CALL TO ACTION

Leveraging the WEPs framework to target racism and discrimination in the world of work

Establish high-level corporate leadership for 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.

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CALL TO ACTION
## LEVERAGING THE WEPs FRAMEWORK TO TARGET RACISM AND DISCRIMINATION IN THE WORLD OF WORK

The Women's Empowerment Principles (WEPs) provide a framework to help companies of all sizes deepen their commitment to gender equality in the workplace, marketplace and community. All current and future WEPs signatories can stand firmly against inequality, racism and discrimination and ensure that the perspectives, skills and talents of women from diverse backgrounds with different abilities and identities are represented and valued in company initiatives, programmes and decision-making. When implementing the WEPs, an intersectional lens must underpin strategies for advancing gender equality and targeting racism and discrimination in the workplace.

In the past, strategies addressing gender inequality in the workplace often took a one size fits all approach, assuming that all women face the same barriers to equal pay, advancement along the corporate pipeline, inclusion in policies and programming, etc. However, all forms of inequality are interconnected, and achieving true gender equality means achieving it for all women. To ensure that women from diverse backgrounds and races are represented and included in policies, programmes, and decision-making, companies and organizations can apply an intersectional lens to the WEPs and strengthen their efforts to achieving gender equality while targeting racism and discrimination in the world of work.

Intersectionality[1] refers to the ways in which multiple forms of inequality exacerbate one another to create obstacles not often widely understood or visible within conventional ways of thinking.[2] For example, efforts targeting gender stereotypes, biases, and micro-aggressions in the workplace that treat all women the same may overlook the ways in which women of colour experience stereotypes, biases, and micro-aggressions specifically related to gender and race.

It is crucial to ensure that women of all diverse and intersecting backgrounds, identities, and abilities are welcomed and equally valued in their place of work. To do so, companies and organizations can recognize and address the economic barriers that women of diverse and intersecting backgrounds with differing abilities and identities experience, and adopt clear and actionable strategies for change.

Targeting racism and discrimination is first and foremost the right thing to do, but it also has positive business impacts. A diverse workplace with workers from different backgrounds and a corporate culture that truly values diversity contributes to a reduction in groupthink, an increase in innovative and creative solutions in decision-making, higher productivity, and decreased employee turnover.[3]
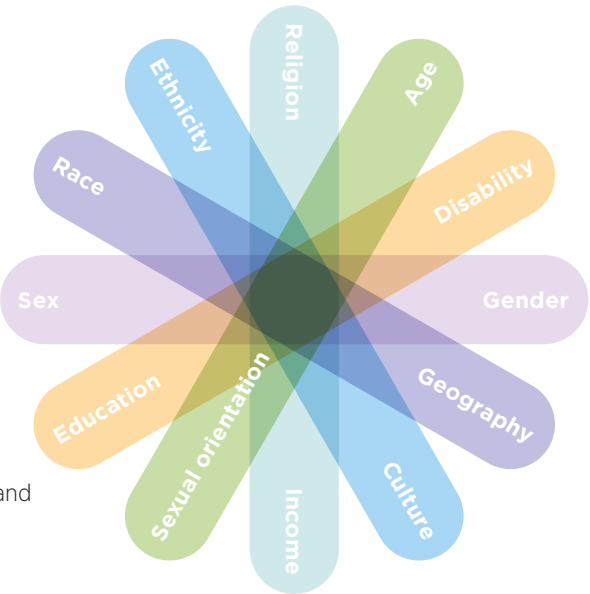
This Action Note is interactive. Click the small Women's Empowerment Principles (WEPs) icons featured on each page to be taken directly to a particular principle.

WEPs TOOLKIT

This action note forms part of a toolkit to help companies implement the Women's Empowerment Principles (WEPs). It shows that committing and investing in anti-racism, as well as diversity and inclusion in the workplace is both morally correct and creates workplace environments where all workers are respected, valued, and included. It specifically aims to support WEPs signatories in prioritizing, establishing and implementing anti-racism, diversity, and inclusion policies and strategies to ensure that everyone is treated fairly at work (Principle 2). Companies are offered concrete recommendations on how to implement these policies and support workers in the workplace, marketplace and community.

DIVERSITY AND DISCRIMINATION DEFINED

1. **Bias:** the action of supporting or opposing a particular person or thing in an unfair way, because of allowing personal opinions to influence your judgment.[4]

2. **Discrimination:** the intended or accomplished distinction, exclusion or restriction of certain individuals based on sex, gender, race, skin color, lineage, national or ethnic origin, sexual orientation, social status, religion, age, disability or any other individual trait, with the purpose or effect of preventing or hindering the recognition and/or exercise, on an equal basis, of nullifying or impairing the recognition of human rights and fundamental freedom in all spheres, including public, private, political, economic, cultural or civil.[5]

3. **Diversity [in the workplace]:** an effort to employ a diverse team of people that is reflective of the society in which it exists and operates.[6]

4. **Equality:** the right of different groups of people to have a similar social position and receive the same treatment.[7] Gender equality is the state in which access to rights or opportunities is unaffected by gender.[8]

5. **Equity:** while equality focuses on providing all individuals and groups the same starting point and treating all people the same, equity takes peoples' differing experiences, needs and abilities into account and works to ensure all individuals and groups of people are afforded the same finish line.[9] **Gender equity** is the process of levelling the playing field to achieve gender equality by recognizing that, due to historical and social disadvantages, women and gender -diverse people are not in the same starting position as men.[10]

6. **Inclusion [in the workplace]:** an organisational effort in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated.[11]

7. **Intersectionality:** the ways in which multiple forms of inequality exacerbate one another to create obstacles not often widely understood or visible within conventional ways of thinking.[12] For example, we often consider racial inequality as separate from gender inequality, yet there are individuals who are subject to *both* forms of inequalities and the experience is not simply a sum of its parts.[13] As such, women with multiple identity intersections of race, ethnicity, age, sexual orientation, ability, and others, can experience different, mutually reinforcing barriers to equality, and may not be directly targeted in mainstream company policies, programmes, and efforts for justice.[14]

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DIVERSITY AND DISCRIMINATION DEFINED

8. **Institutional racism:** racially discriminatory policies and practices within organizations and institutions.[15]

9. **Micro-aggression:** a comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude generally directed toward a member of a marginalized group.[16]

10. **Prejudice:** a preconceived opinion that is not based on reason or actual experience, or a dislike, hostility, or unjust behaviour deriving from preconceived and unfounded opinions.[17]

11. **Racism:** an ideology that assumes the belief that different races possess distinct and inherent characteristics, abilities or qualities, especially so as to distinguish them as inferior or superior to one another.[18] Racism occurs in relation with and between people and groups, in the design and development of public policies, in government structures and in the forms of organization of States.[19] In other words, it is a phenomenon of wide and complex scope that penetrates and participates in culture, politics and ethics.[20] It moves processes in favor of its interests and needs of continuity, maintaining and perpetuating privileges and hegemonies.[21]

Racism implies or clearly states that pure races exist, that these are superior to the others and that such superiority authorizes political and historical hegemony, points of view against which considerable objections are raised.[22]

12. **Racial discrimination:** any distinction, exclusion, restriction or preference based on race, color, ancestry, ethnic or national origin with the purpose or effect of preventing or hindering the recognition and/or exercise, on an equal basis, of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.[23]

13. **Stereotype:** a standardized mental picture that is held in common by members of a group and that represents an oversimplified opinion, prejudiced attitude, or uncritical judgment.[24] A **gender stereotype**, in particular, is a generalized view or preconception about attributes or characteristics that ought to be possessed by women and men or the roles that are or should be performed by women and men.[25]

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1

Establish high-level corporate leadership for gender equality.

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Principle 1
ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

Principle 1 calls on companies and organizations to establish company-wide goals and targets for gender equality and women's empowerment and measure progress through clear performance indicators. Further, principle 1 calls on companies and organizations to ensure that managers at all levels are accountable for the results of these goals and targets through their performance reviews while encouraging companies to engage and consult internal and external stakeholders in the development of company policies, programmes and implementation plans. principle 1 calls on companies and organizations to focus on ensuring that existing policies are gender-sensitive – identify factors that impact people of all genders differently – and ensure that corporate culture advances equality and inclusion. This includes reviewing the requirements for board membership, and other governance bodies and committees, to remove any discrimination or bias against women.

By applying an intersectional lens, companies ensure that policies are sensitive to women of colour and women from diverse racial backgrounds. When companies take an active and vocal stand against racism and all forms of discrimination at the highest level, they foster corporate cultures that value intersectional diversity and inclusion and reject racist and discriminatory practices.

LEADERSHIP: FACTS AND FIGURES

Globally, women hold approximately 16.9 per cent of board seats.[27] While many countries and companies have instituted gender quotas to increase women's presence on boards, it is unclear how many of these targets are geared toward ensuring that women from different races are included within these strategies. Across the U.S. in 2018 minority women held only 4.6 per cent of board seats in Fortune 500 companies compared to the 17.9 per cent held by Caucasian/white women.[28] Similarly, the Canadian Board Diversity Council reported in its 2018 annual update that only 5.9 per cent and 0.8 per cent of director positions were held by visible minorities and Indigenous people respectively,[29] and in Toronto, non-racialized women outnumber racialized women in corporate leadership roles by 12 to one.[30] A 2020 study by Diversity Leads found that in major cities across Canada, 40.8 per cent and 10.4 per cent of board seats were held by women and racialized people respectively.[30] When considering intersectionality, non-racialized women outnumber racialized women by a substantial margin.[32] In Germany, only two of the 179 people on the management or executive boards of Germany's 29 Fortune Global 500 companies are not white, and while there is strong discourse on implementing gender quotas in large companies, legislation addressing racial inequality is still lacking.[33] Although Brazil has the second largest black population in the world, Black women hold 0.4 per cent of executive board seats in among Fortune 500 companies.[34]

ACTIONS FOSTERING DIVERSITY

- Critically evaluate corporate cultures and norms that associate leadership solely with masculinity and whiteness and make firm, high-level commitments to address discriminatory policies, practices and systems. This evaluation can be done both internally and with the assistance of an impartial and external consultant or body.

- Ensure that executive leadership embeds anti-racism and anti-discrimination deeply within the organization by regularly attending meetings and trainings and modeling the behaviors they expect from their managers and workers.[26]
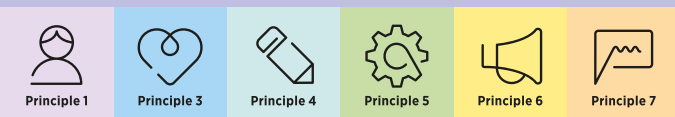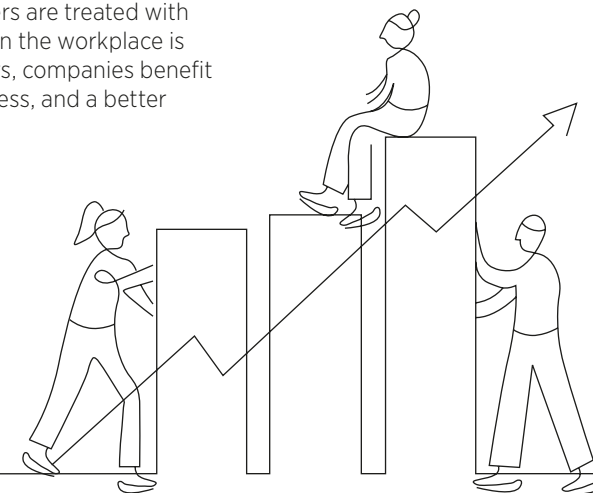
2

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

Principle 2
TREAT ALL WOMEN AND MEN FAIRLY AT WORK
### – RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION

Principle 2 calls on companies and organizations to 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, while fostering an inclusive workplace culture that removes gender-based discrimination from all policies and practices. Further, principle 2 calls on companies and organizations to implement gender-sensitive recruitment and retention practices to proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors. Principle 2 encourages companies and organization to offer flexible working arrangements, leave and re-entry opportunities to positions of equal pay and status, and support families' access to child and dependent care through services, resources and information.

The recruitment, retention and promotion of women of different backgrounds and races is a core element of creating diversity and inclusion in the workplace. It is crucial to increase the representation and inclusion of women from different races along the corporate pipeline, including positions of leadership and influence to normalize diverse and inclusive decision-making. Ensuring that all workers are treated with respect and are valued for their talents and skills in the workplace is crucial. By recruiting and retaining diverse workers, companies benefit from increase in creativity, innovation, and openness, and a better assessment of consumer demand.[35]

2

Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
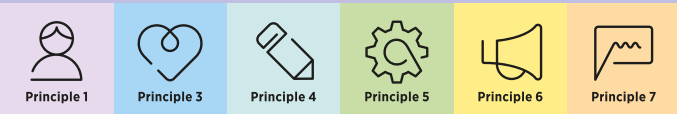
ACTIONS FOSTERING DIVERSITY

- Actively seek candidates from diverse recruitment pools and provide development, mentorship and sponsorship opportunities for workers. Given that economic outcomes and access to higher-paying positions are often influenced by supportive social networks, improving career-mentoring programmes also aid retention and career advancement of minority workers.[36] The recruitment, retention, and promotion of women of colour can be coupled with shifts in corporate cultures to ensure that workers of all backgrounds are *welcomed and equally valued* in the world of work.

- Develop policies to target racism and discrimination and promote diversity and inclusion to signal to workers that companies are committed to fostering equitable workplaces, and shows staff of colour that companies are committed to supporting them.[37] Successful policies include clear reporting structures for grievances, ensuring that reporting mechanisms are widely available and easily accessible, and that action is taken swiftly when grievances are discovered. Regularly reviewing and updating policies is necessary to ensure company policies are not outdated.

- Ensure that policies are operationalized in daily interactions. While corporate divisions of labour often delegate long-term policy and strategy development to senior management, middle managers play a key role in ensuring that policies are held true during daily work interactions. Middle managers can regularly check in with workers, highlight the accomplishments of all workers, and generally ensure that efforts for equality are seen through.[38]

THE PAY GAP: FACTS AND FIGURES

Globally, women earn an average of 77 cents for every dollar men earn for each hour worked.[44] For women of colour, women with disabilities, Indigenous women and migrant women the pay gaps are even higher.[45] U.S. research indicates that on average, Black women in the U.S. are paid 38 per cent less than white men and 21 per cent less than white women.[46] Similarly, Canadian census statistics from 2016 highlight that racialized women working full-time, full-year earn an average of 33 per cent less than non-racialized men, earning 67 cents to the dollar.[47] In the European Union, a survey carried out in 2016 in five countries of the European Union showed that women of North African origin have considerably lower paid work rates than men (from minus 19 percentage points in France to 40 points in Italy).[48] In Brazil, where intersectional analysis is available, data indicates that Black women earn approximately 44 per cent of what white men earn.[49]

- Adopt a long-term, holistic approach to addressing all forms and dimensions of discrimination is important.[39] Companies can reflect their commitment to anti-racism and anti-discrimination and fostering diversity and inclusion in all internal programmes, communications and initiatives.[40] This will also help ensure that the values of diversity and inclusion are adopted widely by workers across all areas of the organization.[41] Further, tailoring programmes to the needs of workers is important for recognizing and acknowledging the different, sometimes multiple, barriers that workers may face because of their ability, age, ethnicity, gender, race, sexual orientation, or others.

- Eliminate the practice of requesting pay history during all hiring processes, which perpetuates the existing pay gap. Pay history bans have been shown to effectively address the racial and gender pay gap.[42] Companies can also regularly analyze pay and compensation practices disaggregated by gender and race, and use this insight as the basis for informed solutions that tackle the causes of pay discrimination.[43] Additionally, companies can provide salary disclosures and salary grids during recruitment to ensure transparency around pay early on in the hiring process.

3

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

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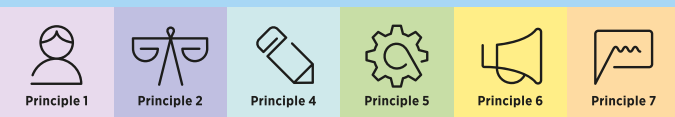
Principle 3
ENSURE THE HEALTH, SAFETY AND WELL
-BEING OF ALL WOMEN AND MEN WORKERS

Principle 3 calls for companies and organizations to establish policies targeting all forms of violence and harassment at work and to support services for survivors of violence and harassment. Principle 3 encourages companies and organizations to ensure all workers (including part-time, short-term and contract workers) have equal access to health insurance. Moreover, principle 3 calls for companies and organizations to respect workers' right to time off for medical care and counselling for themselves and their dependents, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health, and address safety and security issues, including traveling to/from work and business trips. Further, principle 3 calls for the training of security staff and managers to recognize signs of violence against women, human trafficking, labour and sexual exploitation.

When applying an intersectional lens, companies can revisit existing and develop new health policies to address the ways in which women of colour are disproportionality affected by sexual harassment in the workplace. Companies can ensure that all workers have equal access to health, well-being, and safety standards and that health and safety policies and insurance offerings are inclusive of the diverse needs of workers.

SEXUAL HARASSMENT IN THE WORKPLACE: FACTS AND FIGURES

Between 2012 and 2016, Black women in the U.S. filed workplace sexual harassment complaints at approximately three times the rate of white women.[50] Similarly, Canadian statistics highlight that Indigenous women report experiencing sexual violence in the workplace at a higher rate than non-Indigenous women. For Black women across the U.K., sexual harassment is often bound to racial harassment, and studies indicate that Black women experience higher levels of overall harassment than others, though they may experience it differently.[52]

ACTIONS FOSTERING DIVERSITY

- Establish health and safety councils or groups and consult and include minority workers to ensure that their needs are taken into consideration when looking at insurance plans, wellness packages and general safety measures within the company/organization.

- Eliminate sexual harassment in the workplace and implement policies with clear strategies for monitoring and reporting.

- Create a safe space built on trust and confidentiality for difficult conversations and worker grievances, and ensure that workers feel comfortable and are supported when bringing forward concerns of bias, discrimination and racism. Companies can further ensure they have clear reporting structures for grievances, that reporting mechanisms are widely available and easily accessible, and that action is taken swiftly. Setting norms for difficult conversations is key to ensuring everyone is on the same page before the conversation takes place.

4

Promote education, training and professional development for women.
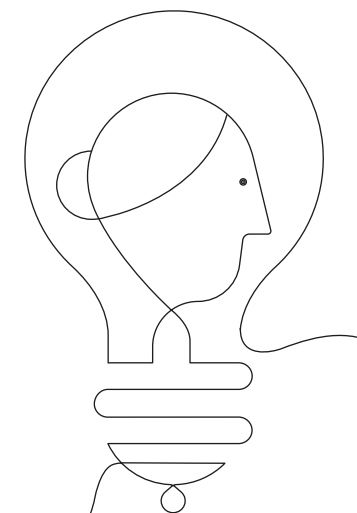
Principle 4
PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN

Principle 4 calls on companies and organizations to invest in workplace policies and programmes that open avenues for women's advancement at all levels and across all business areas. This includes ensuring women to enter perceived non-traditional job fields and revenue generating roles, ensuring equal access to and participation in all company-supported education and training programmes, providing equal opportunities for formal and informal networking and mentoring programmes, and conducting sexual harassment and unconscious bias training and awareness raising on the corporate gender equality policy and action plan.

Racism in the workplace can be individual and interpersonal, and often manifests in micro-aggressions, internalized racism, the de-valuation of ones own work, and stereotyping which ultimately leads to unequal treatment in the workplace and a devaluation of worker talent and expertise. There is a strong correlation between workers who feel valued and happy workers who are more engaged and thus retained in the company.[53] Racism and discrimination cannot be solved through short training courses, though effective training can deepen understanding of the ways in which women of colour and from diverse racial backgrounds experience daily forms of discrimination and bias and outline actionable steps for change. Moreover, companies have a responsibility to ensure that women from all backgrounds receive professional development training to advance their careers.

ACTIONS FOSTERING DIVERSITY

• Ensure that all workers undertake mandatory anti-racism and anti-discrimination training during the onboarding process and regularly during their time with a company. Training should move beyond raising awareness on both institutional racism and the way racism manifests in individual interactions (for example micro-aggressions) and include strategies and tactics to target and dismantle racism embedded in corporate culture.[54]

• Provide continuous professional development training courses that enhance workers' problem-solving skills, guided by anti-racism and anti-discrimination strategies.[55]

• Invest in workplace policies and programmes that increase access to pathways for career advancement of all workers. Education and career advancement opportunities can be open across all business areas, and support the professional development through education and training for all workers.

• Move beyond stereotypes and encourage all women to enter job fields that are perceived as non-traditional for women while providing equal opportunity and access to mentorship and networking opportunities with mentors from diverse backgrounds.

5

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

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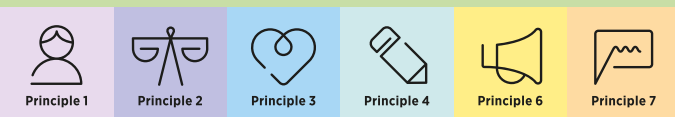
Principle 5

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

Principle 5 calls on companies and organizations to require business partners, contractors and suppliers to adopt the WEPs and establish supplier diversity programmes that actively seeks to expand business relationships with women-owned enterprises and support them in access. Further, principle 5 calls on companies and organizations to support gender-sensitive solutions to women's barriers to accessing financial products and services. Principle 5 encourages companies and organizations to ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation, and encourages the removal of harmful gender-based stereotypes in all media and advertising. Companies are encouraged to systematically depict all people as empowered actors with progressive, intelligent and multi-dimensional personalities.

Companies can diversify their supply chains and adopt procurement strategies targeted at women from all backgrounds, abilities, and identities and source from minority-owned businesses. This leads to increased support for diverse communities, enhanced economic opportunities, and signals a company's commitment to combatting systemic racism. Research from The Hackett Group indicates that supplier diversity programmes on average add US$3.6 million to the bottom line for every US$1 million in procurement operation costs.[56] Targeting bias in supplier diversity policies and practices requires frequent training targeted at mid-level managers who make the daily procurement decisions.

5

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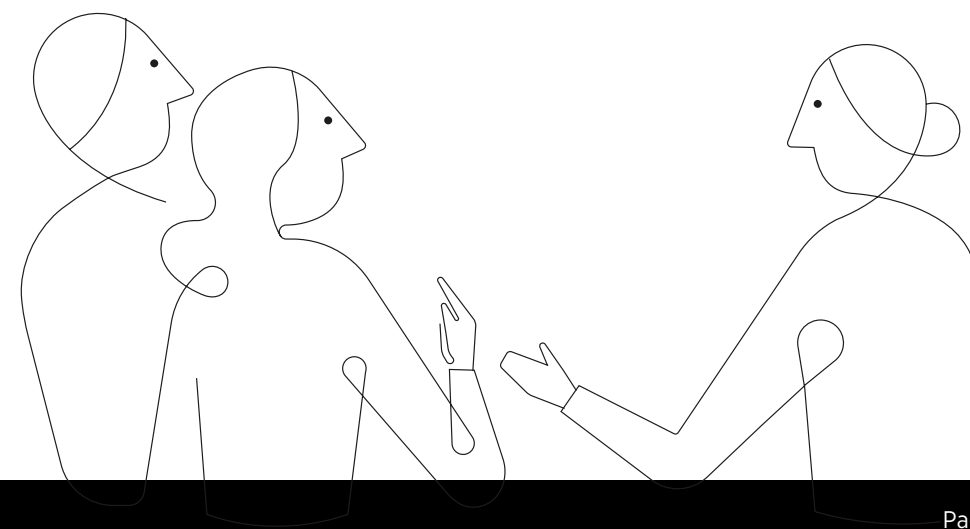
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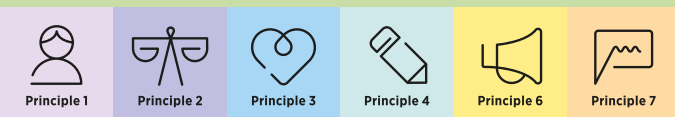
ACTIONS FOSTERING DIVERSITY

- Companies can expand business relationships with women-led enterprises, including small businesses, and minority women entrepreneurs.

- Financial institutions can support minority-owned business by providing solutions to their credit and lending barriers.

- Hold business partners accountable for diversity, inclusion, anti-racism and anti-discrimination by inviting them or requiring them to sign and adopt the WEPs is an effective approach to creating inclusive supply chains and business ecosystems.

- Implement marketing practices that reflect the diversity of workers and society to drive a diverse and inclusive culture. This includes ensuring the inclusion of individuals of all genders in all their diversity is represented in all marketing communications content and collateral, ensuring that individuals from diverse backgrounds have equal speaking roles in advertisements, and ensuring that communication materials depict all individuals as empowered and free from stereotypes.

- Ensure that women from diverse backgrounds and different races are involved in every part of the marketing process, including external partners, agencies and production companies.

WEPs SIGNATORIES TAKING ACTION

WEPs signatory Ernst and Young (EY), for example, has committed to seeking vendors that are at least 51% owned, operated and controlled by one or more minority, woman, LGBTQ+, veteran, service-disabled veteran, person with a disability, aboriginal-Indigenous person, or a historically underutilized business defined by the local country to enhance the company's competitive advantage and provide innovative and cost-effective services to clients.[57] EY's advocacy organization membership allows them to participate in activities to recruit diverse vendors, contractors, subcontractors, and suppliers, and company recruitment and procurement professionals are trained in supplier diversity.[58] Further, by providing mentorship opportunities and leadership training, the company supports the growth and improvement of suppliers' organizations.[59]

6

Promote equality through community initiatives and advocacy.
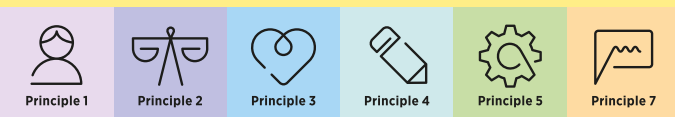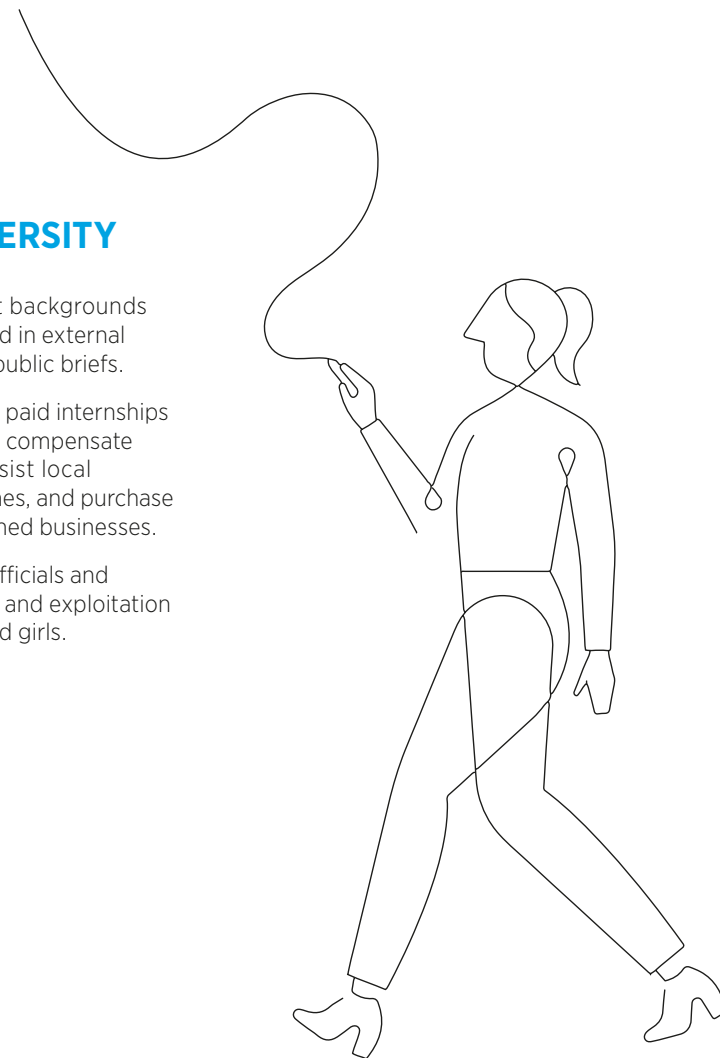
Principle 6
PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY

Principle 6 calls on companies and organizations to lead by example by showcasing concrete actions to advance gender equality and women's empowerment, leverage influence, alone or in partnership, to advance gender equality and collaborate with business partners, suppliers and community leaders to achieve results. Principle 6 also calls on companies and organizations to work with community stakeholders and officials to target 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 active participation in community consultation, and use philanthropy and grants programmes to support community initiatives.

In addition to internal accountability and action, companies can act as role models in local communities and ensure that all external initiatives align with the values of diversity, inclusion, anti-racism, and anti-discrimination.

ACTIONS FOSTERING DIVERSITY

- Ensure that individuals from different backgrounds are represented, engaged and included in external activities including public events and public briefs.

- Invest in scholarship programmes and paid internships for women from diverse backgrounds, compensate diversity champions, sponsor and assist local race-focused initiatives and programmes, and purchase goods and services from minority-owned businesses.

- Work with community stakeholders, officials and others to target racism, discrimination and exploitation and open opportunities for women and girls.

7

Measure and publicly report on progress to achieve gender equality.
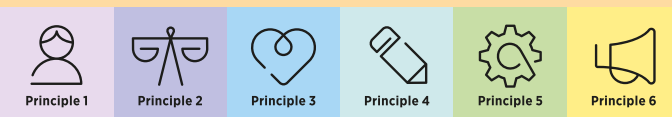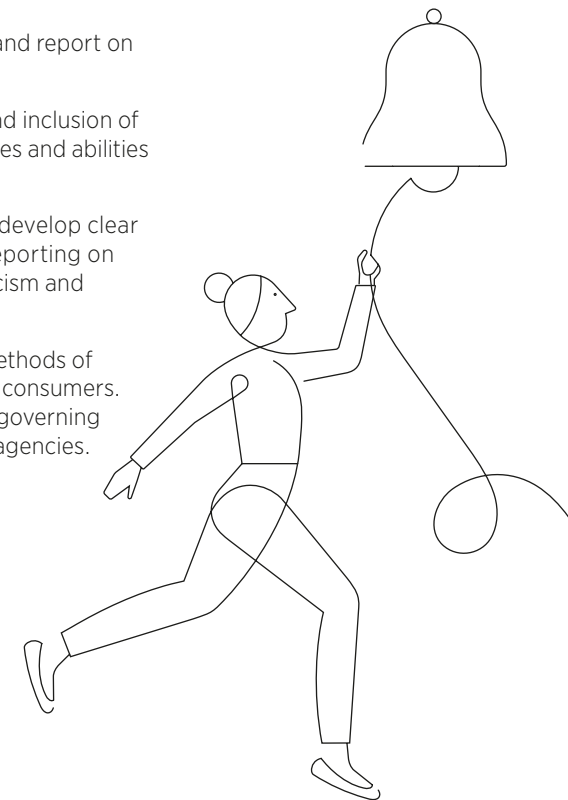
Principle 7
MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY

Principle 7 calls on companies and organizations to take the WEPs Gap Analysis Tool to establish a baseline for WEPs implementation. Further, principle 7 calls encourages companies and organizations to 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, report annually on progress in the implementation of the WEPs, and share lessons learned and good practices in the implementation of the WEPs and publish them on the WEPs website.

Companies and organizations can collect and analyze intersectional sex-disaggregated company-wide data to better understand systemic inequalities and discrimination that can be addressed through policies and programmes. This data can be used to better understand the barriers that those with intersecting identities of ability, age, ethnicity, gender, race, sexual orientation, and others face when assessing their professional growth and satisfaction within the company/organization. This information can be used to conduct a diversity audit identifying institutional and individual barriers to racial diversity, both actual and perceived, as well as inform action plans to promote gender and race equality.

ACTIONS FOSTERING DIVERSITY

- Make public the company policy, implementation plan and report on progress for anti-racism and anti-discrimination.

- Establish benchmarks to increase the representation and inclusion of women from diverse backgrounds with different identities and abilities at all levels along the corporate pipeline.

- Plan for both internal and external accountability and develop clear targets and methods for monitoring, reviewing and reporting on the progress and success of diversity, inclusion, anti-racism and anti-discrimination strategies.

- Clearly communicate company goals, strategies and methods of monitoring and reporting to workers, stakeholders and consumers. These evaluations can be done via external councils or governing bodies in collaboration with external, impartial bodies/agencies.

ENDNOTES

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12. Katie Steinmetz, "She Coined the Term 'Intersectionality' Over 30 Years Ago. Here's What It Means to Her Today"; and Kimberlé Crenshaw, "The urgency of intersectionality".

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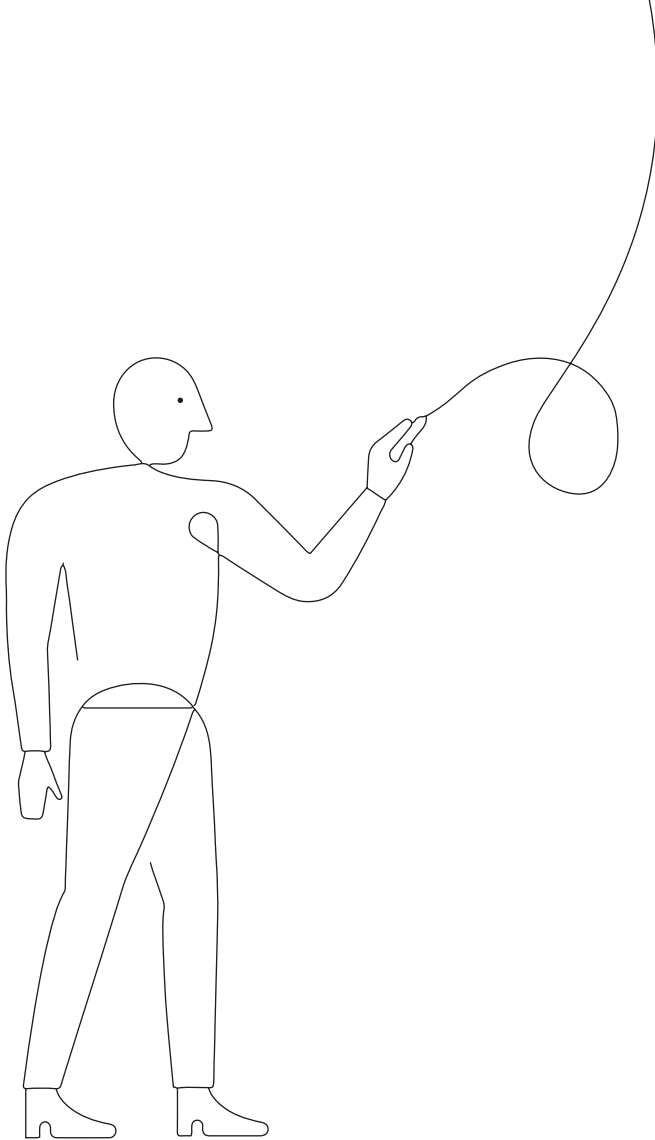
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Equality Means Business

Sign the Women's Empowerment Principles **and say #WeCommit** to advancing gender equality in the workplace, marketplace and community. Make today your signature moment at **weps.org**
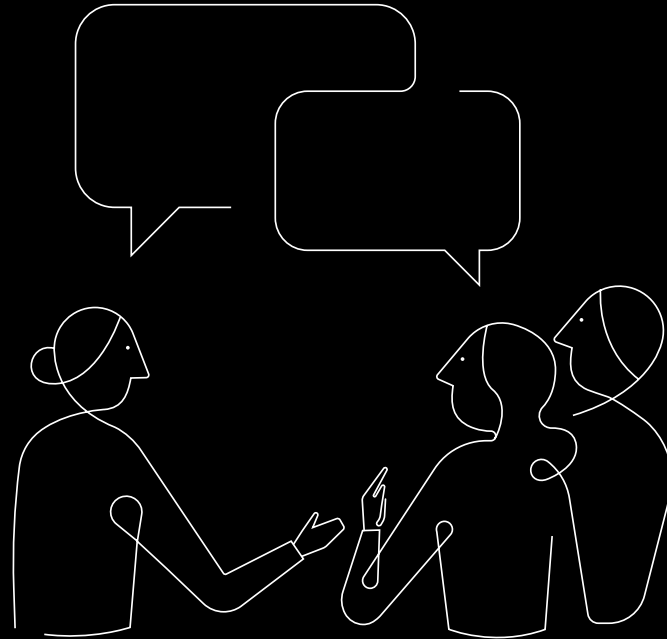
WOMEN'S EMPOWERMENT PRINCIPLES

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.