
**WOMEN'S
EMPOWERMENT
PRINCIPLES**

THE POWER OF WORKING TOGETHER

Emerging practices that advance

WOMEN'S ECONOMIC EMPOWERMENT



International
Labour
Organization



European Union



Copyright © 2020
United Nations Entity for Gender Equality
and the Empowerment of Women

220 East 42nd Street
New York, New York 10017
United States
www.weps.org

Edit: Proseworks
Design: Oliver Gantner

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without prior permission of UN Women.

DISCLAIMER: This booklet was produced with the financial support of the European Union. Its contents are the sole responsibility of the authors and do not necessarily reflect the views of the European Union, the United Nations and their member States.



Principle 1



Principle 2



Principle 3



Principle 4



Principle 5



Principle 6



Principle 7

Foreword from EU

Josep Borrell Fontelles, High Representative of the Union for Foreign Affairs and Security Policy and Vice-President of the European Commission



I am honored to take part in the fight for women's economic empowerment. Our partnerships across the globe, and especially the joint efforts with the United Nations, demonstrate we can make a difference.

The recently adopted EU Action Plan on Gender Equality and Women's Empowerment in External Action 2021-2025 (GAP III) sets out concrete actions to build a gender-equal world and reiterates our commitment to put the empowerment of women and girls at the heart of EU's external policies.

Working towards gender equality does not cease in the wake of a pandemic or any international crises, to the contrary. We need to do more, to stand up, speak out and act, and that is exactly what WE EMPOWER did and will continue to do.

WE EMPOWER helps women achieve financial independence. This is key to true freedom and equality. The COVID-19 pandemic has highlighted the large extent to which disparities and inequalities persist and even grow in the eye of a global health and ensuing economic crisis shattering our countries. In this situation, WE EMPOWER has challenged companies to tackle both gender equality and anti-discrimination policies. The two injustices are not mutually exclusive and deserve to be addressed in tandem.

Collaborating across sectors is critical in creating change. WE EMPOWER's partnerships with the private sector is a success story. Since WE EMPOWER's inception in 2017, we have seen remarkable progress on gender inclusive policies. Approximately 4,000 companies have committed to the Women's Empowerment Principles (WEPS), doubling the amount from 2017.

WE EMPOWER's message of women's economic empowerment and gender equality is being reiterated around the world, and it will be important to keep it high on the international agenda.

The EU will continue to build on the progress that we have made so far and pave a path for the future generations, fighting to enhance women's entrepreneurship, striving for equal pay for equal work and encouraging young girls to pursue future-relevant professions such as in STEM.

Not one single country in the world is on track to achieve gender equality and empowerment of all women and girls by 2030 as was set out in Agenda 2030. That's why we will continue to work closely with all partners at global level, because only then will we be able to achieve a truly gender-equal world.

A handwritten signature in blue ink, consisting of several overlapping, stylized lines that form the name Josep Borrell-Fontelles.

Josep Borrell-Fontelles



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

WOMEN'S EMPOWERMENT PRINCIPLES

Foreword from UN Women

Phumzile Mlambo-Ngcuka, United Nations
Under-Secretary-General and Executive Director of UN Women



With the devastating social and economic impacts of the COVID-19 pandemic threatening hard-won progress for gender equality, businesses play a critical role in a gender-responsive recovery.

The private sector can enact policies that support women's unique needs and ensure their voices are included in leadership and decision-making at all levels as we rebuild better societies. Many companies have been stepping up, providing much-needed information, supplies and personnel to combat the virus or offering flexible working arrangements, paid medical leave, ensured income protection and emergency childcare for frontline workers. It is actions such as these that embody the work of the WE EMPOWER – G7 programme over the past three years.

The EU-funded programme, *WE EMPOWER: promoting economic empowerment of women at work through responsible business conduct in G7 countries*, began in 2018 when UN Women, the International Labour Organization (ILO) and the European Union joined forces to promote sustainable, inclusive and equitable economic growth in G7 countries. Since then we have supported the active engagement of the corporate sector in a way that aligns with public policies led by G7 governments, and that strengthens and activates multi-stakeholder dialogues.

From the very beginning, the programme leveraged UN Women and the UN Global Compact's Women's Empowerment Principles (WEPs), which engage the private sector in creating more and better jobs for women, while addressing key issues, such as the gender pay gap, sexual harassment, racism and discrimination, and promoting gender-responsive procurement and work-life balance.

With the future of work as an overarching theme, the WE EMPOWER – G7 Programme contributed to the outcomes of the 2018 G7 Summit under the Canadian presidency and 2019 G7 Summit under the French presidency. In 2020 the programme developed strong recommendations for G7 countries on measures to respond to and recover from the COVID-19 pandemic.

This booklet offers insights into the efforts of private sector companies and governments in G7 countries working to promote gender equality and women's empowerment across their spheres of influence. Its case studies show the growth and impact of the programme from 2018–2020 and I hope it will serve as an inspiration for what we can continue to do together as we work to address the long-term impacts of the COVID-19 pandemic and to turn the promises of the 2030 Agenda for Sustainable Development into transformative change through the Generation Equality Forum and beyond.



Phumzile Mlambo-Ngcuka



Foreword from ILO

Victor van Vuuren, Director, Enterprises Department
International Labour Organization



Over the last decades, equality between men and women in the world of work has seen some encouraging improvements, but most achievements remain modest. No country has so far achieved gender equality, including the highest-income countries in the Group of 7 (G7). The devastating health, economic and care crises generated by the COVID-19 pandemic risk reversing many of the hard-won gains of the past two decades.

Women and girls are facing acute hardships, including higher rates of poverty and job loss, increased care burdens, and greater exposure to violence and harassment. Women are overwhelmingly absent from decision-making processes on crisis response and resilience measures. If no transformative action to address these challenges is taken, the devastating and long-term impact of the pandemic will seriously compromise the achievement of the Sustainable Development Agenda.

It is time for governments, employers and workers to come together, devise and coordinate urgent, sustainable and gender-responsive policy responses to build back a better future for women at work. International labour standards and the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy provide a strong foundation for key policy responses. They call for applying a gender perspective in all crisis response design, implementation, monitoring and evaluation activities. Social dialogue – consultation and collaboration among governments, workers and employers and their representatives – is essential if responses are to be effective and sustainable.

The ILO is partnering with the EU and UN Women under “Promoting economic empowerment of women at work through responsible business conduct in G7 countries”. This programme has developed a wealth of knowledge and training resources that can assist key actors of the world of work – governments, the private sector, including employer and business membership organizations, trade unions and civil society – in setting the right priorities and in taking action on gender equality at work during these unpredictable times.

The good practices and lessons learned that we have documented show that coordinated, proactive and transformative policies from the key players of the world of work play a central role in creating an enabling environment in which women can access their rights, opportunities and agency to meaningfully lead, participate and thrive in the world of work. These policies have to complement and can help stimulate parallel changes within our societies – overcoming gender stereotypes, achieving equal distribution of unpaid care work, establishing a culture of zero-tolerance for gender-based violence and sexual harassment, supporting women-owned businesses and women entrepreneurs, promoting women’s leadership and decision-making in the world of work.

Changing the prevalent paradigm during this turbulent time and building back a better future for all women is not only feasible but is also an imperative. We have the knowledge and the resources to succeed. It is time to take action, now.


Victor van Vuuren



THE WE EMPOWER-G7 PROGRAMME

In 2018, the European Union (EU), UN Women and the ILO joined forces through the “Promoting economic empowerment of women at work through responsible business conduct in G7 countries” (The WE EMPOWER-G7) Programme.

The programme’s guiding framework is the Women’s Empowerment Principles (WEPs), and guidance on

labour issues have been drawn from international labour standards and ILO’s Multinational Enterprises Declaration.

The programme aims to support sustainable and equitable economic growth by promoting women’s empowerment in the public and private sector in G7 countries. To do so, the project has taken a two-track approach:

Track 1: Multi-stakeholder and action driven policy dialogues and knowledge exchanges among G7 countries.

Track 2: Private sector engagement and enhanced knowledge for Women’s Empowerment Principles implementation to promote women’s economic empowerment.

Since its launch, the programme has worked closely with companies to support them through an enhanced WEPs Journey towards gender equality and women’s empowerment – from WEPs commitment, signing, implementing and reporting on progress.

Advisory Groups (AG) in Canada, Japan and the US were established at the onset of the programme and have helped advise on policy and programme implementation. The AG members also helped foster a strong ecosystem of women’s economic empowerment experts and stakeholders across

the G7 countries and the European Union. Stakeholders engaged with the programmes through multi-stakeholder dialogues to advance gender equality and women’s economic empowerment.

The programme has also seen new linkages between women’s business associations across the G7 and the European Union, hundreds of women entrepreneurs with improved business connections, thousands of companies with access to good practices on gender equality, and thousands of learners accessing capacity building tools and resources.



Message from the Programme Manager



As we embarked on the WE EMPOWER – G7 journey in 2018, we adopted the future of work as an overarching theme. Three years later, the *work of the future* is here. The COVID-19 pandemic disrupted our planned in-person dialogues and we quickly pivoted to virtual activities and developed recommendations for our stakeholders for gender-sensitive response and recovery efforts. Our team is spread throughout the world, but we actually became closer to each other by working remotely and connecting virtually. However, we also experienced challenges in coping with the more blurred lines between our agenda to promote women's economic empowerment, and our own family responsibilities.

I would like to take the opportunity to thank the entire team for their resilience and eagerness to pursue our commitment to the Programme during these challenging times. I would particularly like to acknowledge the authors of this booklet; Diana Rusu, Maria Tirmizi and Sarah Merusi who worked tirelessly to research, consult and interview stakeholders.

The starting point for the booklet was the commitments made by heads of State and Government during the Italian G7 presidency in 2017, followed by the programme

team's contribution to the outcomes of the 2018 G7 Summit under the Canadian presidency (focusing on preparing for jobs of the future) – and the outcomes of the 2019 G7 Summit under the French presidency (focusing on discriminatory laws). Throughout the programme, the team contributed to the success of various other international forums.

The Women's Empowerment Principles (WEPs) constitutes the key framework with which the programme engages companies of all sizes to deepen their commitment to gender equality in the workplace, marketplace and community.

Endorsed by the UN General Assembly in 2015,¹ W20 in 2017,² G7 in 2017,³ and more recently by the Human Rights Council in 2019,⁴ the WEPs provide a gender lens through which businesses can analyze their current initiatives, benchmarks and reporting practices and then tailor, or establish, accordingly relevant policies and practices.

Our toolkit for companies include guidance on equal pay, sexual harassment, family-friendly policies, childcare and gender-responsive procurement, among other key action areas.



Our work in 2020 also challenged us to bring different agendas together through an intersectional lens. We developed guidance to companies on how to tackle inequalities, bias, racism and forms of discrimination against women from various walks of lives, independent of their abilities and identities.

We are pleased that the community grew by more than 100 per cent during the programme, and that we now inspired more than 4,000 CEOs across the world to take action on this agenda. They have been encouraged to share their WEPs journeys and stories of success, challenges and results. We are proud of each and every one of them!

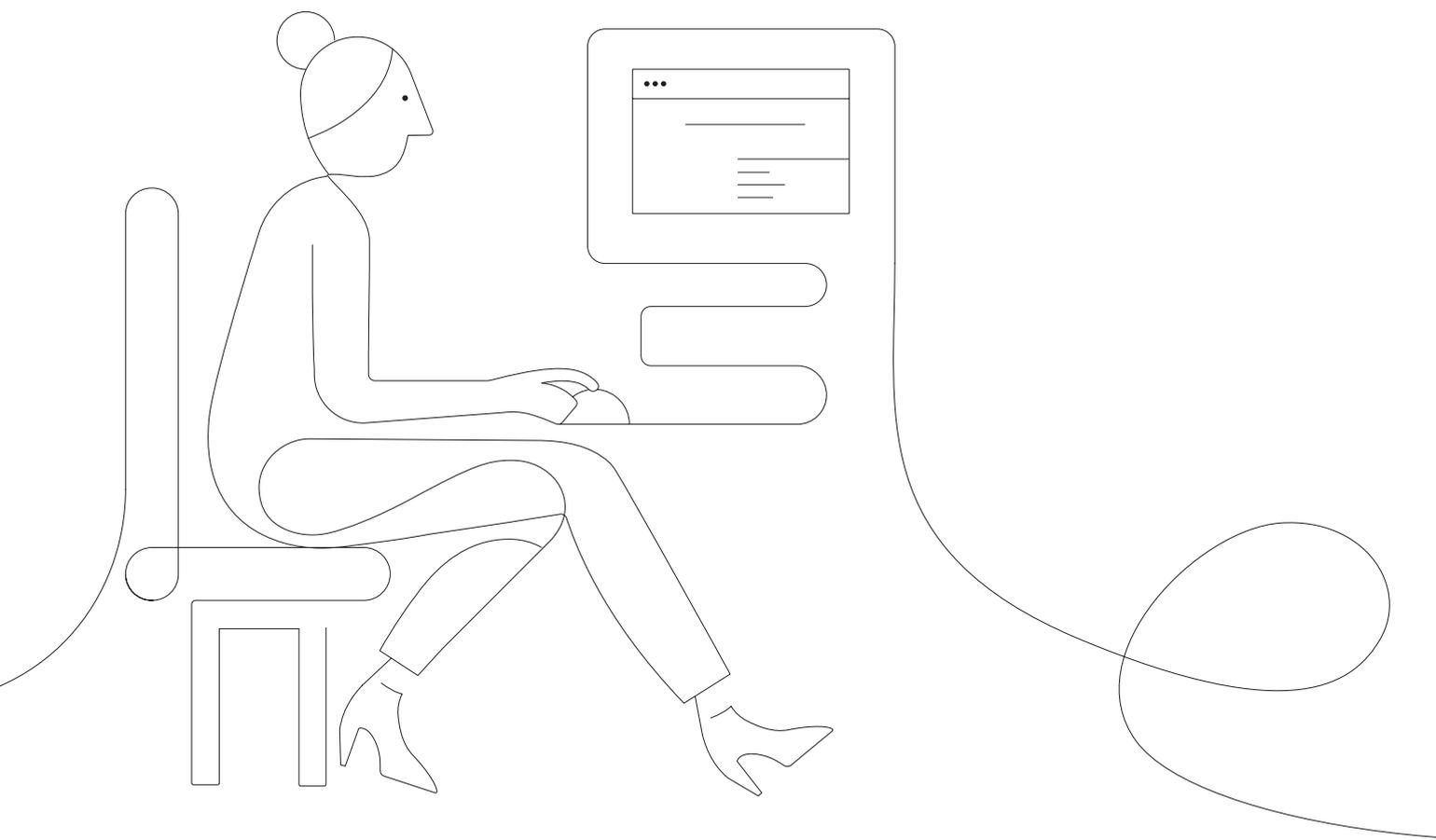
As we move into 2021, we will continue to witness the impact of the COVID-19 pandemic on the world of work. We need to stay vigilant that continued remote working does not lead to the weakening of contracts and job security. Entrepreneurship is now the largest growing form of business in the world. Women business leaders need our solidarity and support. And, with our “boost yourself” series, we expect to help feed the curiosity, thirst for knowledge and skills, and commitment to the lifelong learning of our youth community.

Finally, I would like to take the opportunity to thank the European Union and the International Labour Organization for their partnership over the past three years; it has had positive ripple effects across the world, and we look forward to continue our collaboration to advance gender equality and women’s empowerment in the G7 and the European Union.



Anna Fälth





This booklet

This booklet is inspired by the promising practices arising from the WE EMPOWER-G7 programme between 2018 and 2020. Its purpose is to share the ways in which G7 and EU governments and companies are working together to promote gender equality in the workplace, marketplace and community.

Following the universal adoption of the Beijing Declaration and Platform for Action in 1995, and the ratification of international labour standards, governments have a responsibility to foster gender equality and women's empowerment.

The Women's Empowerment Principles (WEPs) provide a clear framework for companies to understand and address gender gaps. 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 positions, closing the gender pay gap and incentivizing men to take parental leave. Advocacy

around improved transparency has incentivized companies to start monitoring and reporting on their progress. Being accountable to stakeholders has also helped them attract new talent, in particular women, consumers and investors.

Over the course of the WE EMPOWER-G7 Programme, UN Women has collected case studies of emerging practice in the private sector, and of effective policymaking in the public sector. This booklet also shares stories of innovative and successful women entrepreneurs implementing the WEPs in small and medium-sized enterprises.

The chapters of this booklet correspond to the main themes of the seven WEPs. Each chapter begins with a broad overview of relevant global frameworks, followed by examples of national laws and policies and promising practices of WEPs signatories in G7/EU.



COVID-19

As the WE EMPOWER- G7 Programme entered into its third year, the global COVID-19 pandemic posed a serious threat to the gains made on gender equality and exposed fundamental flaws in economic and social systems.

The year was marked by unprecedented upheaval as the COVID-19 pandemic halted businesses, jobs and services and impacted the economic and social lives of millions of people. Women's particular vulnerabilities were aggravated, experienced especially by those who are primary caregivers, health workers, migrant workers and the many women working in the informal industry.

The WE EMPOWER-G7 programme responded by offering guidance to businesses in on how to promote gender equality and women's empowerment in the workplace, marketplace and community in the context of the global pandemic.^{5,6}

At the beginning of the global lockdown, the programme convened a High-Level Round-table G7's role in ensuring gender equality in COVID-19 crisis response and recovery. The discussions highlighted the need for G7 countries to work through multi-stakeholder partnerships to prioritize gender equality and women's economic empowerment in their COVID-19 stimulus packages, and crisis response and recovery measures.⁷

Together with the International Finance Corporations, the programme prepared a report to showcase companies and organizations that are taking action to ensure women's economic inclusion and empowerment, and the well-being of their employees, customers, and suppliers, as well as local communities amid COVID-19.⁸

As we enter into 2021, it is important that we remain focused on addressing the long-term impacts of COVID-19 on women and girls, and their ability to participate in education and the economy, by developing solutions that reflect women's diverse lives, needs and aspirations.



COVID-19 RESPONSE



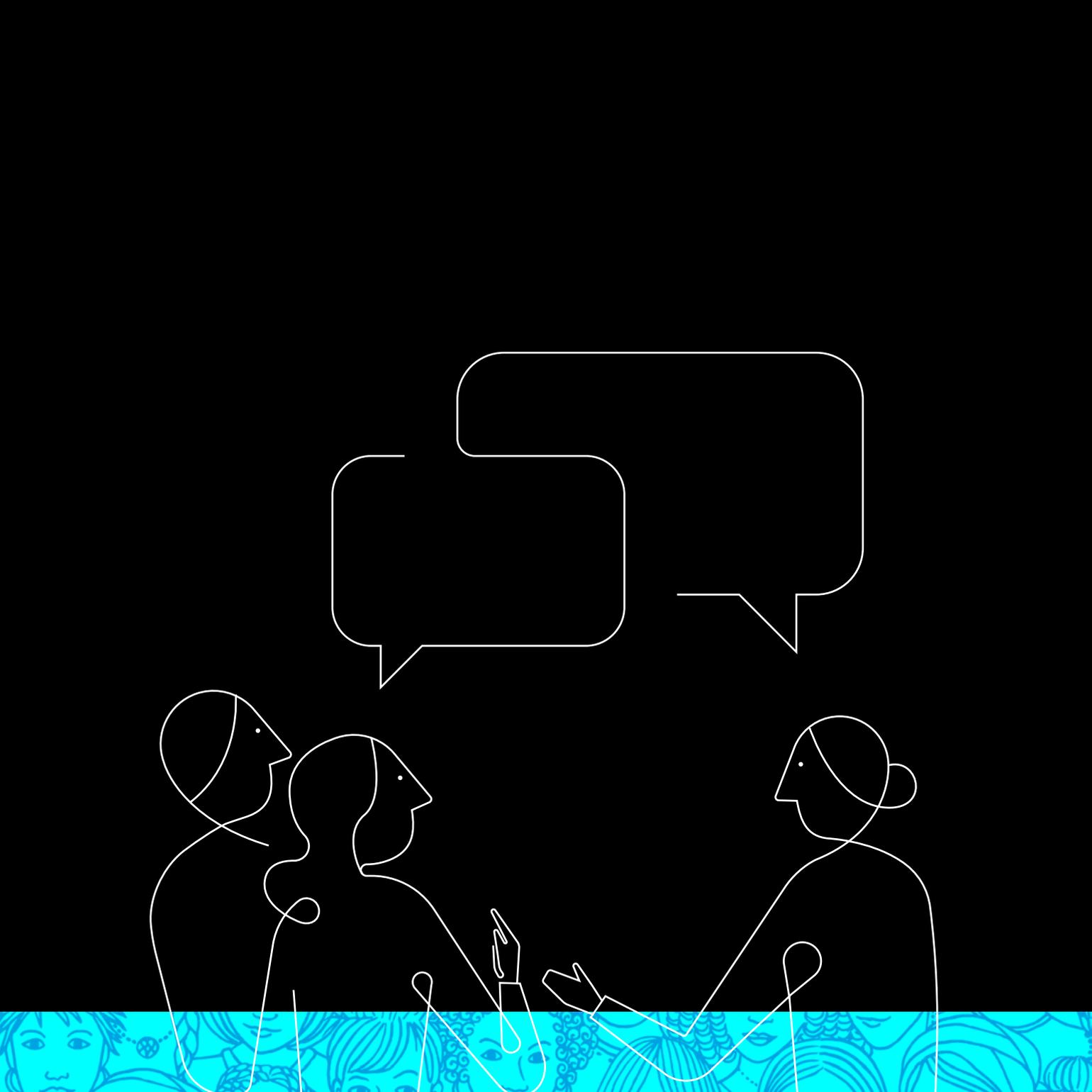


TABLE OF CONTENTS

Global Frameworks	16	
I. Leadership for gender equality and women's empowerment	18	
II. Non-discrimination at work	27	
II. Well-being of all workers	35	
IV. Professional advancement at work	45	
V. Business practices in the marketplace	53	
VI. Community initiatives and advocacy	63	
VII. Tracking progress	71	
Resources	80	
Endnotes	83	



Global frameworks

This year, we celebrated the twenty-fifth anniversary of the adoption of the Beijing Declaration and Platform for Action (BPfA) at the Fourth World Conference on Women in Beijing (1995) – the commitments laid out in this ground-breaking plan still hold true today.

The Platform for Action provides a progressive blueprint for governments and the international

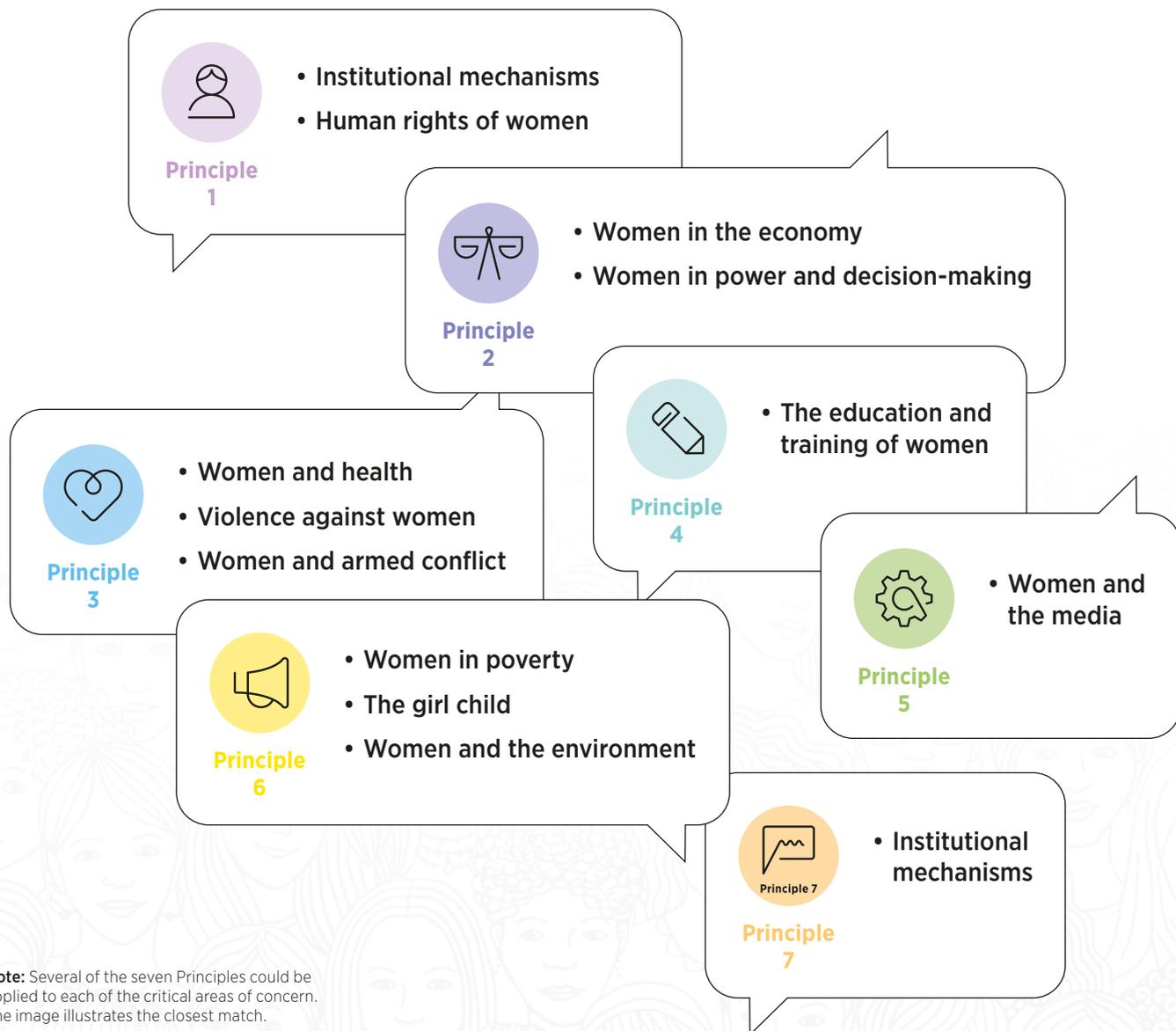
community to make robust advancements towards gender equality and women's empowerment in 12 critical areas of concern.⁹ After 25 years, this agenda is far from being fulfilled.

In 2010, UN Women and the UN Global Compact established the WEPs to help companies implement the Beijing Platform for Action.¹⁰

ILO conventions and recommendations set out **international labour standards related to gender equality at work:**

- No 100 - Equal Remuneration Convention (1951) and Recommendation No. 90.¹¹
- No. 111 - Discrimination (Employment and Occupation) Convention (1958) and Recommendation No. 111.¹²
- No. 156 - Workers with Family Responsibilities Convention (1981) and Recommendation No. 165.¹³
- No. 183 - Maternity Protection Convention (2000) and Recommendation No. 191.¹⁴
- No. 189 - Domestic Workers Convention (2011) and Recommendation No. 201.¹⁵
- No. 190 - Violence and Harassment Convention (2019) and Recommendation No. 206.¹⁶

Beijing Platform for Action's 12 critical areas of concern and their linkages to the seven Women's Empowerment Principles



Note: Several of the seven Principles could be applied to each of the critical areas of concern. The image illustrates the closest match.

I. Leadership for gender equality and women's empowerment

The Beijing Platform for Action calls on governments to create and strengthen strong governmental bodies that advance gender perspectives in legislation, public policies, programmes and projects. Since gender disaggregated data and information is key for planning and evaluation, governments are called upon to work with companies in monitoring progress – underlining the need for clear and concise accountability measures.¹⁷

THE UNITED STATES

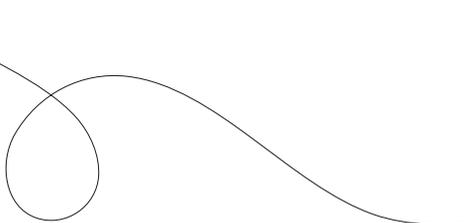
THE WOMEN'S ENTREPRENEURSHIP AND ECONOMIC EMPOWERMENT ACT

The United States passed a law mandating a gender-sensitive approach to international development. The Women's Entrepreneurship and Economic Empowerment Act (the WEEA Act),^{18, 19} which was passed unanimously in January 2019, requires that gender equality be central to all work carried out by The United States Agency for International Development (USAID), from planning and project design through to measurement and evaluation.

The WEEA Act has made it compulsory for all US Government programmes overseas to include gender-based goals in their monitoring systems and for USAID to report on how much of its assistance targets and benefits women.

The WEEA Act also expands the US Government's international support for microenterprises and small and medium-sized enterprises (SMEs) and ensures special assistance for businesses that are owned, managed or controlled by women.





Since its adoption, the Beijing Platform for Action has inspired action by governments to incentivize the private sector to advance gender equality and women's empowerment. With the many benefits of achieving gender parity in leadership roles, a key area of action

has centered around women on boards. It has proven to contribute to better financial performance, stronger governance, improved decision-making and the improved retention and attraction of top talent.²⁰

- The European Parliament supported a proposed Directive in 2013 for listed companies in the EU to aim for the underrepresented gender on any board, to comprise at least 40 per cent of non-executive directors by January 2020.²¹
- Finland relies on its successful enterprise-led initiatives and self-regulation.²²
- France mandated a 40 per cent quota for female directors in 2011 and has the highest number of women on company boards in Europe – 43 per cent on average.²³
- In Germany, a gender quota of 30 per cent women on boards was adopted in 2016, leading to two-thirds of the country's companies achieving the target.²⁴
- The United Kingdom has a “comply or explain” model to foster gender parity on corporate boards.²⁵
- In Canada, Federal law has required Canadian corporations to disclose, at minimum, the number of women, indigenous people, individuals with disabilities and individuals from minority groups on their boards as of 1 January 2020.²⁶
- In the United States, California implemented legislation requiring publicly held domestic corporations and foreign corporations headquartered in California to have a minimum of one female board member by the end of 2019, and a representative number of female board members by the end of 2021.²⁷

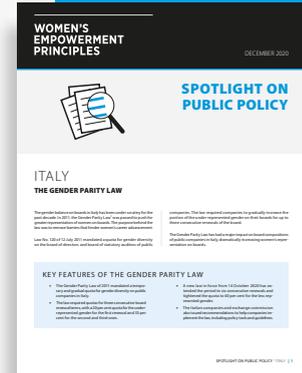
ITALY

THE GENDER PARITY LAW

In 2011, the Gender Parity Law^{28, 29} was passed to enhance women's representation on boards while also tackling the barriers to women's career advancement.

The law, which came into effect in August 2012, required companies to increase the portion of an under-represented gender on their boards for up to three consecutive renewals of the board. The first board renewal had to ensure a 20 per cent quota, while the second and third renewals had a 33 per cent quota.

As a result, women's representation on boards has noticeably increased. In June 2017, women represented over one-third (33 per cent) of all board members; the highest figure recorded in Italy. A 2020 law has imposed a mandatory gender quota of 40 per cent for up to six board renewals.³⁰



Women's Empowerment Principle 1 calls on company leaders to establish goals and targets for implementing the WEPs, to increase gender equality in leadership roles and to measure progress through clear performance indicators.

Companies are encouraged to consult internal and external stakeholders when developing company policies, programmes and implementation plans. They should also review the requirements for board membership and other governance bodies to remove

any discrimination or bias against women. Managers at all levels are expected to be held accountable, through performance reviews, for the results.

A strong commitment from the highest level of government and organizations can help realize gender parity in corporate leadership. The policies highlighted in this chapter from Italy and the United States illustrate the positive effects and remarkable gains generated from quotas to achieve gender parity in boardrooms and from mandating an organization to embed gender equality in all its work, from planning to evaluation.

BUILDING A GENDER-BALANCED BUSINESS

Sodexo is a French facilities management and food services company based in 67 countries.³¹ In 2009, when women made up only 17 per cent of the company's senior leadership, Sodexo implemented a global plan to advance gender equality across every business line, every unit and every region. This plan was initially met with strong resistance from senior women who felt that other women should be able to navigate the corporate ladder as they had done. The company's SoTogether Global Gender Advisory Board launched two years of awareness-raising and sharing of external benchmarking information to ensure everyone's support.

Sodexo learned that having a highly committed CEO helped to provide the first push towards setting new gender equality goals and objectives. Through the Gender Balance Business Study, Sodexo built a clear business case to demonstrate the bottom-line benefit of a gender-balanced business. This was key to creating leadership buy-in. Identifying and recruiting women and men champions in the company helped create a critical mass of people to give momentum to the mission. The company also learned that actively engaging leaders through mentoring programmes was far more productive than having leaders as supportive bystanders. Having clear metrics and target-setting has been critical for Sodexo to reach its goal of having women to comprise at least 40 per cent of its senior leadership by 2025. In 2019, women made up 37 per cent of its top 200 positions.



Photo: Sodexo

TAKING A GLOBAL APPROACH TO GENDER EQUALITY

In 2019, the French multinational telecommunications firm Orange signed an unprecedented agreement with the UNI Global Union, an international trade union syndicate, committing to achieve global gender equality.³² The global agreement on workplace gender equality within the Orange Group applies to all 143,000 employees worldwide, covering the following broad areas: gender equality, work-life balance, and action to tackle discrimination and violence against women. The agreement was designed to generate social dialogue. Teams were created with equal numbers of women and men and with representatives across company departments from different locations and

specialisms, including staff representatives. The goal was to achieve a consensus on what success would look like and how to achieve it.

Gaining the buy-in of senior leaders was fundamental to making things happen. While building common gender-equality goals is important, they need to be adaptable to reflect varied cultural and organizational contexts. The Orange Group notes that setting unrealistic objectives can be demotivating, especially for those in charge of delivering them. Stretching but achievable goals are more likely to drive action.



Photo: Orange Group



Photo: NEO Exchange

WEPs LEADERSHIP

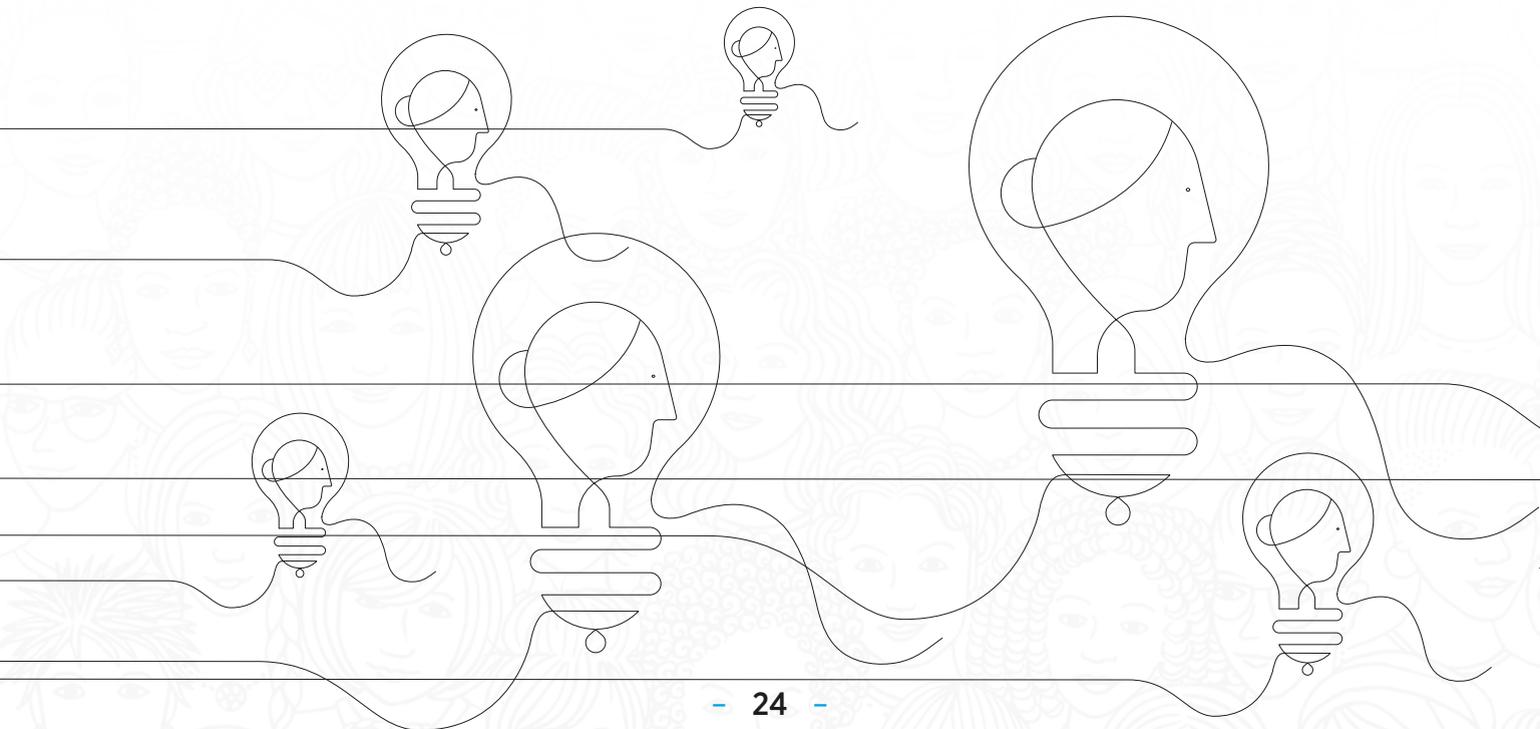
The President and CEO of NEO Exchange, a Canadian stock exchange, describes how signing the WEPs changed the institution.³³ “NEO is a young organization without any long-standing legacy. While building the company, our goal has always been to attract the best and brightest talent. Our hiring process has been driven by the skills and capabilities of the talent pool, and no form of discrimination has ever been tolerated. As such, our leadership team was fully on-board with signing the WEPs as we have already embraced the principles throughout the organization.”

By signing the WEPs, NEO Exchange showcased its high-level corporate support to gender equality and its commitment to inspire other organizations to do the same.

The President added: “What the WEPs made me realize is that it is not enough to embrace diversity within my own organization. The unfortunate fact is that an astonishing amount of gender bias and discrimination still exists at a societal level and that is just not acceptable. To affect real change, it is critical to do more by actively advocating for diversity. We can do this by spreading the word that enabling diversity is not only a duty driven by societal fairness but it is something that makes us and our companies stronger and better. But talk is cheap. Concrete actions take much more time and effort to execute. And so, signing the WEPs was a motivating force for NEO to implement tangible initiatives in support of women’s empowerment and gender balance.”

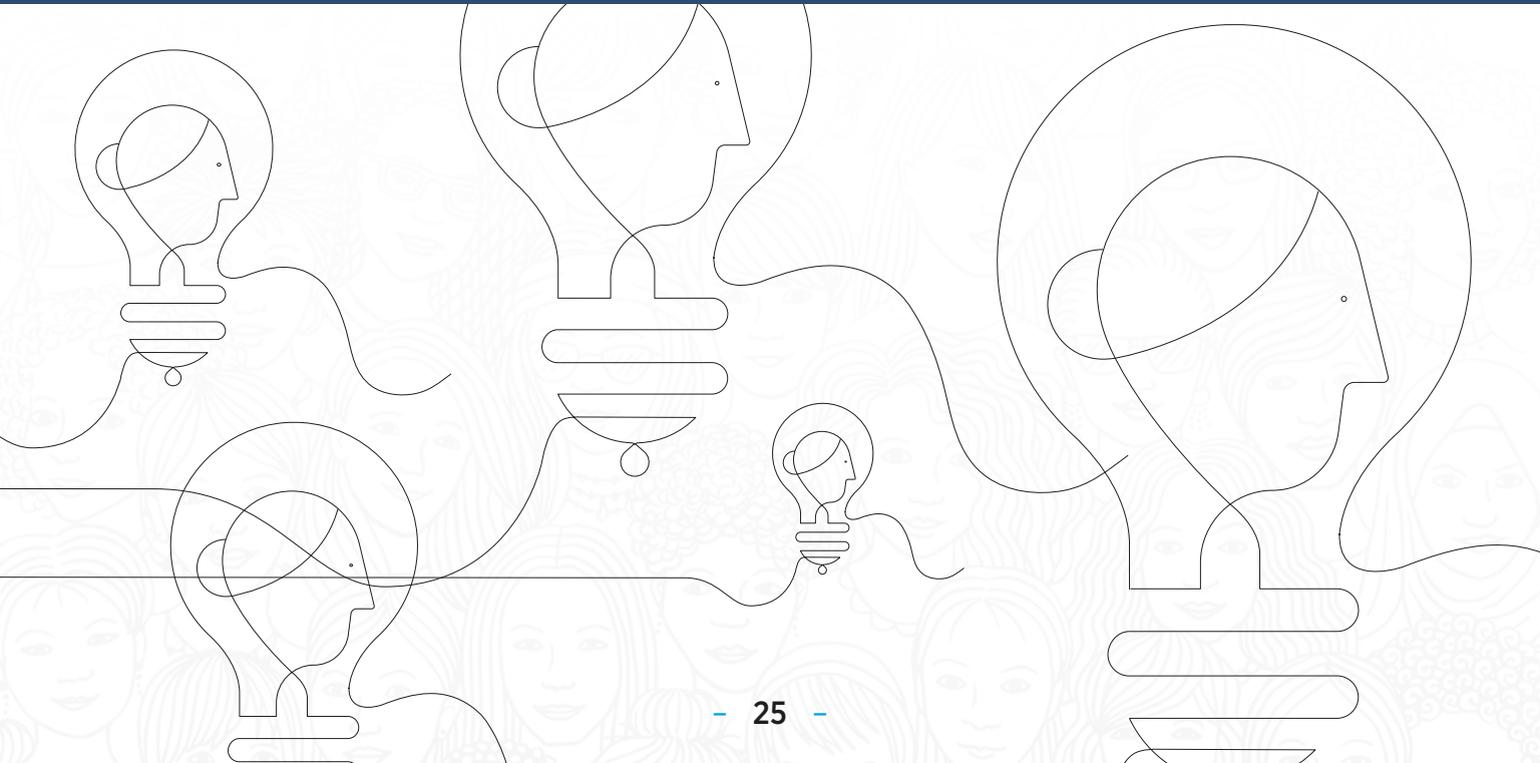
RECOMMENDED PRACTICES

- Secure support from the top – having a highly committed CEO can kick-start a shift in organizational priorities.
- Create a high-level executive committee to lead the strategy on gender equality and keep it flexible so it can accommodate evolving needs.
- Address gender imbalances from an intersectional lens to foster a corporate brand that reflects today's customers and their values.
- Develop clear, time-bound, policies, metrics and targets supported by practical implementation guidelines.



“We are committed to supporting and implementing Women’s Empowerment Principles in order to create inclusive work environments and a global tech and entrepreneurial ecosystem where all can learn, earn, lead and succeed.”

TeLisa Daughtry
Founder and CTO, FlyTechnista



Women in leadership

Women's leadership in governments and political decision-making has a positive impact on political processes. Women are more likely to work across party lines and to support gender equality efforts such as parental leave and childcare reform.³⁴

As of 1 February 2019, 28.6 per cent of representatives in parliaments in the EU and Nordic countries (single, lower and upper houses combined) were women, with women taking a 30.6 per cent share in parliaments in the Americas.³⁵

In Canada and France, 50 per cent of ministerial positions by women as of 1 January 2019. The figure for other G7 countries was 40 per cent in Germany; 27.8 per cent in Italy, 5.3 per cent in Japan, and 21.7 per cent in the United Kingdom and the United States.³⁶

On a global scale, women's promotions in the private sector have progressed over the last six years, making the most strides in Senior Vice President positions rising 18 per cent from 2015 to 2020 and increasing 22 per cent for C-Suite positions in the same period.³⁷

II. NON-DISCRIMINATION AT WORK

The Beijing Platform for Action calls on governments and other stakeholders to promote women's economic rights and independence, including through ensuring their access to employment and economic resources. Wage differentials between women and men was highlighted as impeding women's economic progress. The Platform for Action also highlights the need to promote harmonization of work and family responsibilities for women and men.³⁸

In response, countries in the European Union are improving maternity and parental leave, particularly for fathers. For example, there is now compulsory paternity leave of 20 workdays in Portugal,³⁹ 90 days in Sweden⁴⁰ and an equally divided parental leave of 164 days per parent in Finland.⁴¹

The EU Work-life Balance Directive, which became law in 2019, ensures that two out of the four months of parental leave are non-transferable between parents. It also introduces carers' leave and extends the right to request flexible working arrangements to carers and working parents.⁴²

The case studies highlighted in this chapter show that taking a stand on non-discrimination in the workplace, including in relation to pay, contributes to leveling the playing field between women and men workers.

Spain⁴³ has established laws that mandate reporting on gender pay gaps and taking measures to close the gap. The United Kingdom also has mandatory reporting requirements,⁴⁴ while Finland and Portugal use collective bargaining for wage-setting purposes.⁴⁵

EQUAL REMUNERATION Convention, 1951 (No. 100)

ILO Convention No. 100 on Equal Remuneration requires ratifying countries to ensure the principle equal remuneration for women and men for work of equal value is applied to all workers. The term "remuneration" is broadly defined to include the ordinary, basic or minimum wage or salary and any additional emoluments payable directly or indirectly, whether in cash or in-kind, by the employer to the worker and arising out of the worker's employment.⁴⁶



CANADA

THE PAY EQUITY ACT

The Canadian Government passed the Pay Equity Act^{47, 48} on 13 December 2018. It has established a proactive and ground-breaking regime within the federal public and private sectors, requiring employers with 10 or more employees to set up a pay equity plan within three years. This is the first time that federally regulated public and private entities have been required to proactively ensure equal pay for work of equal value.

The pay equity plan must include a list of all the job classes in the organization, their value, and whether jobs are predominantly carried out by women or men or are gender neutral. Employers are required to increase compensation for jobs of similar value where there is a gender pay gap.

The legislation covers not just full-time, but also seasonal, casual, temporary and part-time workers.

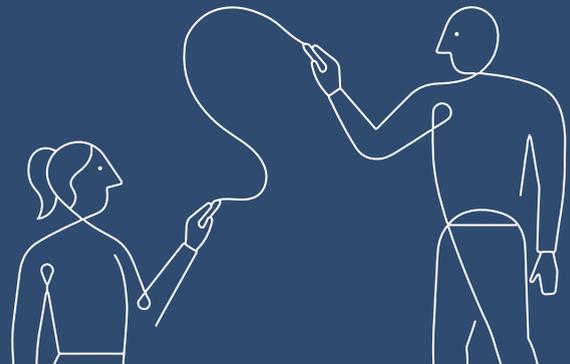


MATERNITY PROTECTION

Convention, 2000 (No. 183)

ILO Convention No. 183 provides for 14 weeks of maternity benefit to women, including a cash benefit no less than two-thirds of their previous earnings or a comparable amount. It also requires ratifying states to take measures to ensure that a pregnant woman or nursing mother is not obliged to perform work which has been determined to be harmful to her health or that of her child, and prohibits employers from discrimination against pregnant, or nursing women or those on maternity leave. Women returning to work must be returned

to the same position or an equivalent position paid at the same rate. It also provides a woman the right to one or more daily breaks or a daily reduction of hours of work to breastfeed her child.⁴⁹



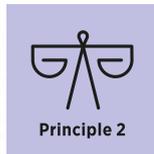


ESTONIA

FAMILY BENEFITS AND EMPLOYMENT CONTRACTS

Estonia offers one of the longest fully paid maternity leave in the world.⁵⁰ New mothers can take 140 days fully paid leave, after which they can either take another 435 days paid leave or share it with a family member.^{51, 52} The compensation is based on 100 per cent of average earnings calculated from the individual's employment in the previous calendar year, without an upper limit. This is funded by the national health care programme through general taxation. After 85 weeks, the compensation moves to a standard €38 per month. This allowance is available to both working and non-working parents after the end of parental benefits.

There are numerous other benefits and allowances including benefits and leave for adoption, various monthly allowances and support to families with more than three children, those with children with disabilities, and to low-income families.



Women's Empowerment Principle 2 commits businesses to treat all employees fairly, regardless of gender, and to respect and support human rights and non-discrimination.

Signatories are encouraged to 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 should underpin strategies for advancing gender equality and targeting racism and discrimination in the workplace.⁵³

The Principle calls on companies and organizations to implement gender-sensitive recruitment and retention practices to proactively recruit and appoint women

to managerial, executive and corporate board-level positions. To successfully accomplish these results, companies are encouraged to establish family-friendly policies that fosters equal opportunities for mothers and non-mothers, which ultimately can help reduce the *motherhood pay gap*.⁵⁴

Supporting parents in the workplace by establishing inclusive and comprehensive leave policies, encouraging the equal uptake of childcare, and providing flexible work arrangements for their re-entry are other measures that have contributed to gender equality results.⁵⁵

Companies are increasingly realizing that closing gender pay gaps helps to attract and retain staff, improving their performance and growth. Generating regular diagnostics of equal pay and measuring the pay gap is crucial to reaching this goal.⁵⁶

CONFRONTING GENDER BALANCES HEAD-ON

Tele2 is a telecommunications firm operating in Sweden, Estonia, Germany, Latvia and Lithuania.⁵⁷ The issue of gender imbalance came into sharp focus for this company when, in 2018, it merged with Swedish IT services provider, Com Hem. Only nine per cent of the new global leadership team were women. The senior leadership team recognized that not only is gender inequality unfair and discriminatory, it is also bad for business, as gender-balanced teams outperform those which are not.

In 2019, Tele2 implemented a 16-point action plan aiming, by 2023, to achieve a 50-50 gender balance within the company at executive, managerial and employee level. One of its more significant strategies

was a '2+1' recruitment policy. This policy, of hiring two women for every one man, was introduced to reverse data which had revealed that, for every one woman, the company had been hiring two men. This principle now applies to all teams that have a gender imbalance and, within one year, 66 per cent of new recruits have been women. Tele2's leadership team were clear that '2+1' did not mean that the best candidates would not be appointed. Instead, the organization needed to work harder to attract a more diverse pool of candidates and set itself a target of 75 per cent of all applicants being women, regardless of the role. The fact that the '2+1' principle has been so successful shows that simplicity and clarity in a policy can make a real difference.

Photo: Tele2





Photo: GSMA

CONFRONTING THE GENDER PAY GAP GLOBALLY

The GSMA, a global industry association, represents the interests of mobile network operators worldwide.⁵⁸ It unites more than 750 operator members and almost 400 companies in the broader mobile communications ecosystem and produces industry-leading events. The GSMA is committed to the principles of equal pay and fair recruitment practices that ensure equal pay for work of equal value. To avoid pay disparities, its recruitment team bases pay decisions on market rate comparators rather than an employee's previous salary.

The GSMA introduced its equal pay measures in 2017, across all the GSMA locations. Progress has been monitored by a review of all staff salaries twice a year.

All job descriptions are screened to ensure they are free from hidden bias. Furthermore, external data is used to benchmark all roles and every individual's position is reviewed against the benchmark twice a year to ensure there are no disparities.

In March 2016, the gap between men and women's positions against the benchmark was 5.6 percentage points in favour of men; by October 2018 this was only 0.2 percentage points and has remained statistically insignificant since.

PAVING THE WAY FOR WOMEN IN TECHNOLOGY

The Founder and CTO of FlyTechnista,⁵⁹ established her company in 2015 to support women to overcome the barriers she herself had faced starting a career in technology. Today, FlyTechnista has served more than 8,000 women and girls through education, employment opportunities and community engagement.

In the CTO words, “I would definitely say as an intersectional woman that I have faced real systemic barriers and obstacles to advancing in my career. I kept receiving great feedback, great internal reviews in growth and development plans, but still [was] not able to secure the raises, the advances, the titles, and

that became very frustrating to have to continuously prove your worth and why you should be promoted to leadership.” The work with FlyTechnista was twofold: helping place women in technical and creative roles and then ensuring that the women stayed with their employers. Creating and sharing solutions was a way to help companies retain the women that they were hiring. FlyTechnista then became an Artificial Intelligence-driven product designed to help women and girls better understand relevant jobs in software development, which has now evolved into today’s mobile application.



Photo: US Consulates – Toronto

RECOMMENDED PRACTICES

- Ensure that all policies, strategies and programmes, including in relation to recruitment, retention and promotion, support women from diverse backgrounds with different identities and abilities.
- Implement a fair recruitment process to ensure non-discrimination and encourage the emergence of a highly qualified and diverse talent pool.
- Encourage men to take advantage of parental leave to level the playing field between women and men employees.
- Make equal pay part of the organization's scorecard and key performance indicators – this will ensure continuous progress on closing the pay gap.
- Implement a job evaluation system that systematically and regularly evaluates the content of each job – this is critical to understanding what makes roles comparable and how equal pay can be measured.

“The COVID-19 Pandemic has increased the urgency to reach women with mobile technology. As a recent WEPs signatory, I am very much looking forward to engaging with the UN’s global network of women’s empowerment champions to help make digital connectivity and opportunity a reality for every woman and girl – because when women thrive, families, societies and economies thrive.”

Mats Granryd

Director General, GSMA



III. WELL-BEING OF ALL WORKERS

The Beijing Platform for Action underscored the growing occupational health issues of women working in low paid jobs under tedious and unhealthy conditions. Governments, together with employers and trade organizations, were called on to formulate special policies, design programmes and enact the legislation necessary to alleviate and eliminate occupational health hazards associated with work in the home, in the workplace and elsewhere. They were also called upon to enact and enforce laws against sexual and other forms of harassment in all workplaces.

Today, at least 140 countries have legislation on sexual harassment in the workplace globally.⁶⁰ An EU directive in 2002 called on member states to better protect the rights of victims of sexual harassment and to ensure the integrity, dignity and equality of women and men at work.⁶¹ In 2019, the European Parliament and the Council of the European Union adopted a Directive that set the bar high for mandatory whistleblower protection.⁶²

An alarming pandemic, in the shadow of COVID-19, is the disturbing rates of intimate partner violence that has seen a fivefold increase in calls to helplines as a result of the pandemic. Restricted movement, social isolation and economic insecurity are increasing women's vulnerability to violence in the home around the world.⁶³ By September 2020, 48 countries had integrated prevention measures for violence against women and girls into COVID-19 response plans, and 121 countries had adopted measures to strengthen services for women survivors of violence during the ...global crisis. However, more efforts are urgently needed.⁶⁴

Other concerns to the wellbeing of employees is linked to their mental and physical wellbeing. Legislative and workplace measures have been put in place to promote productive and healthy workers that have the ability to revitalize themselves regularly. For example in the European Union, regulations were introduced in 2003 on work-life balance, covering maximum work hours, rest breaks, weekly rest, annual leave, night work.⁶⁵

VIOLENCE AND HARASSMENT Convention, 2019 (No. 190)

The ILO Violence and Harassment Convention 2019 (No. 190) and its supplementary recommendation (No.206) are an historic move towards eliminating violence and harassment in the world of work. The Convention and recommendation state that all workers have a right to a world of work free from harassment and violence. The Convention recognizes that violence and harassment also affect the quality of public and private services, and may prevent women from accessing, remaining and advancing in the labour-market. Also noted is that domestic violence can affect employment, productivity and health and safety – governments, employers' and workers' organizations and labour-market institutions can help, as part of other measures, to recognize, respond to and address the impacts of domestic violence.⁶⁶

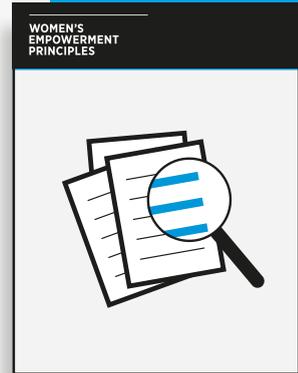
FRANCE

MEASURES TO ADDRESS SEXUAL HARASSMENT

On 6 September 2018, the French Government unveiled a plan to combat sexual and gender-based violence, under the Act for the Freedom to Choose One's Future Career.⁶⁷ This gave employers until 1 January 2019 to take measures to combat sexual harassment and sexist behaviour in the workplace.

Companies with 250 employees or more had to appoint a Human Resources representative and another representative, elected by staff, to their Social and Economic Committee, an employee representative body. Their responsibility is to guide and support employees in the fight against sexual harassment and sexist behaviour. A representative trade union in the company can pursue a case before an industrial tribunal and a criminal court.

The permanent joint committees of each industrial sector must now also include in their annual reports a review of the tools available to companies to prevent and fight sexual harassment and sexist behaviour. The law reinforces companies' obligation to tell employees about the civil and criminal consequences of sexual harassment and to give them contact details of relevant authorities and services.





SPAIN

ROYAL DECREE ON REMOTE WORKING CONDITIONS

On 13 October 2020, Royal Decree Law 28/2020⁶⁸ was brought in to protect the rights of people providing services from home, or a place chosen by the employee for at least of 30 per cent of their working time over a three-month period. The law declares that remote employees have the same rights as those based in a traditional workplace. This includes the right to flexible work, safe working conditions, the right to the necessary tools and equipment to carry out the work and the reimbursement of costs associated with work. It also ensures that the workers have the right to collective bargaining.

The law states that remote work must be agreed on a voluntary basis, but requires that certain formalities be addressed, including the creation of a minimum legal agreement.

This follows a 2019 law⁶⁹ that was introduced to protect workers from the abuse of long working hours and unpaid overtime.

GERMANY

HOURS OF WORK ACT

This Act^{70,71} was introduced in 1994 to regulate limits to a working day (not more than eight hours with a guaranteed separate 30 minutes rest period), and to ensure an 11-hour break after a day of work. On 1 January 2019, the “Act on Further Development of Part-Time Employment Law”⁷² entitled employees to work part-time on a temporary basis, and to return to full-time employment (called “Bridge Part-Time Work”). The Ministry of Labour and Social Affairs also developed the New Quality of Work Initiative⁷³ in 2001, an online knowledge-sharing portal focusing on measures needed to foster a good work-life balance.



Women's Empowerment 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.

The high costs of sexual harassment in the workplace for workers, companies and economies and shows how creating a culture of safety, respect and equality makes business sense and benefits both employers and employees.⁷⁴

The private sector's role in tackling domestic violence has been increasingly acknowledged, particularly amid COVID-19 as many employees have been confined to working from home, and trapped into abusive situations without a safe place to go.⁷⁵ Mental wellbeing is now, more than ever, the most important determinant of health. Employers are paying a high price for not taking employee mental health seriously. Therefore, wellbeing programmes are on the rise and are

increasingly included as part of company benefit packages.

Principle 3 also encourages companies and organizations to ensure all workers, including part-time, short-term and contract workers, have equal access to health insurance, and opportunities that support mental well-being and quality time with family. Implementing family-friendly policies increases employee retention, reduces absenteeism and lowers overall recruitment costs.

Family-friendly policies allow flexible working arrangements which not only enable parents, especially mothers, to advance their careers, but also include health and safety measures for expectant mothers; facilitating continuous health and safety risk assessment and temporary work modifications, as well as supporting mothers by providing them with a clean and private environment to breastfeed or to express milk.⁷⁶

FIGHTING EVERYDAY SEXISM AND VIOLENCE IN THE WORKPLACE



"Hello marketing girls!"

L'Oréal is an international producer of personal care products, present in 150 countries.⁷⁷ Gender equity and women's empowerment are historic and strategic commitments at L'Oréal, where women account for 70 per cent of their global workforce and 54 per cent of Leadership positions in the Group. In December 2018, L'Oréal created with EY and Accor Hotels the initiative StOpE to fight everyday sexism in the workplace.

Through StOpE, good practices in stopping everyday sexism were identified and shared. These include

encouraging managers and other key stakeholders to demonstrate their buy-in by actively "signing up" for the campaign, running awareness campaigns to demonstrate what everyday sexism looks like and the impact it has, having voluntary as well as mandatory trainings for employees, among others. Educational tools have also been developed including guides and e-learning on everyday sexism. Today, over 50 companies are part of this initiative. In 2021, the campaign will expand globally.

LEVELLING THE PLAYING FIELD FOR WOMEN IN THE WORKPLACE

Banco Bilbao Vizcaya Argentaria (BBVA)⁷⁸ is a multinational financial services company based in Spain with presence in North and South America.

As part of its commitment to encourage work-life balance and curtail a culture of long hours at work, BBVA Spain adopted a bold “digital disconnection” policy, forcing staff to halt all communication and switch off all devices between 7 p.m. and 8 a.m. The bank’s corporate headquarters is also shut at these times.

Technology and agile methodology encourage goal-centric work, which is enabled by fewer and shorter meetings, videoconferencing and flexible teleworking,

disconnecting from digital devices after a certain time, and closing the office buildings.

BBVA is convinced that shifting towards a more flexible, balanced workplace that favours results over hours worked leads to higher productivity and overall efficiency. It is also key to harnessing women’s talent and encouraging them to stay and build their careers in the company, as well as boost productivity.

A slogan for the firm’s Spanish workforce encapsulates its work-life balance plan: Work better. Enjoy life. It has therefore been important to BBVA to talk to employees to identify solutions and to change the norm.





Photo: Schneider Electric

A HOLISTIC AND GENDER-BALANCED APPROACH TO HEALTH AND WELL-BEING

Schneider Electric⁷⁹ is a company focused on the digital transformation of energy management and automation in homes, buildings, data centres, infrastructure and industries. The company has a presence in more than 100 countries. The company sees equal access to health care and well-being as vital for all women and men employees. Although it has always promoted decent work environments and access to health it has embarked on a systematic review of its global health care provision and well-being at work programme.

Implementing a global standard for health and well-being was key to ensure that the company's diverse global workforce is treated in a fair and ethical way.

The company's global standard ensures that women and men employees are equally equipped to manage their basic health and well-being for themselves and their dependents. The plan has demonstrated that a large organization can be fully committed to employees with a set of standards that can cope with major change such as the COVID-19 pandemic. Schneider Electric was able to immediately share valuable health and well-being resources tailored to employees' specific situations in their home countries during the pandemic.

LEADING INNOVATION IN THE TEXTILE INDUSTRY

Two entrepreneurial women came together in 2004 to co-found a consultancy company,⁸⁰ using funds from the sale of shares in a marketing and sales company in the pharmaceutical sector. At that time, they were both midway through their pregnancy and felt the need to create their own flexible work schedule. One of the co-founders had previously left another company she helped found and seen it grow to employ 300 employees. She discovered upon becoming pregnant with her first child that she could not, under German law, maintain her role as CEO of her own company

while on maternity leave, nor could she be certain of being able to return to her job after the birth. (There is movement to change this policy).

Inspired by their combined backgrounds, the co-founders launched a unique product and the company *pervormance international*, a pioneering clothing company supporting health and well-being. They value intersectionality within their company and their supply chain. As a WEPs signatory since 2013, the company continues to look towards the WEPs as a guide to remaining focused on inclusion and well-being.



Photo: *pervormance international*

RECOMMENDED PRACTICES

- Build an organizational culture that prioritizes flexibility and work-life balance – this promotes employees' well-being, improves productivity and supports long-term retention.
- Provide equal access to good quality health care, including as a strategy to improve the recruitment and retention of women.
- Address everyday sexist behaviour to promote an inclusive workplace culture.
- Support victims of sexual harassment and domestic violence – mitigating its effects will help ensure the safety and well-being of all staff.

Photo: NEO Exchange

“It is only natural for us to readily embrace and foster female employees throughout each level of our organization, and truly live the Women’s Empowerment Principles.”

Jos Schmitt

President and CEO, NEO Exchange, Inc.





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.

IV. PROFESSIONAL ADVANCEMENT AT WORK

The Beijing Platform for Action calls for governments, together with private sector companies and civil society, to provide women with education, training and professional development – a vital element in achieving gender equality.

Education, upskilling and re-skilling throughout a woman's career – especially to keep pace with innovation and technological growth affecting jobs – are vital for women's participation in the formal labour market, their income generating opportunities as well as overall health and well-being.⁸¹

The public and private sector often work hand-in-hand to ensure integrated public and workplace-related policies and programmes on training and retraining, including in emerging areas within science and technology.



UNITED STATES

INSPIRE WOMEN ACT

The Inspiring the Next Space Pioneers, Innovators, Researchers, and Explorers (INSPIRE) Women Act, which became law on 28 February 2017,⁸² requires NASA to facilitate mentorships and outreach efforts between current and retired NASA scientists, engineers and technologists and girls to guide them towards careers in nontraditional fields in science, technology, engineering and mathematics.

NASA has already been carrying out similar activities through the NASA GIRLS and NASA BOYS virtual mentoring programme, the ASPIRE to INSPIRE programme and the Summer Institute in Science, Technology, Engineering, and Research (SISTER) programme at the Goddard Space Flight Center. These programmes are designed to connect young students across the country with retired and current NASA personnel. The ASPIRE to INSPIRE programme, for example, facilitates the connection of girls and women with women at early stages of their career in NASA.



Women's Empowerment 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. WEPS

signatories are also encouraged to conduct training about the company's gender equality policy and action plan, as well as awareness raising on sexual harassment, unconscious bias and other training that could help foster an inclusive workplace.

Companies and organizations are urged to ensure women's equal access to all company-supported education and training programmes, formal and

informal networking and mentoring programmes. Businesses which offer better learning and skills development opportunities can enhance their competitiveness and attract talent.

Mentoring is an effective way for private sector companies to drive positive organizational culture change. Mentoring tends to lead to higher financial compensation, a greater number of promotions and career success – and can also improve a company's performance.⁸³ For women who temporarily leave the workforce following childbirth, mentoring and retraining can be crucial to a successful transition back to work, ensuring their job satisfaction and long-term retention.

In response to an increasing demand for knowledge and skills development opportunities, the WE EMPOWER-G7 programme developed WEPs Learn that strives to equip women with new skills, capacities and characteristics to succeed in the digital economy and labour-market. These lessons are

designed to give women more confidence in job interviews, the ability to access more job information and opportunities, and therefore grow their careers more effectively. The online platform also hosts learning to help WEPs signatory companies implement the Women's Empowerment Principles.⁸⁴



HARNESSING WOMEN'S POTENTIAL THROUGH A GLOBAL NETWORK

Groupe PSA is a French multinational car manufacturer.⁸⁵ The industry has a culture of traditional gender roles with relatively few women in senior positions. The firm recognizes the importance of women's participation – from design through to sales, and has committed to increase the number of women engineers and technicians, including those at senior level.

Women Engaged for PSA is an international network providing a forum for the company to seek insight from women in areas including research and development, automobile design, operations, customer services and HR. Unusually for an employee network, its scope includes contributing to the company's business

interests and operations. The network aims to support the company to develop by offering advice that is innovative, pragmatic and occasionally disruptive.

The network has highlighted women's significant role in the workplace and has shown the business value they add. It has also boosted the self-confidence of its members and encouraged them to aim higher with their careers. All the women in the company's upper management and leadership roles are part of the network. The network also promotes women's perspective panels, encouraging women to have the confidence to make suggestions and demonstrate the business impact of their input.





Photo: RELX

IMPROVING THE GENDER BALANCE ON BOARDS AND IN LEADERSHIP

RELX is a FTSE 15 global provider of information-based analytics and decision tools.⁸⁶ Operating in markets, such as science medicine, law and risk, business analytics and events, the company's mission is to help its customers make better decisions, get better results and be more productive. RELX's philosophy is that an inclusive environment fosters innovation, bringing in a wide range of ideas, experiences and expertise and ultimately helping a business perform better. Mentoring and sponsorship are key to tackling the structural barriers holding women back from senior operational roles and to building a pipeline of talent.

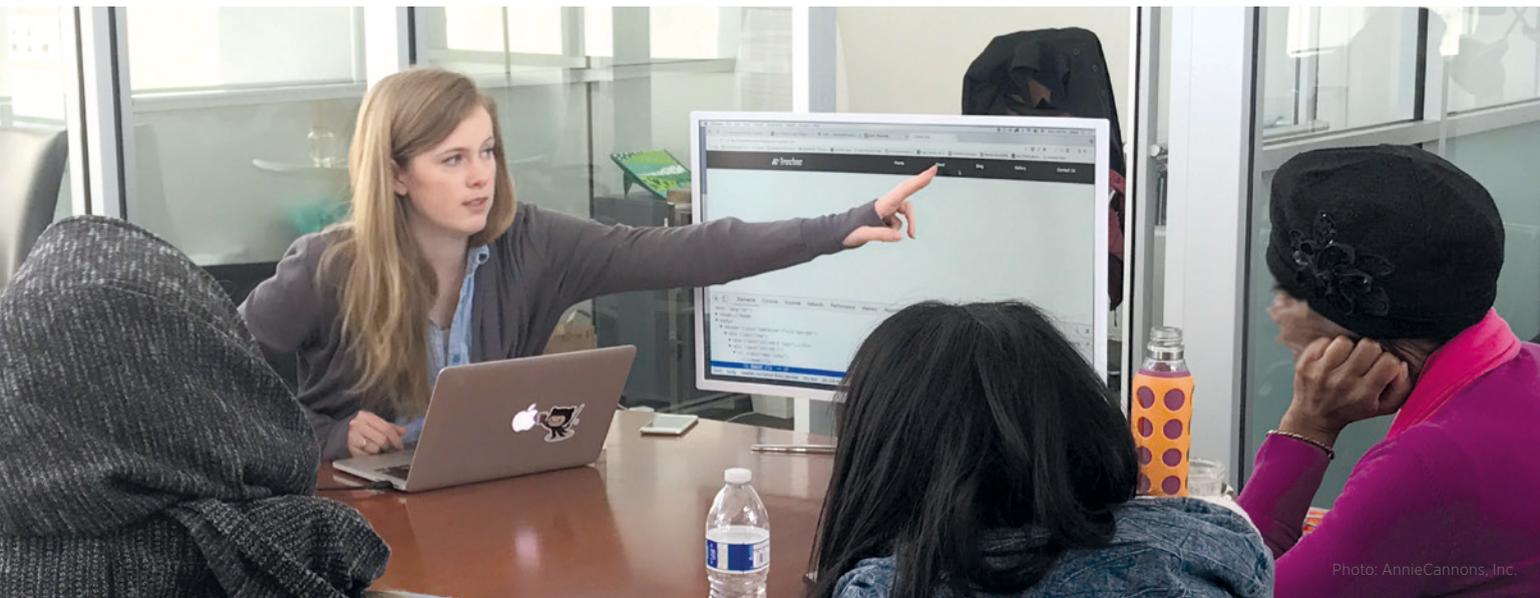
The firm's global "Women in Tech" programme connects female tech staff with role models, many of whom are also female technologists. With this in mind, webinars with senior women technologists are a key part of Women in Tech and cover a range of career-related topics particularly relevant to women in the field. Several women's networks support career progression, exploring issues including team development, gender-balanced leadership and stress management, and offer practical discussion and idea exchange. RELX has 23 women's networks across all its businesses. Mentoring is important, especially if it leads to sponsorship.

TRANSFORMATION THROUGH CODE

AnnieCannons train survivors of human trafficking to become successful software engineers.⁸⁷ The company operates as both an agency and a non-profit organization funded by charitable donations. The agency programme generates related business revenue that helps cover a growing portion of operating costs. AnnieCannons now also runs an incubator for survivor-ideated technologies. Training begins with a six-month bootcamp and continues with opportunities to learn advanced technologies through workshops, practical work and apprenticeships.

The co-founders of AnnieCannons found disbelief and dismissal from many in the tech industry who could not fathom survivors doing software programming,

much less a combined training and workspace for survivors of trafficking run by women with no programming background. Now on its sixth full bootcamp cycle, AnnieCannons has trained graduate instructors to teach classes and help train more instructors, so that the firm can ultimately train more survivors. Some graduates work for AnnieCannons and independent contractor software engineers, while others are employed by the organization as staff engineers and product managers. This sustainable model allows multiple avenues for participants in the programme to grow and develop according to the demands of the software market.



RECOMMENDED PRACTICES

- Ensure that all employees are extensively trained on company policies and practices on gender equality and women's empowerment, including on issues such as conscious and unconscious bias, and zero tolerance of discrimination, racism and harassment.
- Invest in training on new technologies for women employees in non-technology specific jobs to give them necessary qualifications and skills to taken on new roles within the company.
- Establish a mentoring programme and engage employees as mentors to create a strong inclusive culture.
- Establish a network with a clear and meaningful agenda to make women's skills, talents and leadership visible.
- Set up a *women's perspective panel* to review business products and services and make mandatory recommendations.

“For us to enjoy a truly free society, opportunity must be distributed equally. As a female CEO who runs a financial company dedicated to building a more inclusive economy, I’m deeply committed to the WEPs. Supporting more diverse leadership and encouraging full and equal participation in the marketplace aren’t just laudable ideals, they’re great for business and society.”

Catherine Berman

Catherine Berman, Co-Founder and CEO of CNote



V. BUSINESS PRACTICES IN THE MARKETPLACE

The Beijing Platform for Action calls on governments to revise laws and administrative practices to ensure women's equal rights and their access to economic resources. Jointly with other stakeholders, such as the private sector, they were requested to strengthen women's economic capacity, facilitate their equal access to resources, markets and trade and ensure that all women have access to productive resources, including savings and credit mechanisms, as well as businesses services, information and technology.⁸⁸

The Gender dimensions of the Guiding Principles on Business and Human Rights requests States to take appropriate steps to ensure that all business enterprises operating within their territory and/or jurisdiction respect women's human rights. This guidance was published in 2019 based on the widely documented adverse and disproportionate impacts of business activities on women and girls.⁸⁹

Globally, women are less likely to be entrepreneurs and face more disadvantages when starting a business. In 40 per cent of economies, women's early-stage entrepreneurial activity is half or less than half of that of men's.⁹⁰

Several G7 countries have adopted a gender-sensitive lens towards promoting entrepreneurship:

- In the United Kingdom, The Work and Opportunities for Women programme enables women access to improved economic opportunities through integrated supply chains and economic development programmes.⁹¹
- The United States Agency for International Development (USAID) is now legally obliged to support microenterprises and small and medium- sized enterprises managed and owned by women.⁹²

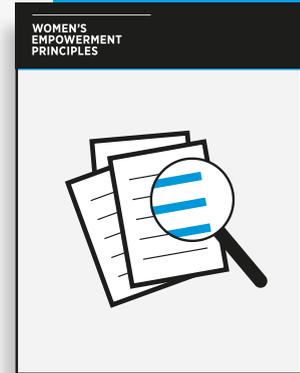
CANADA

THE WOMEN ENTREPRENEURSHIP STRATEGY

Canada is funding a drive to double the number of women in national and international markets by 2025. The Women Entrepreneurship Strategy, announced in 2018, is a “whole-of-Government approach” giving women access to financing, talent, networks and expertise.

Only 16 per cent of Canadian small and medium-sized businesses are owned by women, and studies show that increasing women’s participation in the economy could increase Canadian GDP by CAD 150 billion.⁹³

The Government has allocated CAD 30 million to fund more than 300 projects, out of which CAD 2.5 million were reserved for indigenous women. The funds will back an international marketing strategy, supply chain integration, promotional campaigns, business advisory services and website development. The strategy also involves support for product/service development and improvement, upgrades to plant and equipment, process and technology improvements.⁹⁴



Women’s Empowerment Principle 5 calls on companies and organizations to require business partners, contractors and suppliers to adopt the WEPs and to establish supplier diversity programmes that actively

seek to expand business relationships with women-owned enterprises.

Signatories implementing Principle 5 should seek gender-sensitive solutions to women’s barriers to accessing financial products and services and systematically source their goods and services from other enterprises that align with the WEPs. Doing so

does not mean that quality, efficiency, cost savings or value for money would be compromised.⁹⁹

Promoting women to top positions in procurement departments also enables gender-responsive procurement, and momentum has been gathering here. A 2019 study found that, in the United States and western Europe, where procurement organizations are the most advanced, 20 per cent of the top 60 listed companies have a woman as Chief Procurement Officer (CPO). In France, more than 30 women were promoted to the role of CPO over a period of 18 months, representing an increase of more than 30 per cent compared to 2015.¹⁰⁰



SWEDEN

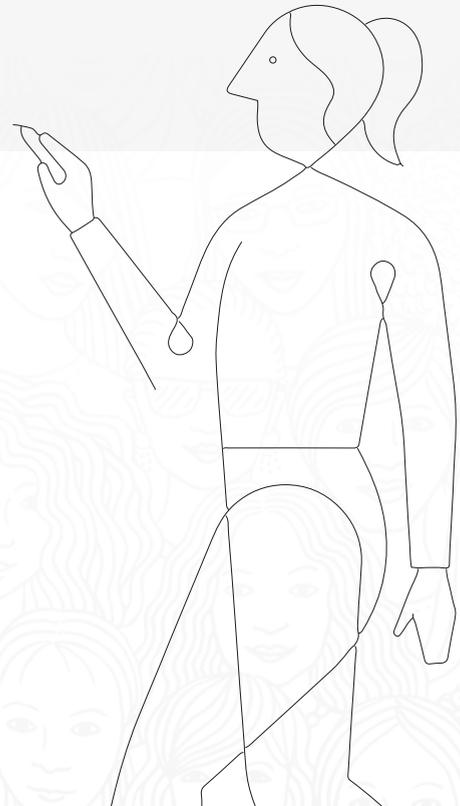
PROMOTING WOMEN'S ENTREPRENEURSHIP

Promoting women's entrepreneurship has long been on the agenda in Sweden. Since 1998, the Swedish Agency for Economic and Regional Growth has helped fund local and national Women Resource Centres and, since 2010 the Government has focused on creating change in regional growth policies.⁹⁵

The *Promoting Women's Entrepreneurship* scheme trained around 13,000 women entrepreneurs between 2007 and 2014.⁹⁶ Research, four years later, showed that participating businesses were more profitable than comparable women-led businesses which had not participated.⁹⁷ Implemented by the Government of Sweden, the *Ambassadors for Women's Entrepreneurship* was set up to change the views around women's entrepreneurship and make women entrepreneurs more visible. As a result, 800 business women made 11,000 public appearances in between 2008 and 2014, changing negative perceptions around entrepreneurship.⁹⁸

Principle 5 also encourages companies and organizations to ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation.

Companies are also encouraged to remove harmful gender-based stereotypes in all media and advertising and to systematically depict all people as empowered actors with progressive, intelligent, and multidimensional personalities. Gender stereotypes construct limitations and expectations that hold people back, divide society and damage brands. They present a serious obstacle to the achievement of real gender equality and feed into gender discrimination.



UNITED KINGDOM

RULES TO CURB GENDER STEREOTYPING IN ADVERTISING

The Non-broadcast Advertising and Direct and Promotional Marketing (CAP Code) is the rule book in the United Kingdom for non-broadcast advertisements, sales promotions and direct marketing communication.¹⁰¹ The Code requires adherence by all advertisers, agencies and media. The 12th edition of the Code came into force in 2010 and is maintained by the Committee of Advertising Practice (CAP). In 2019, CAP introduced new rules on gender stereotypes underlining their harm.¹⁰² This new Guidance address stereotypical areas, such as reinforcing perceptions that women are primarily responsible for care duties, men shown performing 'masculine' activities, a person of one gender failing in an activity normally assigned to another, women prioritizing their appearance and men demeaned for sharing emotions.¹⁰³ As a result, two television ads were pulled – one featuring clumsy fathers and the other a woman sitting by a baby stroller.¹⁰⁴



DRIVING SOLUTIONS FOR INCLUSIVE INVESTING

CNote is a financial platform based in the United States with the mission of closing the wealth gap.¹⁰⁵ The firm was founded, and is headed, by women and it works to drive investment to underserved communities and to build a more inclusive economy. CNote's primary goal is to boost the amount of lending to women entrepreneurs and small business owners, providing them with greater economic resilience and independence, while supporting overall economic growth in the United States. CNote has directly increased funding for women entrepreneurs through various investment solutions, including the Wisdom Fund.

The Wisdom Fund is built in collaboration with community development financial institutions. The funds target women entrepreneurs, specifically women of colour, as the fund aims to improve the flow of capital to women business owners and also lower their cost of capital. A company spokesperson said: "CNote puts high priority on our business partners supporting these ideals, specifically women's empowerment within their work." Between 2018 and 2020, the company contributed around 40 per cent of all capital invested in women-led businesses.



REMOVING GENDER STEREOTYPES TO RECRUIT A BALANCED WORKFORCE

Musket Transport is a Canadian trucking and transportation services company founded in 1993.¹⁰⁶ In 2016, when Musket Transport decided to recruit a more balanced workforce, it saw marketing as a key strategy for recruiting more women. Trucking and transportation is generally seen as a stereotypical male-dominated profession, which tends to deter women candidates. The firm created ads showing real women and men employees as it felt that many people outside the company find it hard to imagine females in trucking or in trades in general.

The company said, “There is a great deal of importance in showcasing both women and men in marketing campaigns. For many, it is hard to imagine women in trucking or in trades in general... We have to continue to combat stereotypes and the stigma associated with trucking. It not only affects the people we can attract into the driver’s seat but into the office as well. This is an exciting industry, impacted by great leaps in technology, which I believe should appeal to a larger group of people.



Photo: Musket Transport



Photo: Fusion Fund

LEVERAGING DIVERSITY TO BOOST TECHNOLOGICAL INNOVATION

Fusion Fund, a venture capital firm founded in 2015 with assets under management of more than \$130 million.¹⁰⁷ The founder is a strong advocate of the power of innovative technology to boost women's empowerment and gender equality and the fund invests in early-stage entrepreneurs in this field. Having more women in technology results in greater innovation and greater financial return. Without diversity in the tech sector, opportunities can be overlooked. For example, a woman founder of a company producing organic pads and tampons using new materials technology was

turned down by male investors, as they did not understand the market opportunity for this product. "They missed it and Fusion Fund got it. I got it not because I am smarter, but because I am a woman. I knew there's a great market for the product and women are going to buy a lot of it." Procter & Gamble bought the company for more than \$100 million in February 2019. It had already generated an annual revenue of more than \$30 million after needing only \$2 million capital investment.

SHIFTING THE STATUS QUO IN THE FASHION INDUSTRY

The joint CEOs of Leigh & Siena, co-founded a retail formal wear company in Los Angeles in 2018.¹⁰⁸ The company focuses on encouraging women to feel beautiful and confident, not just on their wedding day, but also throughout the process of the shopping experience.

Leigh & Siena promotes a diverse representation of skin tones and sizes through their product advertisements and within their team.

Leigh & Siena signed the WEPs in July 2020 and plan to utilize the principles as a framework as they grow. The company continues to operate despite the setbacks from the COVID-19 pandemic, with the joint CEOs pivoting the company to meet demand.

The company said “We are very conscious of the messaging that we give to women because there is so much we feel, especially in the wedding industry that feels like it is body shaming. Fashion can be an empowerment tool and that’s what Leigh & Siena is about.”

Photo: Leigh & Siena





Photo: POLA Inc.

FOSTERING WOMEN ENTREPRENEURS INTO COMMUNITY LEADERS

POLA Inc., a Japanese cosmetic company, has a history of fostering women entrepreneurs in local communities across Japan.^{109, 110} It has provided work opportunities for women since 1937, when few women were in the workforce. Many women come to POLA with no experience or resources. POLA offers four “start-up” courses as sales agents, called Beauty Directors (BDs) to meet the newcomers’ working demands. Some start full-time; others work part-time. Pay systems are designed so they need not shoulder the initial start-up costs but be rewarded adequately for progress made. Tailored and on-the-job trainings are provided in various ways, including through the recently established POLA University.

Successful BDs who rise to become shop owners can then become Grand Owners (GO) of multiple shops. BDs and GOs are also encouraged to give back to their communities by creating jobs or engaging with other like-minded businesses to stimulate local economies. They grow to become community leaders themselves, leading POLA’s “Regional Co-creation” model, and generating trust and a strong client base for POLA across Japan. As of 31 December 2019, there are around 41,000 BDs, and 184 GOs, in approximately 4,000 sales points, where some GOs earn annual sales of more than 120 million yen.

RECOMMENDED PRACTICES

- Invest in women-led businesses and remove their barriers to finance and business networks.
- Develop procurement policies to source from women-owned/women-led businesses as a percentage of corporate procurement strategies.
- Include women, in all their diversity, in marketing and campaign development, and ensure they are represented as empowered and free from stereotypes in advertising.
- Ensure that women and girls play a greater role in product and service design to better meet their needs.

“We are excited to join forces with other business leaders committed to gender equality and women’s leadership. The UN Women’s Empowerment Principles will be our blueprint as we continue to promote the advancement of gender equality and women’s empowerment in our workplace and in the community of women that we serve.”

Ly Nguyen & Tori Watley

Co-Founders and Co-CEOs, Leigh & Siena



Photo: Ly Nguyen & Tori Watley

VI. COMMUNITY INITIATIVES AND ADVOCACY

The Beijing Platform for Action encourages governments, the private sector, non-governmental organizations and civil society to collaborate in the pursuit of gender equality and women's empowerment.¹¹¹

Reaching gender equality on a global scale cannot be done by one single entity or organization. Cross-sector collaboration can promote long-standing partnerships between public sector, private sector and/or civil society to expedite gender equality and women's empowerment and support women-led community initiatives.

In 2018, the Government of Canada committed CAD330 million to launch new global Equality Fund for women's rights, bringing together philanthropists, investors, the private sector and civil society to leverage more than CAD1 billion in assets working for gender equality. It aims to reshape the way it supports gender equality issues in Canada and abroad.¹¹²

A number of countries are taking strong action to protect women in vulnerable communities during the COVID-19 pandemic. According to the COVID-19 Global Gender Response Tracker of UN Women and UNDP,

measures cover areas that have impacted women the most, such as increasing domestic violence and unpaid care work. Provision of services include helplines and shelters, cash transfers, childcare and paid family and sick leave.¹¹³

Europe led the response on addressing violence against women and girls and unpaid care – with almost 32 per cent of all measures against violence and 49 per cent of all unpaid care measures stemming from this region. The Americas had the highest number of measures to strengthen women's economic security.¹¹⁴



AUSTRIA

HARDSHIP FUND ACT

Austria has provided cash assistance for one-person companies as well as freelancers affected by the COVID-19 crisis.¹¹⁵ The hardship fund was implemented on 16 October 2020 and is valid until 31 December 2022. Businesses qualifying are those that can no longer cover operational costs, cannot welcome customers because of the official entry ban into the country, or have seen a drop in sales of at least 50 per cent year on year. A total of €2 billion has been distributed so far.¹¹⁶ Separately, the Ministry of Finance will provide more than one-third of lost income for employees who have taken care of children due to closed schools or kindergartens.

WOMEN'S
EMPOWERMENT
PRINCIPLES



MALTA

MEASURES IN RESPONSE TO COVID-19

The Government of Malta has given monthly cash assistance to families with children, self-employed people, businesses who have lost trade and workers who have lost jobs.¹¹⁷ Self-employed people and full-time employees of businesses suspended due to COVID-19 are entitled to up to five days of salary per week based on a monthly wage of €800. Affected employers have agreed to provide an additional €400 per worker. Facilitating remote working arrangements, the Government is also helping employers to invest in information and communications technology services.

WOMEN'S
EMPOWERMENT
PRINCIPLES





SLOVENIA

ACT ON INTERVENTION MEASURES TO SALARIES AND CONTRIBUTIONS

On 9 March 2020, the Slovenian Government released an economic stimulus package of €1 billion to mitigate the impact of COVID-19. Twenty days later, the Government adopted an additional stimulus package worth €3 billion in its Act on Intervention Measures to Salaries and Contributions.¹¹⁸ The Act covers employees unable to work, or who are under mandatory quarantine, loan guarantees, temporary basic income for the self-employed (up to 70 per cent of the net minimum wage), and allowances for pensioners, large families and student.¹¹⁹ Targeted financial support has been provided to older women, migrant women and women with disabilities. The Government has also stepped up its efforts to respond to the surge in cases of domestic violence.



Principle 6

Women's Empowerment Principle 6 invites companies to lead and invest in community development programmes that make valuable, effective and responsible contributions to gender equality

and women's empowerment. They are encouraged to actively engage and consult with women and girls on their views, needs and aspirations, and to ensure that their voices are heard.

Many signatories have set up recruitment programmes and community-based career training opportunities for women and girls to increase gender equality in traditionally male-dominated sectors.

In the context of COVID-19, UN Women and the International Finance Cooperation developed a comprehensive report to showcase how companies and organizations are taking action to ensure the economic inclusion and well-being of women in local communities, including their employees, customers and suppliers.¹²⁰

Together with women entrepreneurs and renowned experts on women's economic empowerment across the G7 and the European Union, the WE EMPOWER-G7 programme launched an Advocacy Tool in September 2020 to strengthen the women entrepreneurship ecosystem amid COVID-19. The Tool offers key recommendations for the public sector, private sector and civil society in supporting women entrepreneurs during the pandemic.¹²¹

GENDER EQUALITY IN FASHION

Fashion brand GANNI formed a partnership with the UN Women National Committee in the United Kingdom to support both women health workers and women around the world most affected by the pandemic.¹²² GANNI, based in Copenhagen, Denmark, with offices in the United Kingdom and the United States, also collected funds from its GANNI Postmodern archive pop-up to support the UN Women UK's solidarity fund and will continue to contribute to it through sales of the GANNI face masks. Through this newly formed partnership, GANNI believes that good design does

not need to come at a cost to the customer or the planet, and hopes to provide services where they are most needed, whether in refugee camps, urban areas or remote rural locations.

The Head of Sustainability and Corporate Social Responsibility said: "As well as a health crisis, the [COVID-19] pandemic is a human rights crisis with marginalized groups set to bear the brunt of so many aspects, magnifying existing inequalities and reversing the hard-won gains over the past 10 years."



Photo: GANNI



HARNESSING WOMEN'S TALENTS IN THE ELECTRICITY SECTOR

Iberdrola, a Spanish multinational electric utility company, worked with a non-profit organization that supports women survivors of domestic violence to make a positive change in their lives by offering them new career opportunities.¹²³ Together with the Neoenergia Group, Iberdrola had already created a School for Electricians for women in Brazil with state and national reach in 2019. With its presence in Brazil, Mexico, Spain, the United Kingdom and the USA, they collaborated with celebrity influencers and non-profits in local communities to raise awareness about women's job opportunities in the sector and ensure that women

received the best support in making the decision to apply. Celebrity influencers extended the programme and job opportunities to audiences the Iberdrola and Neoenergia Group had been unable to reach.

The company also ran information session panels in local communities with women, who were already working for the company, sharing stories of their career paths and what it was like to work in the energy sector. The company held several of these sessions attracting, in a single night, attendance by more than 2,000 women.

GENDER EQUALITY THROUGH VIRTUAL REALITY

The Founder and CEO of Mixtape VR, collaborates on mixed media art projects, including virtual reality, to showcase Indigenous peoples' stories.¹²⁴ She started the company in 2018 with the aim of producing mixed media content with Indigenous communities, specifically Inuit communities in the Nunavut Territory of Canada. She brought her passion for Indigenous storytelling through her work in film production, and describes

founding Mixtape VR as a “feeling of needing to represent the community authentically, but also to provide other opportunities for the community.” She saw this as an opportunity for Mixtape VR to offer acting workshops by recruiting an Inuit cast. The story was representative of Inuit mythology and the film’s crew also had Indigenous members.



Photo: Mixtape VR, Isaac Strickland

RECOMMENDED PRACTICES

- Promote cross-sector partnerships between civil society, governmental organizations and the private sector.
- Engage with women and girls in the community to address the root causes of gender inequalities in the economy, including in male-dominated sectors.
- Build partnerships with women-led organizations to support women's empowerment, safety and well-being.
- Provide professional development, networking and sponsorship opportunities for women and girls in the community, and ensure that recruitment processes are inclusive of women of all backgrounds, identifies and abilities.

“By adhering to the WEPs, the Poste Italiane Group commits to further strengthen promoting gender equality and empowerment, and ensures to increasingly focus its efforts on the implementation of initiatives and actions that ensure women advancement and empowerment both inside the organization and in the entire country.”

Matteo del Fante

Chief Executive Officer and General Manager, Poste Italiane



VII. TRACKING PROGRESS

One of the strategic objectives of the Beijing Platform for Action calls for stakeholders to generate and disseminate gender-disaggregated data and information for planning and evaluation.¹²⁵ Measuring gender-diversity data and regularly monitoring progress is critical for making advancements towards gender equality and women's economic empowerment.

Several governments, such as France, Iceland, Ireland, Japan and Spain, have put in place regulations that require the private sector to measure and report on gender inequalities, particularly as it pertains to gender pay gaps:

- Spain made disclosing the gender pay gap mandatory as of October 2020.¹²⁶
- Iceland obliges companies to implement the Equal Pay Standard, an audit system to certify that the company has equal pay for women and men, since 2018.¹²⁷
- Ireland has a pending Gender Pay Gap Information bill that seeks to oblige companies with more than 250 employees to measure and publish their data and take any remedial measures necessary.¹²⁸

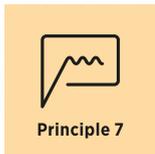
A 2020 Equileap study found that legislation requiring companies to measure and report on gender-related data has a significant impact on company performance.¹²⁹ The study of 255 public companies from 10 European Union markets, found that further actions will be required to promote transparency, particularly in relation to the gender pay gap:

- Some 72 per cent of the companies studied had not disclosed gender disaggregated pay information. The exceptions were Italy and Spain, with 58 per cent of companies in the Italian FTSE MIB 40 index and 74 per cent of companies in the Spanish IBEX 35 index publishing gender pay data.¹³⁰
- Nine companies had undertaken an overall gender audit, eight of which are based in France.¹³¹

FRANCE

ACT FOR FREEDOM TO CHOOSE ONE'S FUTURE CAREER

The 2018 law on Freedom to Choose One's Future Career was passed on 5 September 2018.¹³² A key area focuses on making gender equality a reality in the workplace, including by combating sexist and sexual violence, and by tackling the gender pay gap. It requires employees to receive equal pay for work of equal value. Companies of more than 250 employees must use the Government's five indicators to evaluate and then publish their pay gap data. Companies not rectifying pay gaps within three years will be penalized.¹³³ One-fifth of the major French companies publishing their results by March 2019, failed to score the minimum of 75. The average score was 80 and maximum was 100. The new law has created positive competition between employers' keen to attract the best talent on the market.¹³⁴



Women's Empowerment Principle 7 calls on signatories to publish company policies, practices and progress for promoting gender equality, and to plan, measure and report annually on progress, both internally and externally, using gender disaggregated data.

WEPs signatories are also encouraged to take the WEPs Gender Gap Analysis Tool to assess their company's strategic approach to gender equality, identify gaps and opportunities for continuous improvement, benchmark against peers and industry standards,

and set goals and targets. Building on this Tool, the WE EMPOWER-G7 Programme developed the WEPs Reporting and Monitoring Framework to guide signatories on measuring corporate progress on gender equality and women's empowerment in the workplace, marketplace and community.

At the time of signing the WEPs, companies are establishing their baselines for three indicators: (1) percentage of women employees, (2) percentage of women at management level; and (3) percentage of women on boards/executive teams/partners.¹³⁹



JAPAN

THE ACT ON PROMOTION OF WOMEN'S PARTICIPATION AND ADVANCEMENT IN THE WORKPLACE

In Japan, this Act has required public and private sector companies to measure gender diversity-related data, create action plans to address the gaps, and disclose this information.^{135, 136} The Act implemented in 2016, obliges companies with more than 100 employees to collect data on specific indicators in order to analyze women's participation and advancement in the workplace. Significantly, firms are required to publish time-bound action plans to rectify any gaps identified.

One of the most significant impacts of the Act has been the development of gender lens investing standards. MSCI, the leading provider of Environmental, Social and Governance (ESG) indexes, launched the MSCI Japan Empowering Women Index in 2017. It is used by investors keen to invest in companies that have more diverse management and boards.

The Government Pension Investment Fund for Japan (GPIF), one of the world's largest pension funds, uses the index for its ESG investments.¹³⁷ In light of accelerating ESG movements, companies are increasingly facing the need to focus on internal analysis, target-setting, and transparency and disclosures and this ten-year temporary legislation has set a foundation for such move.

SHIFTING CULTURE TO BOOST GENDER EQUALITY

Banco Santander is a global financial services company based in Spain. With more than 196,000 employees, the company has a presence in 10 core markets across Europe and the Americas.¹⁴⁰ In 2019, Santander shared a public commitment to have 40-60 per cent female representation at Board level by 2021, to achieve 30 per cent of women in senior leadership positions by

2025 and to eliminate the gender pay gap by 2025. The company tracks its progress on gender equality and publicly shares annual reports. To close the gender pay gap, Santander will continue to promote fair pay practices, reduce the measured gender pay gap, and periodically measure and analyze the gap across the Group.





Photo: Poste Italiane

PRIORITIZING GENDER EQUALITY

Poste Italiane is the largest logistics operator in Italy and a leader in the financial, insurance and payment services sector.¹⁴¹ With women comprising more than half its workforce, the company sees gender equality and women's empowerment as priorities that start at board level. Poste Italiane has set out sustainability objectives related to diversity in the firm's strategic plan and has adopted specific methods of measuring

the effectiveness of its work 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.

FINDING SUSTAINABLE SOLUTIONS IN WATER MANAGEMENT

Bioazul was founded in 2003 to discover sustainable solutions for water management in Spain.¹⁴² Since then the company has designed and implemented sustainable wastewater treatment plants and solid waste management products. Bioazul has prioritized gender equality and women's empowerment from the

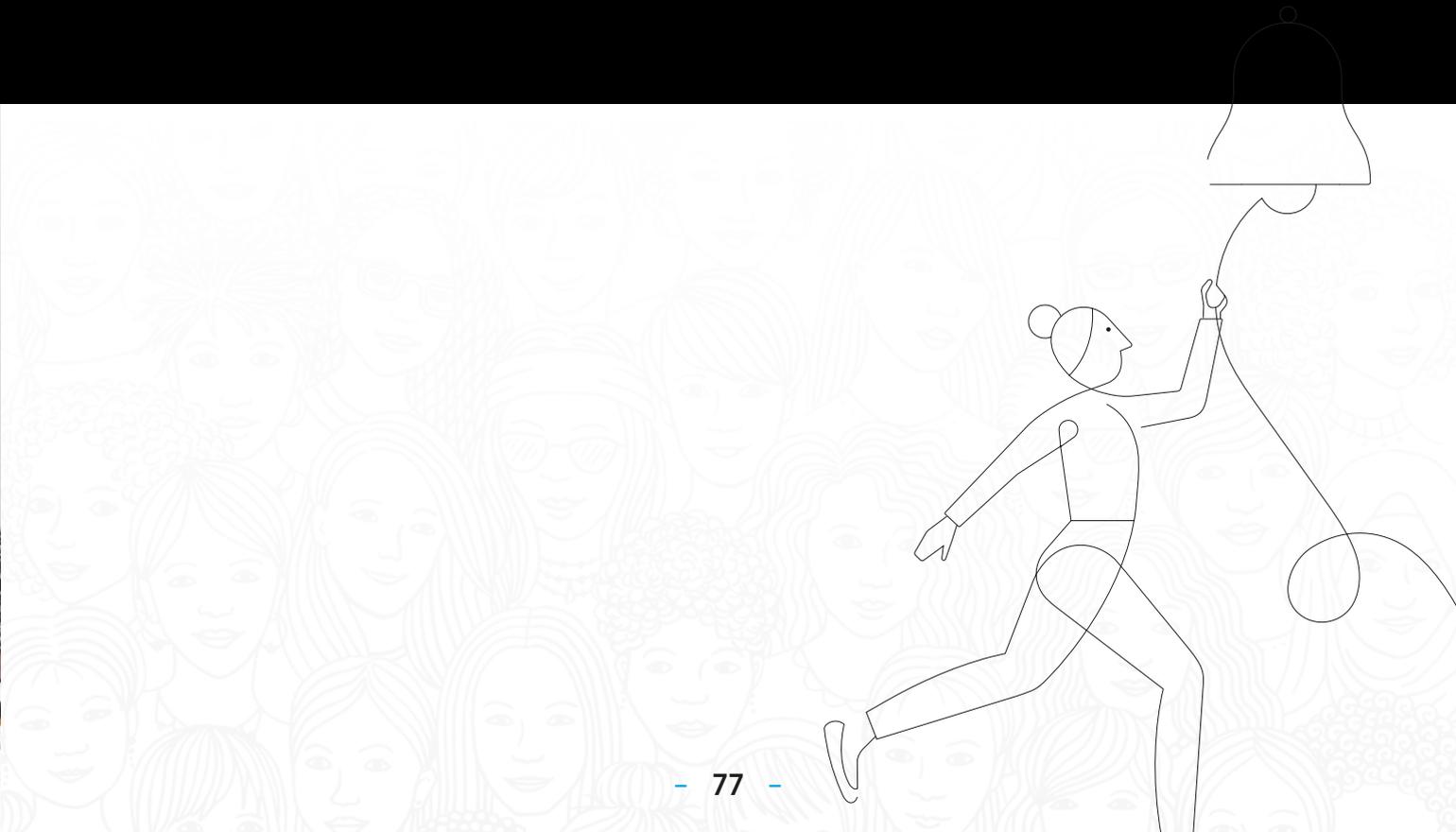
beginning and signing the WEPs in April 2020 lined up perfectly with the work it was already doing. Since then, Bioazul has been working diligently to ensure their current policies align with the WEPs and are implementing a tracking system to work in tandem with the WEPs Gender Gap Analysis Tool.



Photo: Bioazul

RECOMMENDED PRACTICES

- Monitor and report on the impact of gender equality policies, action plans and measures to improve accountability to commitments made and ensure progress and results.
- Collect reliable and measurable data to illuminate gender inequalities within the organization and encourage business partners and suppliers to do the same.
- Survey and engage with both internal and external stakeholders to benefit from their feedback.
- Publicly disclose information on progress made a regular basis, and leverage this information for informed planning and decision-making.



Accelerating Progress for Gender Equality by 2030

The year 2020 marked a milestone for 25 years of accelerating the implementation of global commitments to gender equality since the adoption of the Beijing Declaration and Platform for Action, the landmark visionary agenda and action plan adopted at the Fourth World Conference on Women in Beijing in 1995. It set out to remove the systemic barriers that hold women back from equal participation in all areas of life, whether in public or private.

Despite the commitments made in Beijing to take strategic, bold action in 12 critical areas of concern, and some ensuing progress in these areas; not a single country today can claim to have achieved gender equality.

UN Women has launched the groundbreaking, multigenerational advocacy campaign ‘Generation Equality’, which brings together the current and next generations of women’s rights activists. The *Generation Equality Forum* presents a vital moment in this mobilization. It is a civil society-centred, multi-stakeholder global gathering for gender equality, fundamentally rooted in the same logic that enabled the momentous adoption of the Beijing Platform for Action. This is the power of activism, feminist solidarity and youth leadership to achieve transformative change. The Forum therefore represents a key moment for engagement among gender equality advocates from every sector of society – governments, civil society, private sector, entrepreneurs, trade unions, artists, academia and social influencers – to foster a global public conversation for urgent action and accountability for gender equality.

Based on human rights principles, and through a data-driven process of consultation with international feminist groups, grass roots activist organizations, governments and other partners, six priority areas were identified that will be led by six Action Coalitions. Seven cross cutting issues were also identified to span all Action Coalitions.

Action coalition

- Feminist movements and leadership



- Economic justice and rights



- Gender-based violence



- Bodily autonomy and sexual and reproductive health and rights



- Technology and innovation for gender equality



- Feminist action for climate justice



Cross cutting issue

- Law and policy reform



- Structural inequalities



- Gender norms



- Intersectional discrimination



- Education



- Financing



- Gender Data and Accountability



Select UN Women resources on women's economic empowerment

- [Assessing the Impact of Trade Agreements on Gender Equality: Canada-EU CETA](#)
- [Attracting and Retaining Talent through Inclusive Family-friendly Policies](#)
- [Call to Action: Leveraging the WEPs Framework to Target Racism and Discrimination in the World of Work](#)
- [Call to Action for G7 Stakeholders](#)
- [Closing Gender Pay Gaps to Achieve Gender Equality at Work Guidance Note](#)
- [Equality Means Business: Using Our Principles as a Multiplier for Action and Progress](#)
- [Diagnosis for Equal Remuneration](#)
- [Gender-responsive Procurement](#)
- [Tackling Sexual Harassment in the World of Work](#)
- [Innovation, Entrepreneurship and the Future: International Women's Day 2020 - Summary and Research Report in collaboration with the G7 Research Group Munk School of Global Affairs and Public Policies, Canada.](#)
- [Mentoring in the Workplace](#)
- [WEPs Action Card – Closing Gender Pay Gaps](#)
- [WEPs Action Card – Gender Parity on Boards](#)
- [The Women's Economic Empowerment Principles Gender Gap Analysis Tool](#)

UN Women COVID-19 resources

- [COVID-19 and Gender Equality: A Call to Action for the Private Sector](#)
- [The COVID-19 Shadow Pandemic: Domestic Violence in the World of Work - A Call to Action for the Private Sector](#)
- [Guidance Note for Action: Supporting SMEs to Ensure the Economic COVID-19 Recovery is Gender-Responsive and Inclusive](#)
- [Strengthening Support for Women Entrepreneurs in COVID-19 Response and Recovery](#)
- [Will the Pandemic Derail Hard-won Progress on Gender Equality?](#)



WEPs case studies

- **amfori:** Education Towards Gender Equality in Business
- **Avon:** Developing an Online Learning Community for Women
- **BBVA:** Levelling the Playing Field for Women in the Workplace
- **Capgemini:** Women's Leadership Development at a Global Scale
- **Cre-En:** Advancing Sustainability Management through Reporting
- **CNote:** Driving the Solution for Inclusive Investing
- **Diageo:** Harnessing a Culture of Inclusion and Diversity
- **Enel:** Creating a Culture of Inclusion
- **Groupe PSA:** Harnessing Women's Potential through a Global Network
- **GANNI:** Creating Gender Equality in Fashion
- **Gowling WLG:** Embracing Diversity and Inclusion in the Legal Sector
- **GSMA:** Confronting the Gender Pay Gap Globally
- **Iberdrola:** Harnessing Women's Talent in the Electricity Sector
- **L'Oréal:** Fighting Everyday Sexism and Domestic Violence in the Workplace
- **Musket Transport:** Removing Gender Stereotypes to Recruit a Balanced Workforce
- **Orange Group:** Taking a Global Approach to Gender Equality
- **Poste Italiane:** Prioritizing Gender Equality
- **RELX:** Improving Gender Balance on Boards and in Leadership
- **Santander:** Shifting Culture to Boost Gender Equality
- **Schneider:** A Holistic and Gender-Balanced Approach to Health and Well-Being
- **Sodexo:** Building a Gender-Balanced Business
- **Swedbank:** Closing the Gender Pay Gap
- **Tele2:** Confronting Gender Imbalances Head-on

Public sector case studies

- **Canada:** The Pay Equity Act
- **Estonia:** Family Benefits and Employment Contracts Acts
- **Germany:** Hours of Work Act
- **Italy:** The Gender Parity Law
- **France:** Act for the Freedom to Choose One's Future Career
- **Japan:** The Act on Promotion of Women's Participation and Advancement in the Workplace
- **United Kingdom:** Rules to Curb Gender Stereotyping in Advertising
- **The United States:** Women's Entrepreneurship and Economic Empowerment Act

WEPs leaders

- **Amanda Ellis - Leadership Insights**
Why do the Women's Empowerment Principles Matter Even More During COVID-19 Crisis?
- **AnnieCannons**
Transformation through Code
- **Bioazul**
Finding Sustainable Solutions in Water Management
- **Blitz Solutions**
Creating Sustainable Solutions in a Blitz
- **Cloud to Street**
Journey of a Technology Entrepreneur
- **NEO Exchange**
How Being a WEPs Signatory Changed a Stock Exchange in Canada
- **FlyTechnista**
Paving the Way for Women in Technology
- **Fusion Fund**
Leveraging Diversity to Boost Technological Innovation
- **GSMA**
Mobile Network Operators are Driving Digital Gender Equality During COVID-19
- **Leigh & Siena**
Shifting the Status Quo in the Fashion Industry
- **Mixtape VR**
Gender Equality Through Virtual Reality
- **NAKATA KOGEI Co., Ltd.**
Leading Change at the Regional Level
- **Nihon Unisys, Ltd.**
Promoting Gender Equality and Women's Empowerment as First Step Towards Diversity and Inclusion
- **OLGA Agenc**
Designing a World with Gender Equality
- **Pervormance international**
Leading Innovation in the Textile Industry
- **Pathfinder**
Innovation and Social Design for a Global Impact
- **POLA Inc.**
Fostering Women Entrepreneurs into Community Leaders



ENDNOTES

1. United Nations General Assembly Resolution A/RES/70/219 on Women in Development. Available at: www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_70_219.pdf
2. Women20 Germany 2017 Communiqué, 26 April 2017, Berlin, Germany. Available at: www.w20-germany.org/the-w20/documents/
3. 4 G7 2017 Germany, Leaders' Declaration, G7 Summit, 7-8 June 2015. Available at: https://sustainabledevelopment.un.org/content/documents/7320LEADERS%20STATEMENT_FINAL_CLEAN.pdf
4. Office of the High Commission for Human Rights. 23 May 2019. Gender dimensions of the Guiding Principles on Business and Human Rights: Report of the working group on the issue of human rights and transnational corporations and other business enterprises, A/HRC/41/43. Available at: https://ap.ohchr.org/documents/dpage_e.aspx?si=A/HRC/41/43
5. UN Women, 2020. Resources on COVID-19, 2020. Available at: www.weps.org/resource-category/covid-19-resources
6. UN Women, 2020. COVID-19 and gender equality: A call to action for the private sector. Available at: www.weps.org/resource/covid-19-and-gender-equality-call-action-private-sector
7. UN Women, 2020. Gender equality and COVID-19 crisis response and recovery: The G7's role, High-level Roundtable. Available at: www.empowerwomen.org/en/community/events-opportunities/2020/05/high-level-roundtable
8. UN Women and IFC, 2020. Bridging the Gap: Emerging private sector response and recovery measures for gender equality amid COVID-19. Available at: ADD WHEN AVAILABLE
9. 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
10. United Nations High Commissioner for Refugees, March 2019. The Sustainable Development Goals and Addressing Statelessness. Available at: <https://sdgs.un.org/goals>
11. International Labour Organization, C100 - Equal Remuneration Convention, 1951 (No. 100). Available at: www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C100
12. International Labour Organization, C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111). Available at: www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C111
13. International Labour Organization, C156 - Workers with Family Responsibilities Convention, 1981 (No. 156). Available at: www.ilo.org/dyn/normlex/en/f?p=1000:12100:0::NO::P12100_ILO_CODE:C156
14. International Labour Organization, C183 - Maternity Protection Convention, 2000 (No. 183). Available at: www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C183
15. International Labour Organization, C189 - Domestic Workers Convention, 2011 (No. 189). Available at: www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C189
16. International Labour Organization, C190 - Violence and Harassment Convention, 2019 (No. 190). Available at: www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190
17. United Nations, Beijing Declaration and Platform for Action.
18. UN Women, Spotlight on Public Policy, The United States, The Women's Entrepreneurship and Economic Empowerment Act. Available at www.weps.org/resource/united-states-womens-entrepreneurship-and-economic-empowerment-act
19. United States of America, January 2019. S.3247 - Women's Entrepreneurship and Economic Empowerment Act of 2018, 115th Congress (2017-2018). Available at: www.congress.gov/bill/115th-congress/senate-bill/3247.
20. UN Women, 2020. Building Inclusive Boards to Build Gender Equality. Available at: www.weps.org/resource/building-inclusive-boards-achieve-gender-equality
21. European Parliament, 2013. On the proposal for a directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures (COM(2012)0614 - C7-0382/2012 - 2012/0299(COD)) A7-0340/2013. Available at: www.europarl.europa.eu/doceo/document/A-7-2013-0340_EN.html
22. International Labour Organization, 2019. The Business Case for Change. Available at: www.ilo.org/wcmsp5/groups/public/-/-dgreports/-/-dcomm/-/-publ/documents/publication/wcms_700953.pdf
23. EQUILEAP, 2019. Gender Equality Global Report & Ranking. Available at: https://30percentclub.org/assets/uploads/UK/Third_Party_Reports/Equileap_Gender_Equality_Global_Report_and_Ranking_2019_LR.pdf
24. International Labour Organization, 2019. The Business Case for Change.
25. GenPORT, 2016. Gender balance on corporate boards: Europe is cracking the glass ceiling. Available at: www.genderportal.eu/resources/gender-balance-corporate-boards-europe-cracking-glass-ceiling
26. Government of Canada. Diversity disclosure for boards of directors and senior management comes into force. Available at: www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs08317.html
27. California Secretary of State. Women on Boards. Available at: <https://www.sos.ca.gov/business-programs/women-boards#:~:text=In%202018%2C%20Women%20on%20Boards,executive%20offices%20are%20located%20in>
28. See all Women's Empowerment Principles resources at: www.weps.org/resources



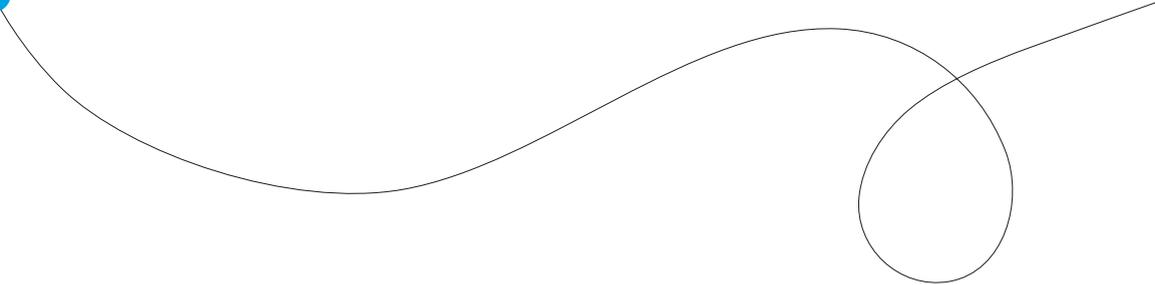
29. Italy, 2011. LEGGE 12 luglio, n. 120. Available at: www.pariopportunita.gov.it/wp-content/uploads/2018/01/legge_120-2011-2-2.pdf
30. Commissione Nazionale per le Società e la Borsa, 2020. Changes made by Legislative Decree no. 84 of 14.7.2020, by Italian Law Decree n. 104. Article 147-ter [957]. Election and composition of the Board of Directors. Available at: http://www.consob.it/web/consob-and-its-activities/laws-and-regulations/documenti/english/laws/fr_decree58_1998.htm?hkeywords=&docid=0&page=0&hits=22&nav=false.
31. UN Women, 2020. Building a Gender Balanced Business. Available at: www.weps.org/resource/building-gender-balanced-business
32. UN Women, 2020. Taking a Global Approach to Gender Equality. Available at: www.weps.org/resource/taking-global-approach-gender-equality
33. UN Women, 2020. How Being a WEPs Signatory Changed a Stock Exchange in Canada. Available at: www.weps.org/resource/how-being-weps-signatory-changed-stock-exchange-canada
34. UN Women, 2013. In Brief: Women's Leadership and Political Participation. Available at: www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2013/12/un%20womeninthembriefuswebrev2%20pdf
35. Interparliamentary Union, W2019. Women in National Parliaments. Available at: <http://archive.ipu.org/wmn-e/arc/world010219.htm>
36. Inter-Parliamentary Union and UN Women, 2019. Women in Politics Map. Available at: www.unwomen.org/en/digital-library/publications/2019/03/women-in-politics-2019-map
37. McKinsey & Company and Lean In, 2020. Women in the Workplace: 2020. Available at: https://www-report.s3.amazonaws.com/Women_in_the_Workplace_2020.pdf
38. United Nations, Beijing Declaration and Platform for Action.
39. Mercer, 24 September 2019. Portugal Expands Leave Provisions for Parents. Available at: www.mercer.com/our-thinking/law-and-policy-group/portugal-expands-leave-provisions-for-parents.html
40. The Government of Sweden. Parental Leave. Available at: <https://sweden.se/quickfact/parental-leave/>
41. BBC, 5 Feb 2020. Finland to Give Dads Same Parental Leaves as Mums. Available at: www.bbc.com/news/world-europe-51384614#:~:text=Finland's%20new%20government%20has%20announced,as%2016%20days%20per%20parent.&text=Finland%20says%20it%20wants%20to%20promote%20wellbeing%20and%20gender%20equality%22.
42. Council of the European Union, 2020. Work-life balance for parents and carers. Available at: www.consilium.europa.eu/en/policies/work-life-balance/
43. Spain, Royal Decree-Law 6/2019 of 1 March. Available at: www.roedl.com/insights/spain-royal-decree-law-6-2019
44. United Kingdom, The Equality Act 2010, Gender Pay Gap Information, Regulations 2017. Available at: www.legislation.gov.uk/ukdsi/2017/978011152010
45. European Commission, Best practices in EU countries. Available at: https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/best-practices-eu-countries_en.
46. International Labour Organization, C100 - Equal Remuneration Convention.
47. UN Women, 2020. Canada: Pay Equity Act. Available at: www.weps.org/resource/canada-pay-equity-act
48. Canada, 2018. Pay Equity Act. Available at: <https://laws-lois.justice.gc.ca/eng/acts/P-4.2/page-1.html>.
49. International Labour Organization, International standards on maternity protection (n.d.). Available at: www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/maternity-protection/lang-en/index.htm
50. UN Women, 2020. Estonia: Employment Contracts and Family Benefits Acts. Available at: www.weps.org/resource/estonia-employment-contracts-and-family-benefits-acts
51. Estonia, 2016. Family Benefits Act. Available at: www.riigiteataja.ee/en/eli/527122016007/consolide
52. Estonia, 2008. Employment Contracts Act. Available at: www.riigiteataja.ee/en/eli/520062016003/consolide
53. UN Women, 2020. Call to Action: Leveraging the WEPs framework to target racism and discrimination in the world of work. Available at: www.weps.org/sites/default/files/2020-11/Leveraging_the_WEPs_Framework_to_Target_Racism_and_Discrimination_in_the_World_of_Work.pdf
54. UN Women, 2020. Attracting and retaining talent through inclusive family-friendly policies, Guidance Note, Available at: www.weps.org/resource/attracting-and-retaining-talent-through-inclusive-family-friendly-policies
55. Ibid
56. UN Women, 2020. Closing of Gender Pay Gaps to Achieve Gender Equality at Work. Available at: www.weps.org/resource/closing-gender-pay-gaps-achieve-gender-equality-work See also the Diagnosis for Equal Remuneration Tool available here: www.weps.org/resource/diagnosis-equal-remuneration
57. UN Women, 2020. Confronting Gender Balances Head-On. Available at: www.weps.org/resource/confronting-gender-imbalances-head
58. UN Women, 2020. Confronting the Gender Pay Gap Globally. Available at: www.weps.org/resource/confronting-gender-pay-gap-globally
59. UN Women, 2020. Paving the Way for Women in Technology. Available at: www.weps.org/resource/paving-way-women-technology
60. World Bank, 2020. Women business and the law. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/32639/9781464815324.pdf>

61. Zippel, K. 2006. Gender Equality Politics in the Changing European Union: The European Union Anti-Discrimination Directive and Sexual Harassment, Center for European Studies Working Paper Series No. 134. Available at: https://ces.fas.harvard.edu/uploads/files/Working-Papers-Archives/CES_WP134.pdf
62. European Parliament, 23 October 2019. Directive (EU) 2019/1937 of the European Parliament and of the Council on the protection of persons who report breaches of Union law. Available at: <https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX%3A32019L1937>
63. UN Women, 2020. Intensification of efforts to eliminate all forms of violence against women: Report of the Secretary-General. Available at: www.unwomen.org/en/digital-library/publications/2020/07/a-75-274-sg-report-ending-violence-against-women-and-girls
64. UNDP and UN Women, 2020. COVID-19 Global Gender Response Tracker. Available at: <https://data.undp.org/gendertracker/>
65. European Commission. Working Conditions - Working Time Directive (n.d). Available at: <https://ec.europa.eu/social/main.jsp?catId=706&langId=en&intPagelId=205>
66. International Labour Organization, C190 - Violence and Harassment Convention, 2019 No. 190.
67. France, Ministry of Labour, 2014. Employment and Integration. Sexual harassment. Available at: <https://travail-emploi.gouv.fr/droit-du-travail/egalite-professionnelle-discrimination-et-harcelement/article/le-harcelement-sexuel>
68. Spain, Royal Decree-Law 28/2020, of September 22, on remote work. Available at: www.mites.gob.es/itss/web/Documentos/doc_org_publicos/RDL_28_2020_Trabajo_a_distancia.pdf
69. Spain, Royal Decree-Law 8/2019, of March 8, on urgent measures of social protection and the fight against job insecurity in the working day. Available at: www.mites.gob.es/itss/web/Documentos/doc_org_publicos/RDL_8_2019_Medidas_jornada.pdf
70. UN Women, Resources. Available at: <https://www.weps.org/resources>
71. International Labour Organization, 1994. Germany, Hours of Work Act. Available at: www.ilo.org/dyn/natlex/docs/WEBTEXT/37814/64928/E94DEU01.htm
72. European Commission, 2018. Germany introduces "bridging part-time work", ESPN Flash Report. Available at: <http://ec.europa.eu/social/BlobServlet?docId=19710&langId=en>
73. Germany, Federal Ministry of Labour and Social Affairs, July 2011. The New Quality of Work Initiative. Available at: www.bmas.de/EN/Our-Topics/Occupational-Safety-and-Health/the-new-quality-of-work-initiative.html
74. UN Women, 2020. Tackling Sexual Harassment in the World of Work (2020). Available at: www.weps.org/resource/tackling-sexual-harassment-world-work
75. UN Women and IFC, 2020. Bridging the Gap: Emerging private sector response and recovery measures for gender equality amid COVID-19. Available at: <https://www.weps.org/resource/bridging-gap-emerging-private-sector-response-and-recovery-measures-gender-equality-amid>
76. UN Women, 2020. Attracting and Retaining Talent through Inclusive Family Friendly Policies.
77. UN Women, 2020. Fighting Everyday Sexism and Violence in the Workplace (2020). Available at: www.weps.org/resource/fighting-everyday-sexism-and-domestic-violence-workplace
78. UN Women, 2020. Levelling the Playing Field for Women in the Workplace. Available at: www.weps.org/resource/levelling-playing-field-women-workplace
79. UN Women, 2020. Resources. Available at: <https://www.weps.org/resources>
80. UN Women, 2020. Leading Innovation in the Textile Industry. Available at: www.weps.org/resource/leading-innovation-textile-industry
81. UN Women. Progress of the World's Women 2015-16. "Transforming work for women's rights." Available at: <https://progress.unwomen.org/en/2015/chapter2/>
82. United States of America, February 2017. Inspiring the Next Space Pioneers, Innovators, Researchers, and Explorers (INSPIRE) Women Act, 115th Congress (2017-2018). Available at: www.congress.gov/bill/115th-congress/house-bill/321
83. UN Women, 2020. Mentoring in the Workplace. Available at: <https://www.weps.org/resource/mentoring-workplace>
84. WEPs Learn platform. Available at: <https://learn.weps.org>
85. UN Women, 2020. Harnessing Women's Networks Through Global Networks. Available at: <https://www.weps.org/resource/harnessing-womens-potential-through-global-network>
86. UN Women, 2020. Improving the Gender Balance on Boards and in Leadership. Available at: www.weps.org/resource/improving-gender-balance-boards-and-leadership
87. UN Women, 2020. Transformation through Code. Available at: www.weps.org/resource/transformation-through-code
88. UN Women, Beijing Declaration and Platform for Action.
89. OHCHR, 2019. Gender Guidance for the United Nations Guiding Principles on Business and Human Rights. Available at: www.ohchr.org/Documents/Issues/Business/Gender_Booklet_Final.pdf
90. Global Entrepreneurship Monitor, 2017. GEM 2016/2017 Women's Entrepreneurship Report. Women's Entrepreneurship Report. Available at: www.gemconsortium.org/report/49860
91. United Kingdom, 21 March 2018. Work and Opportunities for Women. Available at: www.gov.uk/guidance/work-and-opportunities-for-women#overview



92. UN Women, 2020. United States: The Women's Entrepreneurship and Economic Empowerment Act.
93. Canada, May 2020. Women Entrepreneurship Strategy. Available at: www.ic.gc.ca/eic/site/107.nsf/eng/home
94. Canada, September 2019. Women's Entrepreneurship Fund. Available at: www.ic.gc.ca/eic/site/128.nsf/eng/home
95. Lindberg, M. Women's Resource Centres, A Swedish model being internationalized., Winnet8, (n.d.) Available at: www.winnet8.eu/getfile.ashx?cid=275952&cc=3&refid=28
96. Swedish Agency for Economic and Regional Growth (Tillväxtverket), June 2015. Promoting Women's entrepreneurship in Sweden 2007-2014. Results and lessons learned in brief. Available at: https://tillvaxtverket.se/download/18.76e25c0c1551556fb105c34/1465381142746/info_0607_webb.pdf
97. The Swedish Agency for Growth Power Analysis (Tillvaxtanalys). Promoting Women's Entrepreneurship--What Did the Programme Accomplish? Growth Analysis (n.d.). Available at: www.tillvaxtanalys.se/in-english/publications/reports/reports/2018-12-17-promoting-womens-entrepreneurship---what-did-the-programme-accomplish.html
98. The Swedish Agency for Growth Power Analysis (Tillvaxtanalys). Ambassadors for female entrepreneurship Growth analysis (n.d.). Available at: www.tillvaxtanalys.se/in-english/publications/pm/pm/2015-06-29-ambassadors-for-female-entrepreneurship.html
99. UN Women, 2020. Gender-Responsive Procurement, Guidance Note (2020). Available at www.weps.org/resource/gender-responsive-procurement
100. UN Women, 2020. Gender-responsive Procurement. Guidance Note. Available at: <https://www.weps.org/resource/gender-responsive-procurement>
101. UN Women, Resources. Available at <https://www.weps.org/resources>
102. Advertising Standards Authority (ASA) Harm and Offence: Gender Stereotypes, 13 August 2020. Available at www.asa.org.uk/advice-online/harm-and-offence-gender-stereotypes.html.
103. Committee of Advertising Practice (CAP), Advertising guidance on depicting gender stereotypes likely to cause harm or serious or widespread offence (n.d.). Available at www.asa.org.uk/uploads/assets/uploaded/f39a881f-d8c9-4534-95f180d1bfe7b953.pdf
104. Mark Sweny, "First ads banned for contravening UK gender stereotyping rules". The Guardian, 13 August 2019. Available at www.theguardian.com/media/2019/aug/14/first-ads-banned-for-contravening-gender-stereotyping-rules.
105. UN Women, 2020. Driving the Solution for Inclusive Investing. Available at: www.weps.org/resource/driving-solution-inclusive-investing
106. UN Women, 2020. Resources. Available at: www.weps.org/resources
107. UN Women, 2020. Leveraging Diversity to Boost Technological Innovation. Available at: www.weps.org/resource/leveraging-diversity-boost-technological-innovation.
108. UN Women, 2020. Shifting the Status Quo in the Fashion Industry. Available at: www.weps.org/resource/shifting-status-quo-fashion-industry
109. POLA Orbis Holdings, Corporate Report 2019. Available at: https://ir.po-holdings.co.jp/en/Library/AnnualReport/main/O/teaseritemsl/010/linkList/0/link/COR2019_Web.pdf
110. POLA. How it works/Support system. Available at: www.pola.co.jp/special/polacareer/system/index.html
111. United Nations, 1995. Beijing Declaration and Platform for Action.
112. Canada, 2018. Partnership to fund gender equality and the empowerment of women and girls in Canada and abroad. Available at: www.international.gc.ca/gac-amc/campaign-campagne/gender_equality-egalite_des_genres/index.aspx?lang=eng
113. UNDP and UN Women, September 2020. COVID-19 Global Gender Response Tracker. Available at: <https://data.undp.org/gendertacker/>
114. Ibid
115. Austrian Chamber of Commerce (WKO), Hardship Fund. Funding Guidelines for Phase 2. (n.d). Available at: https://www.wko.at/service/haertefall-fonds-foerderrichtlinie-phase2.html#heading_1_Ziel_und_Zweck_der_Foerderung
116. European Commission, 6 April 2020. Directorate General Economic and Financial Affairs, Policy measures taken against the spread and impact of the coronavirus. Available at: https://ec.europa.eu/info/sites/info/files/coronavirus-policy-measures-6-april_en_1.pdf
117. Malta, Government and institution measures in response to COVID-19. Available at: <https://home.kpmg/xx/en/home/insights/2020/04/malta-government-and-institution-measures-in-response-to-covid.html>
118. International Labour Organization. Country policy responses. COVID 19 and the world of work. Available at: <https://www.ilo.org/global/topics/coronavirus/regional-country/country-responses/lang--en/index.htm>
119. Council of Europe, Promoting and protecting women's rights at national level. Available at: www.coe.int/en/web/genderequality/promoting-and-protecting-womens-rights#%7B%2263001324%22%3A%5B%5D%7D
120. UN Women and International Finance Corporation, 2020. Bridging the Gap: Emerging Private Sector Respond and Recovery amid COVID-19. Available at: <https://www.weps.org/resource/bridging-gap-emerging-private-sector-response-and-recovery-measures-gender-equality-amid>
121. UN Women, 2020. Strengthening Support for Women Entrepreneurs in COVID-19 Response and Recovery. Available at: www.empowerwomen.org/en/resources/documents/2020/09/strengthening-support-for-women-entrepreneurs-in-covid-19-response-and-recovery?lang=en
122. UN Women, 2020. Creating Gender Equality in Fashion. Available at: www.weps.org/resource/creating-gender-equality-fashion
123. UN Women, 2020. Harnessing Women's Talent in the Electricity Sector. Available at: www.weps.org/resource/harnessing-womens-talent-electricity-sector

124. UN Women, 2020. Gender Equality through Virtual Reality. Available at: www.weps.org/resource/gender-equality-through-virtual-reality
125. United Nations, 1995. Beijing Declaration and Platform for Action. Available here: www.un.org/womenwatch/daw/beijing/pdf/Beijing%20full%20report%20E.pdf
126. Spain Council of Ministers. 13 October 2020. Government approves measures to guarantee equality between women and men at work. Available at: www.lamoncloa.gob.es/lang/en/gobierno/councilministers/Paginas/2020/20201013council.aspx
127. The Icelandic Women's Rights Association (IWRA), Equal Pay Standard.(n.d.) Available at: <https://kvenrettindafelag.is/en/resources/equal-pay-standard/#:~:text=In%202018%2C%20legislation%20was%20passed,for%20work%20of%20equal%20value>
128. Ireland Houses of the Oireachtas, July 2020. Gender Pay Gap Information Bill 2019. Available at: www.oireachtas.ie/en/bills/bill/2019/30/
129. Equileap, March 2020. Gender equality in Europe, Assessing 255 leading companies on workplace equality, Special report. Available at: https://equileap.com/wp-content/uploads/2020/05/Equileap_EuropeanReport2020.pdf
130. Ibid.
131. Ibid.
132. UN Women, 2020. Resources. Available at <https://www.weps.org/resources>
133. France Ministry of Labour, November 2018. The Gender Equality Index. Available at: www.gouvernement.fr/sites/default/files/locale/piece-jointe/2019/01/11_gender_equality_index_fr.pdf
134. UN Women, 2020. Closing Gender Pay Gaps to Achieve Gender Equality at Work. Available at: <https://www.weps.org/resource/closing-gender-pay-gaps-achieve-gender-equality-work>
135. UN Women, 2020. Resources. Available at <https://www.weps.org/resources>
136. Japan. The Act on the promotion of female participation and career advancement in the workplace. Women's Empowerment Act. (n.d). Available at: www.gender.go.jp/english_contents/pr_act/pub/pamphlet/women-and-men20/pdf/3-5.pdf
137. MSCI Press Release. 3 July 2017. Available at: www.msci.com/documents/10199/60420eeb-5c4e-4293-b378-feab6a2bf77f
138. UN Global Compact. WEPS Gender Gap Analysis Tool. (n.d) Available at: www.unglobalcompact.org/take-action/action/womens-principles/weps_tool
139. UN Women, 2020. Women's Empowerment Principles. Join the WEPS. www.weps.org/join
140. UN Women, 2020. Shifting Culture to Boost Gender Equality. Available at: <https://www.weps.org/resource/shifting-culture-boost-gender-equality>
141. UN Women, 2020. Prioritizing Gender Equality. Available at: www.weps.org/resource/prioritizing-gender-equality
142. UN Women, 2020. Finding Sustainable Solutions in Water Management. Available at: www.weps.org/resource/finding-sustainable-solutions-water-management





weps.org



weps@unwomen.org



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



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



Funded by the European Union



International
Labour
Organization

