women for every one man. This strategy was introduced to reverse the historical biases in recruitment. Data had revealed that for every one women previously hired, the company had been hiring two men. Within one year of implementing the strategy, 66 per cent of new recruits were women.<sup>27</sup>
- A **Japanese** business consulting firm specializing in sustainability issues built a gender-equal human resources policy and is a frontrunner in the country for SDG business management and reporting. In addition to its own in-house efforts to conduct gender responsive business, the firm can provide solutions for companies to work on gender equality, through its corporate reporting consulting services. The firm reports data disaggregated by sex on the number of directors, employees, new hires, and senior managers.<sup>28</sup>
- A **Lebanese** bank tracks and publicly reports on the following with sex-disaggregated data: training, education and talent development; diversity inclusion and equal opportunity; employee composition by gender and employee category; composition of governance body committees by gender and age group; new employee hires in bank Audi Group Lebanon; return to work and retention rates after parental leave, by gender; and external human development.
- A **Swedish** financial institution tackled the gender pay gap for all 16,000 employees in the four countries it operates in: Estonia, Latvia, Lithuania and Sweden. One of the prerequisites for eliminating the pay gap was putting in place a job evaluation system and keeping it updated regularly. This was critical to understanding what makes roles comparable to others and how equal pay can be measured. Close monitoring and reporting of the programme was essential for success. Producing reports on a regular basis and distributing to the management teams allowed for early intervention if a gap started to emerge.<sup>29</sup>





# Equality Means Business

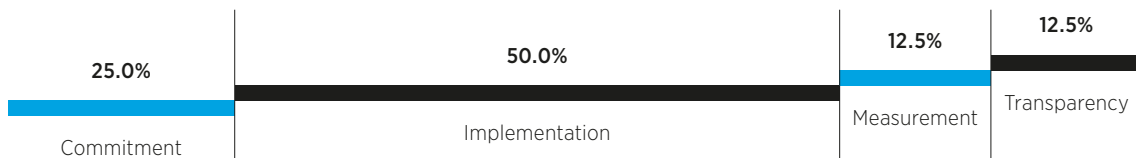


# WEPs Tools and Guidance

As a WEPs Signatory, you are invited to self-assess yourself through the **WEPs Gender Gap Analysis Tool**. It assesses your strategic approach to gender equality, identifies gaps and opportunities for continuous improvement and help you set goals and targets.

The tool is a free, user-friendly, and **strictly confidential** online platform that helps companies to self-assess current policies and programmes, highlight areas for improvement, and identify opportunities to set future corporate goals and targets. Results are provided in a concise and clear format so companies can easily identify areas for improvement.<sup>30</sup>

The WEPs Tool comprises 18 multiple choice questions in four key areas (Commitment, Implementation, Measurement, and Transparency) that draw from good practices from around the world-covering gender equality in leadership, workplace, marketplace, and community.



The WEPs Tool includes questions about your company’s policies and practices on gender equality across business functions, including Human Resources, Procurement, Diversity & Inclusion, Corporate Sustainability, etc. It is expected to take an average of 2-3 hours to complete, as per the feedback from pilot companies, once this information has been gathered internally.

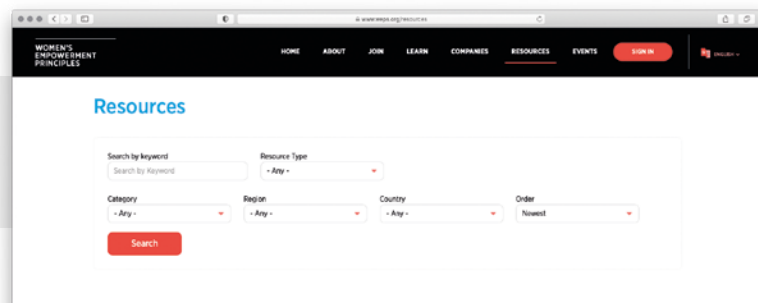
The tool is voluntary and meant to be a learning platform and therefore will not serve as a reporting mechanism or certification. Companies may choose to share results of the WEPs Tool with their stakeholders, but it should be noted that the data is self-reported and has not been verified or validated by any of the tool partners (United Nations Global Compact, UN Women, or any member of the Inter-American Development Bank Group).<sup>31</sup>

Based on the result of the assessment, WEPs Signatories are invited to develop an action plan with clear, time-bound targets and supported by practical implementation guidelines.



We encourage all WEPs Signatories to utilize the numerous resources available [here](#) on weps.org. Our toolkit includes:

- **Guidance** on equal pay, sexual harassment, family-friendly policies, childcare and gender-responsive procurement, among other key action areas to support you in activating the seven Principles.
- **The Diagnosis for Equal Remuneration** is a self-assessment tool developed to support companies and organizations in evaluating the Equal Pay for Equal Value work principle.<sup>32</sup>
- **Spotlight on public policy** to get insights into the role of governments in advancing gender equality and women's empowerment at the national level.
- **WEPs Learn**, our dedicated platform for learning materials.
- **Videos** from our Learning events featuring expert panelists and Signatories around the world sharing good practices and lessons learned.
- Our documentary on "**The Power of Partnerships for Achieving Gender Equality**" produced during the COVID-19 pandemic.
- **Testimonies** from WEPs leaders.
- **About WEPs** materials.
- **Our bulletins**.





**WOMEN'S EMPOWERMENT PRINCIPLES** DECEMBER 2020

**WEPs IN ACTION**  
Implement enterprise development, supply chain and marketing practices that empower women.

**CONTENTS**  
1. Context  
2. Actions  
3. Challenges  
4. Results  
5. Recommendations

**CASE STUDY: MUSKET TRANSPORT**  
**REMOVING GENDER STEREOTYPES TO RECRUIT A BALANCED WORKFORCE**

**LESSONS LEARNED**

- Paying attention to media and marketing practices and creating advertisements without gender stereotypes allows a company to promote gender equality and to attract and recruit more diverse employees.
- Hiring women drivers and promoting gender equality in the trucking industry set a standard for other companies in the supply chain to do the same: sharing good practices and examples of role models could advance such practices.

**CONTEXT**  
Musket Transport is a Canadian trucking and transportation services company founded in 1992. Its merger with Melbom Truck Lines Corp. created the largest over-the-road carrier in Ontario, Canada. In 2016, the company set out to increase the number of women truck drivers, and the number of women in supervisory, managerial and executive positions. As women made up 14 per cent of managers and 14 per cent of supervised employees the company set targets for 2019 that they achieved.

**WOMEN'S EMPOWERMENT PRINCIPLES** POLICY TEMPLATE

**FLEXIBLE WORK**

This Flexible Work Policy template aims to assist companies to establish a clear and balanced system for employees working from home and working remotely. The text can be used as is or customized according to your company's requirements. Flexible work refers to a work structure which deviates from the traditional eight-hour office workday. Flexible work is not just about allowing flexible hours; it ultimately encompasses many different working patterns around where, when and how someone works. It is ultimately about integrating effective ways of working which leverage employees' physiological and psychological energy to deliver sustainable performance and quality work output while also supporting the balance of private and personal life.

**I. OUR COMMITMENT**

The Company is committed to ensuring that we provide a positive working environment for all of our people and a culture that enables everyone to reach their potential. We believe that giving our people greater control in how they manage the whole-life balance between home and work life is a key component of achieving higher levels of engagement and performance as well as supporting your well-being. Enabling our people to work in a more agile way, for example from home or from another relevant site, is key to successfully managing that balance and the Company vision is to make agile working a possibility for everyone.

**WOMEN'S EMPOWERMENT PRINCIPLES**

**COMPANY-SUPPORTED EARLY CHILDHOOD EDUCATION AND CARE**

Guidance Note | Principle 2

**THE ISSUE**

Unpaid care and domestic work<sup>8</sup> contribute to economic development by sustaining and nurturing the health and well-being of families and communities.<sup>9</sup> This work offers many people the support they need to be productive and capable members of society.<sup>10</sup> Yet, unpaid care work remains largely invisible and unrecognized in economic and social policymaking.<sup>11</sup>

Across the world, most care needs are met through unpaid labour,<sup>8</sup> which is traditionally carried out by women - while men, because of gender norms, are considered the primary breadwinners of the family.<sup>8</sup> On average, women carry out at least three times more unpaid care work than men.<sup>12</sup> By taking on most or all of this unpaid care work, women and girls are prevented from taking full-time paid employment or are left with no other choice than taking part-time positions with limited benefits and opportunities.

The gender pay gap is a key contributor to the uneven distribution of unpaid care work within the household - as the decision to leave paid work, or work part-time, is based on the opportunity costs of taking on domestic work.<sup>13</sup>

This has resulted in long-term personal financial instability and limited career opportunities and progression.<sup>14</sup> Often they are ready to return to the labour market, they find it challenging to secure good quality jobs and decent work.<sup>15</sup>

**Box 1 WEPs Tool Kit**

This guidance note forms part of a toolkit to help companies implement the Women's Empowerment Principles (WEPs). It shows how employer-supported childcare and work-family-friendly policies benefit both employers and employees. It specifically provides WEPs signatories with guidance on how to establish policies and practices that prioritize fair and equal treatment of all women and men at work (Principle 2) without compromising efficiency, cost savings and value for money. It offers guidance on how to provide childcare benefits and services that employees can use for their own benefit and the benefit of their families. The note also provides guidance on how to promote gender equality in the workplace, marketplace and community.

**WOMEN'S EMPOWERMENT PRINCIPLES**  
Established by UN Women and the UN Global Compact Office

**CALL TO ACTION**  
Leveraging the WEPs framework to target racism and discrimination in the world of work

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

Consider

Sign

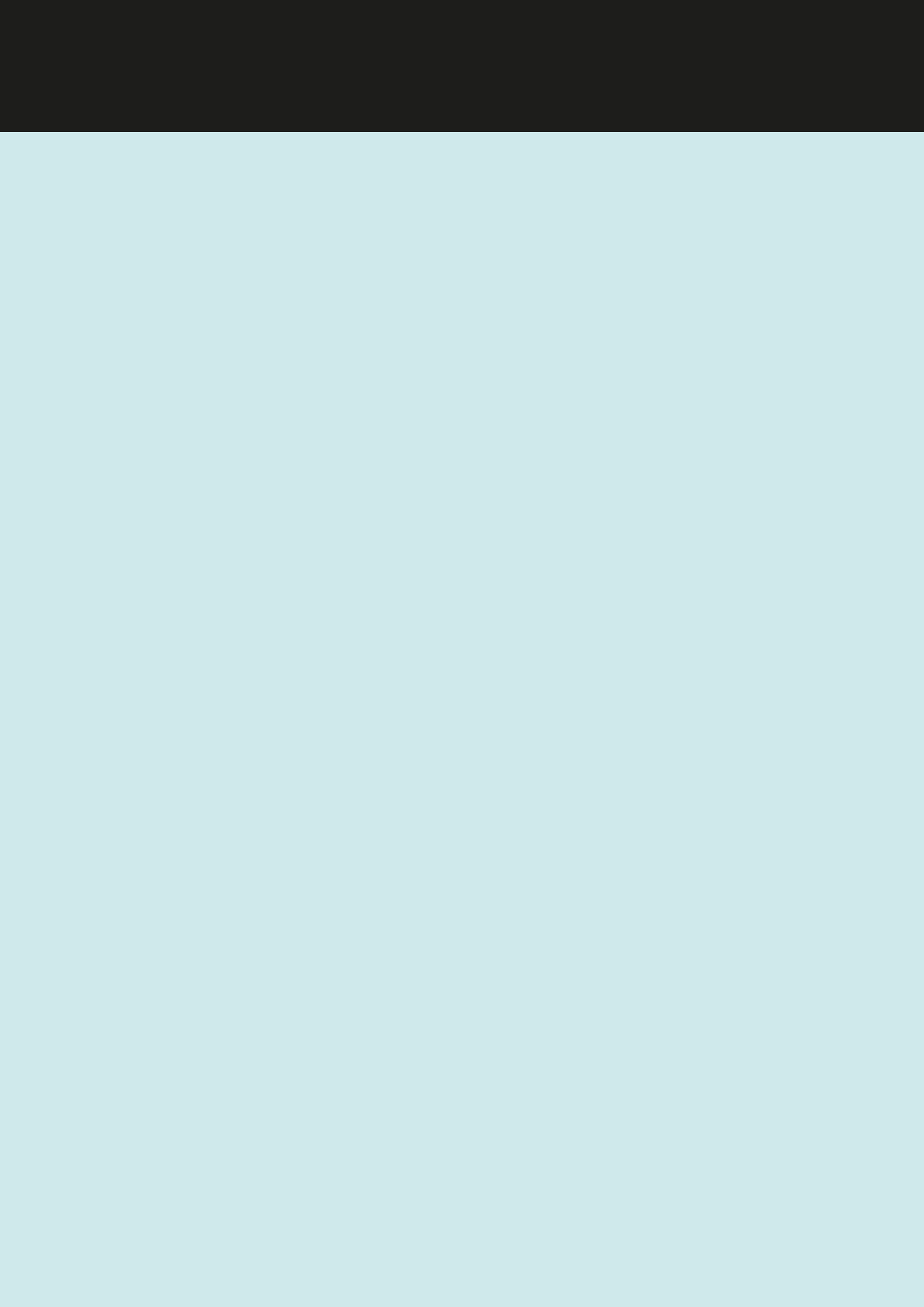
Activate

**Engage**

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# ENGAGE

## CREATE

### AN ECOSYSTEM OF COMMITTED COMPANIES

Engaging with your internal and external stakeholders will help foster the creation of a gender-sensitive ecosystem of companies that drive the gender equality agenda forward throughout the value chain. We welcome you to encourage your suppliers, your business partners and your investors to commit to the WEPs too. The more companies that are committed, the stronger strides we can make for women's empowerment.

## SHARE

### YOUR PROGRESS WITH THE WEPs COMMUNITY

Sharing your progress in the implementation of your WEPs journey helps raise awareness of the great work you are doing. It can also inspire other companies to do more and gain insights to new measures for their companies. We encourage you to share your good practices by tagging us on social media and using #WeShare.

#WeShare

 LinkedIn

 @WEPrinciples

 @WEPrinciples

 YouTube



## ENGAGE YOUR TEAM THROUGH WEPs LEARN

WEPs Learn strives to equip women with new skills, capacities and characteristics to succeed in the workplace. Specific modules have been developed on topics to boost your Confidence, Communication, Team Skills, Assertiveness, Career Opportunities, Change, Self-organization and Well-being.

The lessons are designed to give gender equality champions more confidence in job interviews, lead gender equality initiatives within their organizations, assess new job opportunities, and therefore grow their careers more effectively. This virtual platform also offers learning opportunities for WEPs Signatories to deepen their implementation of the Women's Empowerment Principles.

We encourage you to invite your team, business partners, clients and customers to take advantage of the WEPs learning content. It is free of charge and offers WEPs certificates.





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# SUSTAIN

## MONITORING AND TRACKING PERFORMANCE

Business leaders and stakeholders agree that while not everything of value can be counted, it is difficult to manage what is not measured. Yet, despite this potential to trigger change, many companies have not yet started to systematically collect gender statistics and gender-disaggregated data to measure outcomes on gender equality and women's empowerment in the workplace, marketplace and community.<sup>33</sup>

Gender-responsive measuring and reporting mechanisms are crucial to monitor and track performance and progress towards gender equality and women's economic empowerment.

The WEPs provide a holistic framework for companies to promote gender equality and women's empowerment in the workplace, marketplace and community and drive positive outcomes for society and business. As laid out in Principle 7, transparency and accountability are required for companies to uphold their commitments to gender equality in the workplace, marketplace, and community.



## THE WEPs TRANSPARENCY AND ACCOUNTABILITY FRAMEWORK

The WEPs Transparency and Accountability Framework (The T&A Framework):

- Offers a comprehensive tool to measure your progress on gender equality and women's empowerment in the workplace, marketplace and community.
- Aims to provide companies with a holistic set of indicators that are most likely to advance gender equality across corporate value chains. The indicators were selected based on their potential to drive transformative change. Ease and probability of Signatories to report on these indicators was also taken into account.
- Build on and aligns with existing corporate gender reporting platforms. To that end, an extensive mapping and external engagement was carried out to inform the development the of the Framework.
- Supports your companies to measure and report progress against other commitments and reporting platforms, including the Sustainable Development Goals.

The T&A framework is divided into four distinct categories:

1. Essential Indicators – these indicators measure positive, irreversible and sustainable change towards gender equality. These indicators are listed in **Annex III** along with their definitions and how to calculate them.
2. Complementary Indicators – these indicators measure key areas to tackle systemic barriers to gender equality. Their implementation may differ by country, industry and size of company.
3. Input and Support Measures Indicators – these indicators tracks Signatories inputs to change, such as policies, practices and measures that are foundational to achieving gender equality and women's empowerment.
4. Additional Indicators.

All the indicators of the T&A Framework are included in Annex III. WEPs signatories are invited to share progress on the Essential Indicators on their company profile page.

While the T&A Framework captures data disaggregated by sex, we encourage broader diversity data collection for intersectional analysis (e.g. including, but not limited to age, race/ethnicity, nationality, disability and sexual orientation).

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# REPORT

## REPORTING ON GENDER EQUALITY

A growing number of stakeholders, including employees, consumers, investors, and civil society, are calling on companies to disclose more information on their efforts towards gender equality. The evidence base for doing so and for promoting gender equality and women's empowerment continues to expand:

- Companies with greater progress on gender equality and with policies and practices in place to empower women are more resilient and see stronger growth.
- Current corporate reporting practices show how public reporting on a specific issue can drive companies to take meaningful action.

We believe that by using the T&A Framework (see section on Sustain above) as a tool for transparent reporting, companies, with support from government and other stakeholders, can more effectively work towards a gender equal economy that works for all women and men.





## REPORTING ON WEPs COMPANY PROFILE PAGE

At the time of signing the WEPs, you are requested to provide data against three baseline indicators:

1. Percentage of women employees
2. Percentage of women at management level
3. Percentage of women on boards/executive teams/partners.

This information remains internal to the WEPs Secretariat unless you publish this information on the WEPs website by creating your company's profile page.

At the Reporting stage of the WEPs Journey, you have an opportunity to share additional data on progress made in your WEPs implementation. This progress is shared on your Company Profile Page. See for details in Annex III.

You can report on the following Essential indicators:



1. Percent of women and men employees
2. Percent of women and men in senior management positions
3. Percent of women and men on boards
4. Ratio of women's salary to men's salary
5. Percentage of new hires – women and men
6. Percentage of promotions and career opportunities – women and men
7. Retention rate of women and men FTE employees who took parental leave.
8. The Company has a confidential grievance, resolution, reporting and non-retaliation mechanism and procedure to address and respond to incidents of violence and harassment.

For a more detailed description of each indicator, please click [here](#).

Please note that data in general should be provided for the last fiscal year. We encourage data collection to cover at least 80 per cent of your company's employees.

As WEPs Signatories, reporting is voluntary. For companies who wish to report, you can share progress with the WEPs Secretariat for internal use only or make it available publicly on your WEPs Company Profile Page.

Steps for reporting privately or publicly on company profile page are available [here](#) in the annex.





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## **Annex**



# ANNEX

## ANNEX I CEO STATEMENT OF SUPPORT FOR THE WOMEN'S EMPOWERMENT PRINCIPLES

The CEO Statement of Support for the Women's Empowerment Principles is available in the following languages: **Arabic, Chinese, English, French, German, Portuguese, Russian, Spanish, Serbian, Turkish.**

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

**CEO Statement of Support for the Women's Empowerment Principles**

We, business leaders from across the globe, express support for advancing equality between women and men to:

- Bring the broadest pool of talent to our endeavours;
- Further our companies' competitiveness;
- Meet our corporate responsibility and sustainability commitments;
- Model behaviour within our companies that reflects the society we would like for our employees, fellow citizens and families;
- Encourage economic and social conditions that provide opportunities for women and men, girls and boys; and
- Foster sustainable development in the countries in which we operate.

Therefore, we welcome the provisions of the Women's Empowerment Principles – Equality Means Business, produced and disseminated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact. The Principles present seven steps that business and other sectors can take to advance and empower women.

Equal treatment of women and men is not just the right thing to do – it is also good for business. The full participation of women in our enterprises and in the larger community makes sound business sense now and in the future. A broad concept of sustainability and corporate responsibility that embraces women's empowerment as a key goal will benefit us all. The seven steps of the Women's Empowerment Principles will help us realize these opportunities.

We encourage business leaders to join us and use the Principles as guidance for actions that we can all take in the workplace, marketplace and community to empower women and benefit our companies and societies. We will strive to use sex-disaggregated data in our sustainability reporting to communicate our progress to our own stakeholders.

Please join us.

CEO Name: \_\_\_\_\_ CEO Signature: \_\_\_\_\_

Name of the company: \_\_\_\_\_

Date: \_\_\_\_\_





## ANNEX II

### DONATE TO THE WEPs

In the past year UN Women has, through the WEPs Secretariat:

- Produced groundbreaking knowledge products showcasing how to solve workplace and marketplace challenges.
- Created instructional videos and guides to empower young women at work.
- Provided multistakeholder gatherings to share guidance for companies, business networks and other organizations on advancing gender equality.
- Provided a platform for networking among changemakers.
- Inspired and supported women entrepreneurs in their business journeys.

In 2021, we are determined that our WEPs family rise to the challenges of the past year and achieve an even greater impact globally.






All contributions to the WEPs from WEPs Signatories will be recognized on our donor wall so that our nearly 5,000 WEPs members around the world, and all the other organizations and individuals who rely on our platform, can see your support and contribution.

We would like to thank our wonderful donors – from small businesses to multinational organizations – for their contributions. Every donation helps further our work and the impact we have on gender equality and inclusivity.

#### **HOW WILL YOUR CONTRIBUTION HELP ACCELERATE GENDER EQUALITY?**

Your financial contribution will support the following WEPs activities:

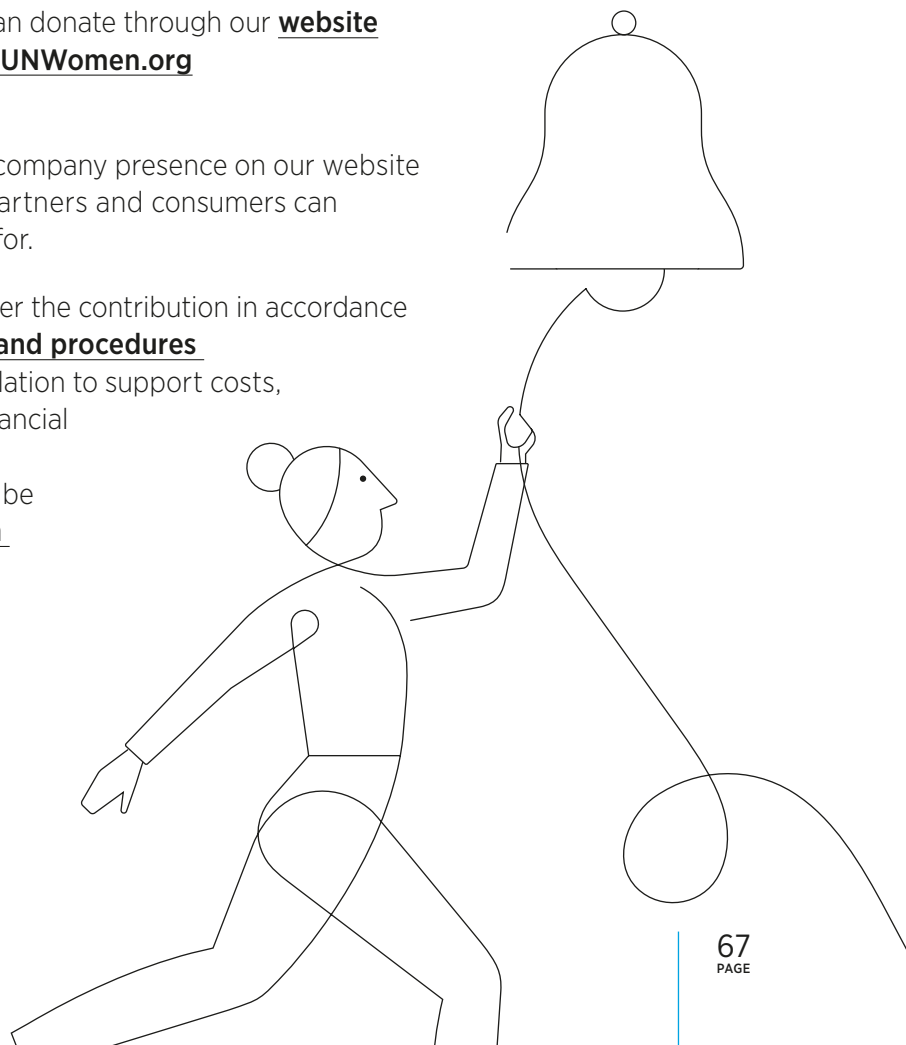
- Design and roll-out of WEPs implementation tools and resources
- Increase knowledge exchange, learning, and networking events for the WEPs global community
- Develop case studies of gender-responsive businesses and companies
- Fund women entrepreneurs to participate in business networking events
- Create campaigns to expand the WEPs network

	\$10,000 - \$30,000	Will contribute to advocacy on gender equality and women's empowerment – through our newsletter and social media messages
	\$30,000 - \$100,000	Will contribute to helping onboarding new companies to join us in the WEPs community
	\$100,000 - \$500,000	Will help us continue to develop learning materials for WEPs Signatories, their employees and women and girls in their local communities
	\$500,000 - \$1,000,000	Will allow us to establish a recognition and award programme for performance on WEPs implementation
	\$1,000,000 +	Will strengthen our team and our support to WEPs Signatories

We have made donating easy. You can donate through our [website](#) via credit card, or email us at [weps@UNWomen.org](mailto:weps@UNWomen.org) for wire transfer details.

Upon donating, we will update your company presence on our website accordingly so that your business partners and consumers can also see what your company stands for.

UN Women will receive and administer the contribution in accordance with its [regulations, rules, policies, and procedures \(UN Women's Rules\)](#), including in relation to support costs, audit, and evaluation. In making a financial contribution to the WEPs activities, you agree that such contribution will be governed by the [WEPs Contribution Terms and Conditions](#).





## ANNEX III

# GUIDANCE ON WEPs TRANSPARENCY AND ACCOUNTABILITY INDICATORS

### ESSENTIAL INDICATORS<sup>34</sup>

#### 1. Percent of women and men employees

**INDICATOR:** Percentage of women and men employees as a percentage of total number of employees

**DEFINITION:** Employees include (i) permanently contracted and (ii) temporarily contracted (such as seasonal) workers on a Full-Time Equivalent (FTE) basis. This follows the HIPSO definition for FTE, which includes directly hired individuals and individuals hired through third party agencies so long as those individuals provide on-site services related to the operations of the client company. This also includes FTE worked by seasonal, contractual and part-time employees.

**CALCULATION:** To calculate the percent of FTE employees that are women, count the total number of FTE women employees, and divide this number by the total number of FTE employees. The same calculation can be done for men employees. As per the HIPSO definition above part-time jobs can be converted to full-time equivalent jobs on a pro rata basis, based on local definition (e.g. if the working week equals 40 hours, a 24 hr/week job would be equal to 0.6 FTE job). Seasonal or short-term jobs are prorated based on the portion of the reporting period that was worked (e.g., a full-time position for three months would be equal to a 0.25 FTE job for a reporting period of one year). If the information is not available, the rule-of-thumb is two part-time jobs equal one full-time job.

#### 2. Percent of women and men in senior management positions

**INDICATOR:** Percentage of women and men in senior management positions as a percentage of total number of senior managers in the organization.

**DEFINITION:** Senior managers are defined as FTE employees at C-Suite level or equivalent (e.g. Managing Directors, Partners). Titles may change depending on size and structure of a company, so Signatories should use their judgement to assess whether positions are C-Suite equivalent.

**CALCULATION:** To calculate percent of senior management who are women, Signatories should divide the number of women senior managers by the total number of senior managers.

### 3. Percent of women and men on the board

- INDICATOR:** Percentage of women and men on the company board.
- DEFINITION:** Board members are defined as members who play an active role on the Board. An active role may include acting in an advisory capacity for key decisions and does not necessarily require a full-time role in the organization.
- CALCULATION:** To calculate percent of Board members who are women, Signatories should divide the number of women on the Board by the total number of Board members.

### 4. Ratio of women's salary to men's salary

- INDICATOR:** Ratio of women's salary to men's salary
- DEFINITION:** Women's and men's salaries include three components:
1. Fixed salary – a salary that a person receives on a stable or fixed basis, that is, the employee receives the same amount every month (or pay period).
  2. Additional salary – this is the salary that an employee receives on a temporary basis, for example, associated with the performance of a longer period of work, or as compensation for an expense that they had to incur. This amount varies from month to month (or pay period).
  3. Variable salary – a salary that the employee receives in recognition for their performance or for the overall results of the company or organization.
- CALCULATION:** Calculate women's salaries by adding up all the salaries and dividing by the number of women. The same calculation should be performed for men. Then divide the average women salaries by average men salaries. Both cash salaries and salaries in kind (according to their objective economic valuation) should be counted as do taxes and social insurance, whether payed to the worker or to the public authorities (the full cost to the company). To calculate salary data, it must be comparable and the time period need to be the same for all employees, preferably one full year. If you plan to include employees who have not been employed for the entire period (one year), their salaries should be increased proportionately. For example, if a person has been employed for 6 months their salaries should be multiplied by 2. For example, the person has a Fixed Salary of 15,000 per year, working 50 per cent of the working day, then this calculation will result in 30,000 per year (allowing you to compare your salary with that of people who work 100 per cent of the working day).



## 5. Percentage of new hires – women and men

**INDICATOR:** Percentage of newly hired FTE employees – women and men

**DEFINITION:** New hires are defined as an employee

1. who has not previously been employed by the company/organization; or
2. who was previously employed by the company/organization but has been separated from such prior employment for at least 60 consecutive days.

**CALCULATION:** To calculate percentage of newly hired women employees, Signatories should divide the number of newly hired FTE women employees by the total number of FTE newly hired employees. To calculate the percentage of newly hired FTE men employees, Signatories should divide the number of newly hired men employees by the total number of newly hired employees (or just subtract the percentage of newly hired women employees from 100 percent).

## 6. Percentage of promotions and career opportunities – women and men

**INDICATOR:** Percentage of promotions and career opportunities – women and men

**DEFINITION:** Ratio of FTE women and men in senior management (see #2 above) compared to ratio of FTE women and men employees (see #1 above).

**CALCULATION:** To calculate percent of promotions and career opportunities for women and men, refer to the definitions of employees and senior management above. Then divide the ratio of FTE women in senior management by the ratio of FTE women employees; and then divide the ratio of FTE men in senior management by the ratio of FTE men employees.

## 7. Retention rate of women and men FTE employees who took parental leave

**INDICATOR:** Retention rate of women and men FTE employees who took parental leave

**DEFINITION:** Parental leave includes maternity, paternity, parental and adoption leave. Eligibility is defined by the national legal requirements and any additional eligibility criteria that the employer may have for additional benefits. The retention rate is determined by employees retained in the company or organization 12 months after returning from parental leave.

**CALCULATION:** To calculate the retention rate of women, divide the total number of women employees retained in the company or organization 12 months after returning to work following a period of parental leave by the total number of women employees taking parental leave. Same calculation to be performed for men taking parental leave.







## 8. The Company has a confidential grievance, resolution, reporting and non-retaliation mechanism and procedure to address and respond to incidents of violence and harassment

Yes | No



## COMPLEMENTARY INDICATORS




These indicators measure key areas to tackle systemic barriers to gender equality. Their implementation may differ by country, industry and size of company.




WEP	ISSUE	INDICATOR	COMMENT
<b>Workplace</b>			
 PRINCIPLE 2	Women’s representation in non-traditional roles	Percent of women in traditionally underrepresented roles	Examples include roles in P&L, technology, construction, heavy manufacturing, engineering
 PRINCIPLE 4	Training and development	Average hours of training that the organization’s employees have undertaken, disaggregated by sex and employee level	This could include training in areas where women are underrepresented.
<b>Marketplace</b>			
 PRINCIPLE 5	Equitable Procurement Practices	Percentage of procurement spend with women-owned businesses	Examples include other WEPs Signatories
		Percentage of procurement spend with companies with gender equality commitments	
		Percentage of workers in supply chain receiving a living wage, disaggregated by sex	
 PRINCIPLE 5	Gender-responsive marketing	Has a stand-alone responsible marketing policy or a commitment embedded in a broader corporate policy that addresses the portrayal of gender stereotypes	
<b>Community</b>			
 PRINCIPLE 6	Gender-responsive product design and development	Has a policy or commitment embedded in a wider corporate policy to integrate inclusive gender considerations into product design and delivery	This is business opportunity: women account for over USD20 trillion in consumer spending per year and are the fastest growing consumer economy. By 2028, women will control close to 75 per cent of discretionary spending worldwide.
 PRINCIPLE 6	Gender equality	Percentage of financial or pro-bono support for gender equality programmes	






## INPUT AND SUPPORT MEASURE INDICATORS

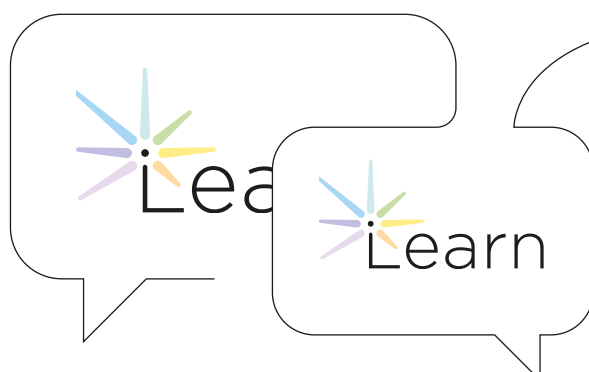
The Input and Support Measures Indicators helps you tracks your inputs to change, such as policies, practices and measures that are foundational to achieving gender equality and women's empowerment.

WEP	ISSUE	INDICATOR	COMMENT
<b>Leadership</b>			
 <b>PRINCIPLE 1</b>	Gender Policy & Action Plan	Has a holistic, organization-wide gender equality strategy/action plan that identifies specific priority areas where further improvement can be made with dedicated resources for implementation	Dedicated resources include budget and human resources
		Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses supporting employees as parents and caregivers, covering all employees in major locations of operation	See UN Women's guidance on family friendly employers <a href="#">here</a> and <a href="#">here</a> .
		Has a stand-alone policy or commitment embedded in a broader corporate policy on non-discrimination and equal opportunity policy covering recruitment, retention, re-entry, and promotion of all individuals.	
	Due diligence	Conducts a gender-responsive risk assessment as part of its human rights due diligence process to identify specific gender-related risks, including violence and harassment and ensure personal safety and security of all employees.	
<b>Workplace</b>			
 <b>PRINCIPLE 2</b>	Equal pay	Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses equal pay for work of equal value	See UN Women's guidance on equal pay <a href="#">here</a> and <a href="#">here</a> .
	Caregiving	Offers support programmes for parents and caregivers, regardless of sex or marital status	See UN Women's guidance on family friendly employers <a href="#">here</a> and <a href="#">here</a> .
 <b>PRINCIPLE 3</b>	Flexible work	Offers flexible work options for all employees	See policy template <a href="#">here</a> .
	Violence and harassment	Provides confidential support for victims of violence and harassment, including domestic violence	See UN Women's guidance <a href="#">here</a> and policy templates <a href="#">here</a> and <a href="#">here</a> .

WEP	ISSUE	INDICATOR	COMMENT
 <p>PRINCIPLE 3</p>	Violence and harassment	Has policies and procedures to ensure safety, security, confidentiality, and protection of victims of sexual harassment at workplace.	See UN Women's guidance <a href="#">here</a> and policy template <a href="#">here</a> .
		Has a policy prohibiting nondisclosure agreements pertaining claims of sexual harassment in settlement agreements, unless requested by the victim and does not require sexual harassment claims to go to private arbitration.	See UN Women's guidance <a href="#">here</a> and policy template <a href="#">here</a> .
	Wellbeing	Has a company-wide policy or commitment to respect and support access to quality health care, including sexual and reproductive health where relevant, which is reflected in company programs and employee benefits.	
 <p>PRINCIPLE 4</p>	Career advancement	Provides leadership training, coaching, and/or mentoring to support women to access management and leadership positions	See UN Women's guidance <a href="#">here</a> .
		Provides training, skills development, education, networking, and mentoring to recruit women in non-traditional roles	
<b>Marketplace</b>			
 <p>PRINCIPLE 5</p>	Supply chain	Has procurement targets and/or goals for the amount and percentage spend with women-owned businesses	See UN Women guidance <a href="#">here</a> .
		Has procurement targets and/or goals for the amount and percentage spend with businesses with commitments to gender equality	
		Has a supplier or vendor code of conduct that explicitly states support for gender equality	
		Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender equality	
		Has a commitment to pay a living wage to all workers in its supply chain	
		Has a policy requiring all suppliers to pay at least the legal minimum wage to all workers in the company supply chain	



WEP	ISSUE	INDICATOR	COMMENT
 <b>PRINCIPLE 5</b>	Marketing	Has a stand-alone responsible marketing communication policy or a commitment embedded in a broader corporate policy that addresses the avoidance of gender stereotypes and promotes positive portrayals of women and girls	
	Gender biases	Undertakes gender-responsive assessments of machine learning and AI tools to prevent perpetuating gender biases and avoid adverse impacts on women	
<b>Community</b>			
 <b>PRINCIPLE 6</b>	Safety	Undertakes product safety tests that adequately capture the potential risks for women	
	Social responsibility	Has a stand-alone policy or a commitment embedded in a broader corporate policy that addresses embedding gender in corporate social responsibility activities, philanthropy, public advocacy, and partnerships.	
<b>Transparency and Accountability</b>			
 <b>PRINCIPLE 7</b>	Reporting	Reports publicly on all WEPs Essential Indicators	See above for the Essential Indicators. Public reporting include on <a href="http://www.WEPs.org">www.WEPs.org</a>
	Tracking progress	Has time-bound, measurable goals and targets to increase women's representation in leadership	
		Has time-bound, measurable goals and targets to increase women's representation in non-traditional roles	
Audit	Has undertaken a gender audit/evaluation/assessment		



## ADDITIONAL INDICATORS

### Leadership

- Annual turnover rate, disaggregated by sex
- Percentage of managers/senior leadership with clear diversity and inclusion goals, which include gender equality related goals, included as part of their annual performance reviews

### Workplace

- Percentage of employees by employment contract, disaggregated by sex
- Percentage of addressed incidents of discrimination related to sex or gender
- Total number of incidents of discrimination related to sex or gender
- Total number of corrective actions taken related to incidents of discrimination related to sex or gender
- Percentage of employees who have taken gender bias training, disaggregated by sex
- Percentage of employees in a trade union or on a worker committee, disaggregated by sex
- Percentage of employees that were entitled to paid parental leave, disaggregated by sex
- Return to work rate of employees that took paid parental leave, disaggregated by sex
- Percentage of employees taking advantage of caregiver support programs, disaggregated by sex
- Number of weeks of paid maternity leave available in all major locations of operation
- Number of weeks of paid paternity/secondary caregiver leave in all major locations of operation
- Percentage of employees who have taken training on violence and harassment in the workplace, disaggregated by sex
- Ratio of work-related injuries for men to women
- Number of breastfeeding facilities per 50 women employees
- Absenteeism rate, disaggregated by sex
- Percentage of women on health and safety committee out of total committee membership
- Number of adequate and safe toilet facilities per 50 women workers to accommodate hygiene needs such as clean water and soap and disposal methods for feminine hygiene products

### Marketplace

- Percentage of suppliers screened using gender criteria
- Percentage of workers in supply chain, disaggregated by sex and employee level
- Percentage of total financial support and investment, alone or in partnership with banks and financial institutions, to provide credit and other financial services to women entrepreneurs

### Community

- Percentage of direct beneficiaries from community projects and initiatives, disaggregated by sex
- Percentage of community programs assessed using gender-related criteria

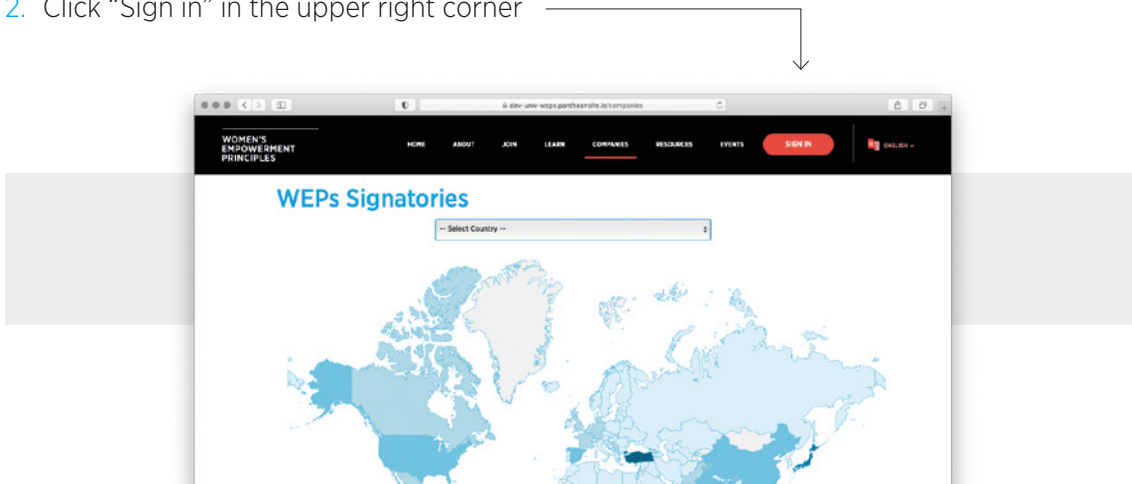


## ANNEX IV







# REPORTING PRIVATELY OR PUBLICLY ON YOUR WEPs COMPANY PROFILE PAGE

For more detailed instructions on editing general information on your company profile page see [here](#).

1. Go to [www.weps.org](http://www.weps.org)
2. Click “Sign in” in the upper right corner



3. Click “**Create/Edit Company Profile**”. The page will open to allow you to edit the profile.
4. The Baseline provides a snapshot of information provided at the initial application stage and cannot be changed. However, you can choose public or private for each item with the blue button on the right side of the page.


Baseline	Who can see the data?
Percentage of women Employees*  Above 80% 	Public <input checked="" type="checkbox"/> Private
Percentage of women at Management Level*  Above 80% 	Public <input checked="" type="checkbox"/> Private
Percentage of women on Boards/Executive Team/Partners*  Above 80% 	Public <input checked="" type="checkbox"/> Private


5. Scroll to the bottom to “Share your Progress”
6. Provide the data for each indicator. If you do not yet have the data, you can leave it blank and return at a later date. You can choose public or private for each indicator with the blue button on the right side of the page.

### Share Your Progress

**Who can see the data**


Percentage of women and men employees






Public  Private


Percentage of women and men in senior management positions






Public  Private


Percentage of women and men on the company board






Public  Private


Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation






Public  Private


Percentage of new hires






Public  Private


Percentage of promotions






Public  Private

Retention rate of employees that took parental leave





Public  Private

Has confidential, anonymous grievance, resolution and non-retaliation mechanisms and procedures to address and respond to report

Yes  No

Public  Private

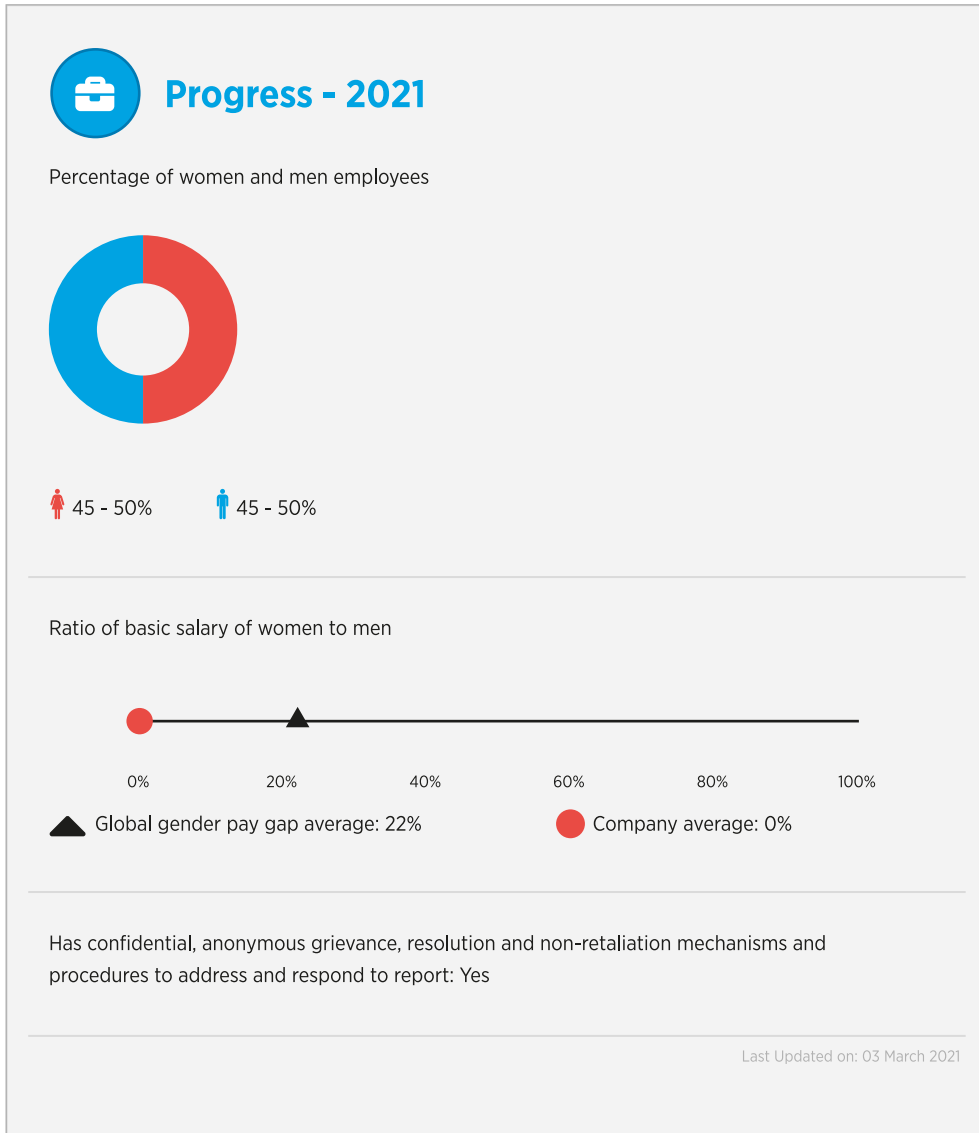
### Who can see the data?

7. Once complete, Click on the green “Save” button to update the content on the company profile page.

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PAGE



Any public information would be shared at the bottom of the company profile page as graphs.





## ENDNOTES

1. WEPs company profile page: [www.weps.org/company/mastercard](http://www.weps.org/company/mastercard)
2. UN Women, 2020. The Power of Working Together: Emerging Practices that Advance Women's Economic Empowerment. Available at: <https://www.weps.org/resource/power-working-together-emerging-practices-advance-womens-economic-empowerment>
3. UN Women, 2020. Women and the Sustainable Development Goals. Available at: <https://www.unwomen.org/en/news/in-focus/women-and-the-sdgs>
4. See for status of SDG5 the UN Women SDG5 tracker, <https://sdg-tracker.org/gender-equality>
5. UN Women, 2020. The Power of Working Together: Emerging Practices that Advance Women's Economic Empowerment. Available at: <https://www.weps.org/resource/power-working-together-emerging-practices-advance-womens-economic-empowerment>
6. UN Women, 2020. Strengthening Support of Women Entrepreneurs in COVID-19 Response and Recovery: Advocacy Tool. Available at: <https://www.weps.org/resource/strengthening-support-women-entrepreneurs-covid-19-response-and-recovery-advocacy-tool>
7. United Nations Statistics Division, 2020. Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development. Available at: [https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%202020%20review\\_Eng.pdf](https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%202020%20review_Eng.pdf)
8. United Nations, 27 October 1995. Beijing Declaration and Platform of Action, adopted at the Fourth World Conference on Women. Available at: [www.un.org/en/events/pastevents/pdfs/Beijing\\_Declaration\\_and\\_Platform\\_for\\_Action.pdf](http://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf)
9. UN Women, October 2020. Top Companies in Europe to Empower Women through the amfori UN Women WEPs Activator. Available at: <https://asiapacific.unwomen.org/en/news-and-events/stories/2020/10/top-companies-in-europe-to-empower-women-through-the-amfori-un-women-weps-activator>
10. UN Women and amfori. July 2020. JOIN THE 'WEPs ACTIVATOR': Unleash the power of Gender Equality in your company. Available at: <https://asiapacific.unwomen.org/-/media/field%20office%20easia/docs/publications/2020/07/wea-amfori-2020-07-23.pdf?la=en&vs=721>
11. UN Women, 2020. The Power of Working Together: Emerging Practices that Advance Women's Economic Empowerment. Available at: <https://www.weps.org/resource/power-working-together-emerging-practices-advance-womens-economic-empowerment>
12. UN Women, 2020. Taking a global approach to gender equality. Available at: <https://www.weps.org/resource/taking-global-approach-gender-equality>
13. UN Women, 2020. Prioritizing gender equality. Available at: <https://www.weps.org/resource/prioritizing-gender-equality>
14. UN Women, 2020. Confronting the gender pay gap globally. Available at: <https://www.weps.org/resource/confronting-gender-pay-gap-globally>
15. UN Women, 2020. Creating a culture of inclusion. Available at: <https://www.weps.org/resource/creating-culture-inclusion>
16. UN Women, 2020. Fighting everyday sexism and domestic violence in the workplace. Available at: <https://www.weps.org/resource/fighting-everyday-sexism-and-domestic-violence-workplace>
17. UN Women, 2020. Levelling the playing field for women in the workplace. Available at: <https://www.weps.org/resource/levelling-playing-field-women-workplace>
18. UN Women, 2020. Harnessing women's potential through a global network. Available at: <https://www.weps.org/resource/harnessing-womens-potential-through-global-network>
19. UN Women, 2020. Developing an online learning community for women. Available at: <https://www.weps.org/resource/developing-online-learning-community-women>
20. UN Women, 2020. Transformation through code. Available at: <https://www.weps.org/resource/transformation-through-code>
21. UN Women, 2020. The Power of Working Together: Emerging Practices that Advance Women's Economic Empowerment. Available at: <https://www.weps.org/resource/power-working-together-emerging-practices-advance-womens-economic-empowerment>
22. UN Women, 2020. Creating gender equality in fashion. Available at: <https://www.weps.org/resource/creating-gender-equality-fashion>
23. UN Women, 2020. Gender equality through virtual reality. Available at: <https://www.weps.org/resource/gender-equality-through-virtual-reality>
24. UN Women, 2020. Harnessing women's talent in the electricity sector. Available at: <https://www.weps.org/resource/harnessing-womens-talent-electricity-sector>
25. UN Women, 2021. Developing the next generation of women leaders in Africa - through corporate social responsibility. Available at: <https://www.weps.org/resource/developing-next-generation-women-leaders-africa-through-corporate-social-responsibility>
26. UN Women, 2020. Improving gender balance on boards and leadership. Available at: <https://www.weps.org/resource/improving-gender-balance-boards-and-leadership>
27. UN Women 2020. Confronting Gender Imbalances Head-on. Available at: <https://www.weps.org/resource/confronting-gender-imbalances-head>
28. UN Women, 2020. Advancing Sustainability Management through Reporting. Available at: <https://www.weps.org/resource/advancing-sustainability-management-through-reporting>
29. UN Women, 2020. Closing the gender pay gap. Available at: <https://www.weps.org/resource/closing-gender-pay-gap>
30. UNGC and UN Women, 2021. WEPs Gender Gap Analysis Tool About. Available at: <https://weps-gapanalysis.org/about-the-tool/>
31. Ibid.
32. UN Women, 2019. Diagnosis for Equal Remuneration Tool. Available at: <https://www.weps.org/resource/diagnosis-equal-remuneration>
33. UN Women, 2020. The Power of Working Together: Emerging Practices that Advance Women's Economic Empowerment. Available at: <https://www.weps.org/resource/power-working-together-emerging-practices-advance-womens-economic-empowerment>
34. UN Women, 2021. WEPs Guidance Note: How to Report Progress. Available at: <https://www.weps.org/resource/weps-guidance-note-how-report-progress>

**1**  
PRINCIPLE

**High-level corporate leadership**

**2**  
PRINCIPLE

**Treat all women and men fairly at work without discrimination**

**3**  
PRINCIPLE

**Employee health, well-being and safety**

**4**  
PRINCIPLE

**Education and training for career advancement**

**5**  
PRINCIPLE

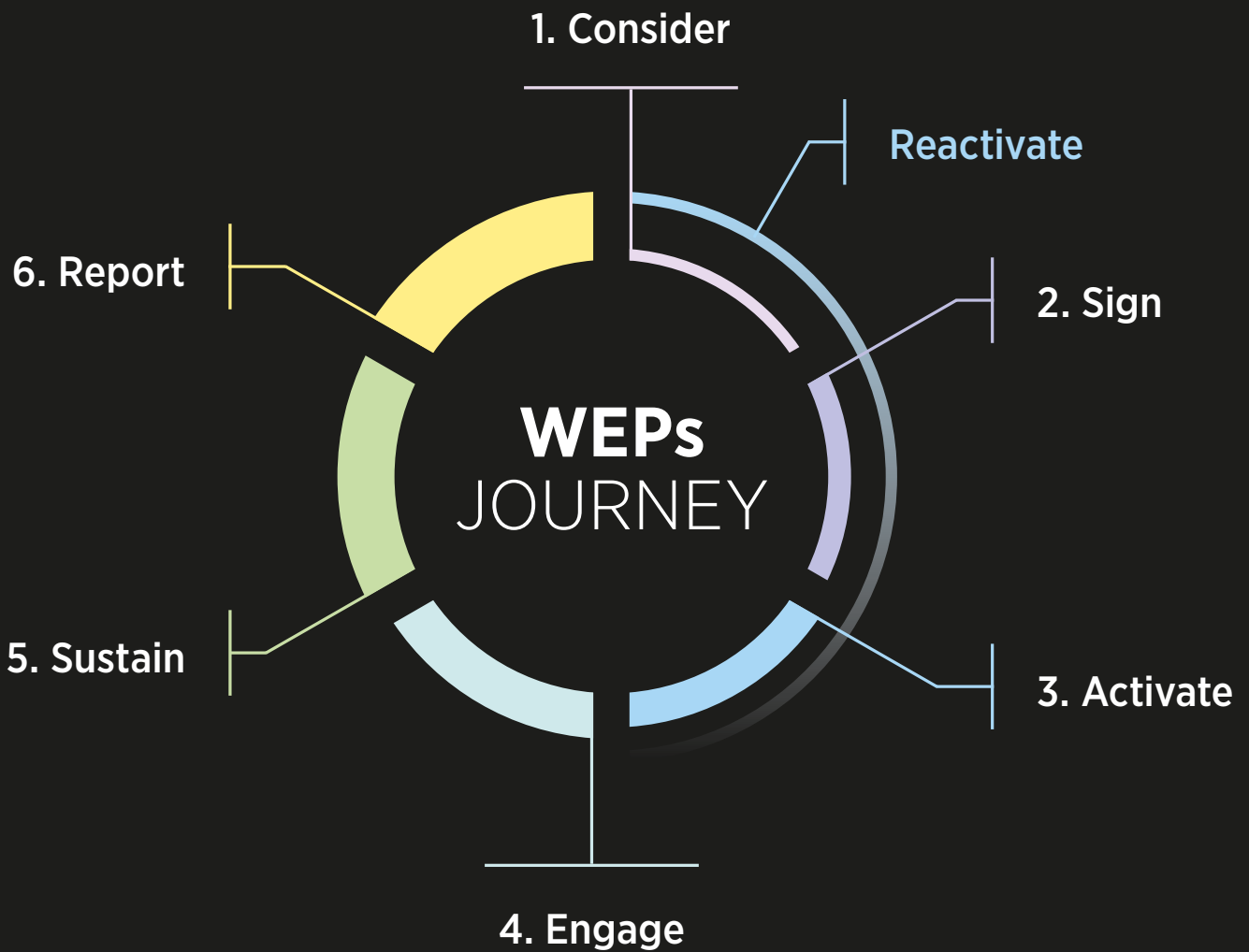
**Enterprise development, supply chain and marketing practices**

**6**  
PRINCIPLE

**Community initiatives and advocacy**

**7**  
PRINCIPLE

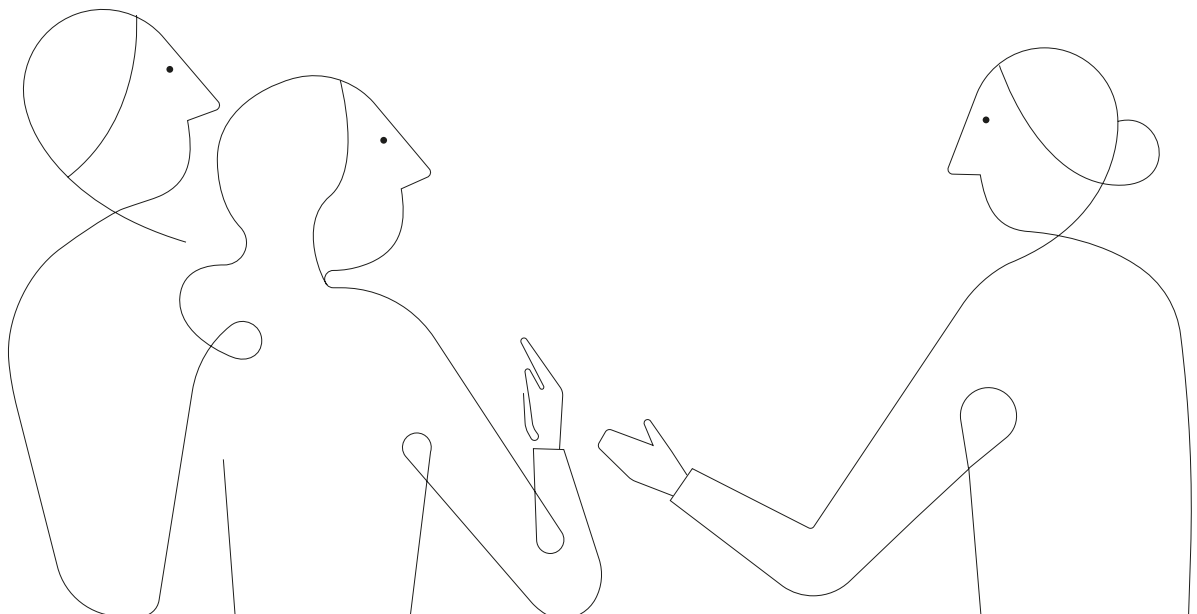
**Measurement and reporting**



**Equality  
Means Business**



WEPs Learn strives to equip women with new skills, capacities and characteristics to succeed in the digital economy and labour market. This virtual platform also offers learning opportunities for WEPs signatories to deepen their implementation of the Women's Empowerment Principles. The lessons are designed to give women more confidence in job interviews, lead gender equality initiatives within their organizations, the ability to assess new job opportunities, and therefore grow their careers more effectively.



# W



[weps.org](https://weps.org)



[weps@unwomen.org](mailto:weps@unwomen.org)



Linkedin



@WEPrinciples



@WEPrinciples



YouTube

Funded by:



European Union

Produced by:



In collaboration with:



United Nations  
Global Compact

