



# EQUALITY MEANS BUSINESS

Training Manual for Gender Equality and Women's  
Empowerment in the Private Sector  
PARTICIPANTS' HANDOUTS



United Nations Entity for Gender Equality  
and the Empowerment of Women

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

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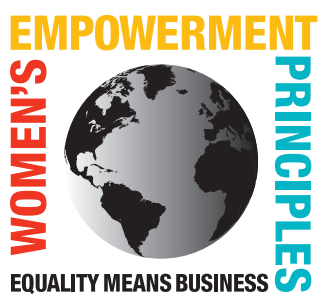
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UN Women Georgia Country Office

## **EQUALITY MEANS BUSINESS:**

Training Manual for Gender Equality and Women's  
Empowerment in the Private Sector  
Participants' Handouts



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## The Women's Empowerment Principles

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



*Explanatory note: This document serves as handouts for participants, which they can refer to during and after the training. It also serves to support trainers using the Trainers' Toolkit with data, background information and examples of companies implementing the WEPs. The handouts are not structured according to the seven WEPs but instead mirror the Trainers' Toolkit in structure. Each of the six modules in the Trainers' Toolkit is complemented by a section in the handouts. The document can be printed in its entirety or in part.*

## MODULE 1: Introduction to Corporate Sustainability, Gender Equality and the Women's Empowerment Principles (WEPs)

*The information contained in this section corresponds to Module 1 of the Trainers' Toolkit.*

### Introduction

Corporate social responsibility (CSR), corporate sustainability or “doing well by doing good” are not new notions or practices. Over the years, the idea of ethics in business has evolved and so have the activities that businesses undertake to reduce the negative impacts of their operations and to contribute to positive changes for the societies in which they work. International standards and guidelines have emerged to guide corporate sustainability efforts and to prevent human rights abuses, corruption and negative environmental effects. CSR emerged as a self-regulatory voluntary mechanism for companies to ensure compliance with legislation and international norms and standards. Over the years, however, some countries have made it compulsory for companies of a certain size operating in particular sectors to report on the social and environmental impacts of the company's operations.

CSR has sometimes been understood as philanthropy and charity, but today it is increasingly considered an issue of compliance, risk management and a management system or a business model, where the aim is to establish shared values for businesses and for society at large.

As international norms and guidelines for the protection and promotion of human rights and sustainable development have evolved, the concept of CSR has in some contexts been seen as too narrow. In the context of the United Nations Global Compact and the Women's Empowerment Principles (WEPs), the term “corporate sustainability” is used to denominate responsible business practices that are aligned with universal norms and principles and support the societies in which they operate.

### Key Definitions

**UN Global Compact's definition of corporate sustainability (2015):** “Corporate sustainability is imperative for business today – essential to long-term corporate success and for ensuring that markets deliver value across society. To be sustainable, companies must do five things. Foremost, they must operate responsibly in alignment with universal principles and take actions that support the society around them. Then, to push sustainability deep into the corporate DNA, companies must commit at the highest level, report annually on their efforts, and engage locally where they have a presence.”<sup>1</sup>

**EU definition of CSR (2011):** “[T]he responsibility of enterprises for their impacts on society. Respect for applicable legislation, and for collective agreements between social partners, is a prerequisite for meeting that responsibility. To fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders, with the aim of:

- maximising the creation of shared value for their owners/shareholders and for their other stakeholders and society at large;
- identifying, preventing and mitigating their possible adverse impacts.

The complexity of that process will depend on factors such as the size of the enterprise and the nature of its operations. For most small and medium-sized enterprises, especially micro-enterprises, the CSR process is likely to remain informal and

<sup>1</sup> UN Global Compact, Guide to Corporate Sustainability: Shaping a Sustainable Future, 2015.

intuitive. To maximise the creation of shared values, enterprises are encouraged to adopt a long-term, strategic approach to CSR, and to explore the opportunities for developing innovative products, services and business models that contribute to societal wellbeing and lead to higher quality and more productive jobs. To identify, prevent and mitigate their possible adverse impacts, large enterprises, and enterprises at a particular risk of having such impacts, are encouraged to carry out risk-based due diligence, including through their supply chains. Certain types of enterprise, such as cooperatives, mutuals, and family-owned businesses, have ownership and governance structures that can be especially conducive to responsible business conduct.<sup>12</sup>

## International CSR Standards

Currently, the main tools and frameworks that are used to promote CSR are voluntary schemes where the companies report on their progress according to a specific reporting system. There is specific guidance available on how to integrate reporting on the WEPs with the progress reports to the UN Global Compact as well as the Global Reporting Initiative:<sup>3</sup>

- **The UN Global Compact (UNGC).** The UNGC is a United Nations initiative. The framework is based on 10 principles for responsible business that are clustered into four areas of focus: human rights, labour rights, the environment and anti-corruption. Signatories are obliged to report annually on their progress in implementing the 10 principles, in what is called the “Communication on Progress” (COP).<sup>4</sup>
- **The Global Reporting Initiative (GRI).** The Global Reporting Initiative is an organization that has established a set of international guidelines on sustainability reporting. The principles and indicators used for reporting are based on the principles of financial reporting, such as comparability, materiality, timeliness and completeness, and the reporting tool used depends on the experience of the company.<sup>5</sup>

2 The European Commission, A Renewed Strategy for Corporate Social Responsibility 2011-2014, Article 3.1, 2011.

3 Available from [wepinciples.org/Site/WepsGuidelines/](http://wepinciples.org/Site/WepsGuidelines/)

4 Available from [unglobalcompact.org/](http://unglobalcompact.org/)

5 Available from [globalreporting.org/Pages/default.aspx](http://globalreporting.org/Pages/default.aspx)

## Other central international corporate sustainability frameworks and guidelines include:

- The UN Guiding Principles on Business and Human Rights<sup>6</sup>
- The Business Social Compliance Initiative (BSCI)<sup>7</sup>
- ISO 26000 – Social Responsibility<sup>8</sup>
- Social Accountability International, 8000 standard<sup>9</sup>
- The OECD Guidelines for Multinational Enterprises<sup>10</sup>
- The ILO Tripartite Declaration of Principles Concerning Multinational Enterprise and Social Policy<sup>11</sup>

## Why is Corporate Sustainability or CSR Relevant for Companies?

There is an increased demand from consumers, NGOs, trade unions, suppliers, political leaders and the general public for business transparency, ethical business behaviour and management of the social, environmental and human rights impacts of companies' operations. There are also a number of benefits associated with strategic CSR policies and practices within companies, as illustrated below.

### Strategic CSR efforts can result in:

- ✓ Increased access to capital
- ✓ Improved competitiveness
- ✓ A stronger corporate reputation
- ✓ An increase in the recruitment of and better retention of talented individuals
- ✓ An improvement in internal communication, better commitment from colleagues and the promotion of a culture of shared values

6 Available from [ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR\\_EN.pdf](http://ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf)

7 Available from [bsci-intl.org](http://bsci-intl.org)

8 Available from [iso.org/iso/discovering\\_iso\\_26000.pdf](http://iso.org/iso/discovering_iso_26000.pdf)

9 Available from [sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937](http://sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937)

10 Available from [mneguidelines.oecd.org](http://mneguidelines.oecd.org)

11 Available from [ilo.org/empent/Publications/WCMS\\_094386/lang--en/index.htm](http://ilo.org/empent/Publications/WCMS_094386/lang--en/index.htm)

- ✓ An increase in loyal customers
- ✓ An increase in interested investors who have substantial confidence in the company
- ✓ A better engagement with the local environment, which may attract new customers as well as ideas for better products and services, thus helping innovation and improvement within the company<sup>12</sup>

### CSR is a key part of the EU – Georgia Association and Free Trade Agreement

The Association Agreement (AA) and the Deep and Comprehensive Free Trade Agreement (DCFTA) between the European Union and Georgia aims at increased economic integration and provides for reforms in trade and trade-related areas for the approximation of Georgian legislation to EU frameworks. As Georgia's main export market, the EU accounts for 32 per cent of Georgia's trade.<sup>13</sup> By implementing the DCFTA, it is expected that Georgian companies will have access to more economic opportunities and that foreign investment in the country will also increase.

While CSR as a management system or a business model is still in its infancy in Georgia, it is important to note that the AA stresses that "[t]he Parties shall **promote corporate social responsibility and accountability and encourage responsible business practices**, such as those promoted by a number of international corporate social responsibility guidelines and especially the OECD Guidelines for Multinational Enterprises."<sup>14</sup> It further emphasizes a mutual commitment of Georgia and the EU "to enhance the contribution of trade to the goal of sustainable development in its economic, social and environmental dimensions."<sup>15</sup> Promotion of labour standards, CSR, gender equality and non-discrimination are integral parts of the AA.

Article 231 specifies that:

- a) The Parties recognize the **beneficial role that core labour standards and decent work can have on economic efficiency, innovation and productivity**, and they shall seek greater policy coherence between trade policies, on the one hand,

and labour policies on the other;  
[...]

- d) The Parties agree to promote trade in goods that contribute to **enhanced social conditions and environmentally sound practices**, including goods that are the subject of voluntary sustainability assurance schemes such as fair and ethical trade schemes and eco-labels;
- e) The Parties agree to **promote corporate social responsibility**, including through the exchange of information and best practices. In this regard, the Parties refer to the relevant internationally recognized principles and guidelines, especially the OECD Guidelines for Multinational Enterprises.<sup>16</sup> *[Emphasis added]*

Article 239 further stresses the interlinkage between trade, on the one hand,<sup>17</sup> and full, productive employment as well as gender equality, on the other hand. In Article 348, the AA stipulates that the Parties will "strengthen their dialogue and cooperation on promoting the Decent Work Agenda, employment policy, health and safety at work, social dialogue, social protection, social inclusion, **gender equality and anti-discrimination, and corporate social responsibility** and thereby contribute to the promotion of more and better jobs, poverty reduction, enhanced social cohesion, sustainable development and improved quality of life."<sup>18</sup> *[Emphasis added]*

### Gender Equality as part of CSR

The *Women's Empowerment Principles: Equality Means Business* (WEPs) were launched in 2010 by UN Women and the UN Global Compact. They are the result of a multi-stakeholder consultancy process with the aim of strengthening the gender dimension of corporate sustainability. The seven principles aim to help businesses develop and share best practices for empowering women and promoting gender equality.<sup>19</sup> Starting in 2017, companies will be able to access a Gap Analysis Tool for the implementation of the WEPs. The tool is being developed by UN Women, the UN Global Compact and the Inter-American Development Bank and aims to guide companies in identifying gaps and opportunities in gender equality policies and practices, as well as bench-

<sup>12</sup> Carroll, A. and Kareem, S., "The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice", *International Journal of Management Reviews*, 2010.

<sup>13</sup> European Commission. Available from [ec.europa.eu/trade/policy/countries-and-regions/countries/georgia/](http://ec.europa.eu/trade/policy/countries-and-regions/countries/georgia/)

<sup>14</sup> Association Agreement (2014), Article 352.

<sup>15</sup> Association Agreement (2014), Article 231.

<sup>16</sup> Association Agreement (2014), Article 231.

<sup>17</sup> Association Agreement (2014), Article 239.

<sup>18</sup> Association Agreement (2014), Article 348.

<sup>19</sup> The Women's Empowerment Principles. Available from [wepinciples.org/](http://wepinciples.org/)



marking progress. Using the tool to self-assess the company is a good start to actively working on gender equality and women's empowerment. The Gap Analysis Tool is currently being developed with the support of the Government of Japan, the Government of Germany, Itaipu, the Coca-Cola Company and KPMG.

CEOs and companies that endorse the WEPs are encouraged to report annually and to provide financial contributions, but neither is mandatory. However, reporting guidance is available, including guidance on how to integrate the WEPs into reporting to the UN Global Compact and the Global Reporting Initiative.<sup>20</sup>

## The Seven Women's Empowerment Principles

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work – respect and support human rights and non-discrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality<sup>21</sup>

## Why are the WEPs Relevant for Companies?

**Gender equality and the empowerment of women are integral parts of CSR** as well as international and national protection systems for human rights and the rights of workers. There is increasing evidence that promoting gender equality and women's empowerment is not just the right thing to do; it is also a good business decision. Research shows that removing discrimination against female staff and managers can increase productivity per employee by 25-40 per cent.<sup>22</sup>

20 The Women's Empowerment Principles. Available from [weprinciples.org/Site/WepsGuidelines/](http://weprinciples.org/Site/WepsGuidelines/)

21 The Women's Empowerment Principles. Available from [weprinciples.org/Site/PrincipleOverview/](http://weprinciples.org/Site/PrincipleOverview/)

22 The World Bank, The World Development Report 2012: Gender Equality and Development, 2012.

In addition, companies with diverse workforces function better; they are shown to be 22 per cent more productive, have 27 per cent higher profitability, and customer satisfaction is 39 per cent higher.<sup>23</sup> In Georgia, if women participated in the labour market to the same extent as men, the resulting growth of GDP is estimated at 11 per cent.<sup>24</sup>

## Women's Rights – Georgia's Key International Commitments

The Sustainable Development Goals (SDGs), adopted by the UN General Assembly in 2015, put an emphasis on the complex and holistic approaches driven by the public, as well as private actors, that are needed to ensure sustainable development for all. The Government of Georgia was one of the first countries to embark on a process of nationalizing the SDGs and to adapt targets and indicators to the national context. It is clear, however, that governments alone cannot create the change that is needed to attain the goals; private actors as well as civil society have crucial roles to play. Goal 5 of the SDGs focuses on gender equality and women's empowerment as a goal in and of itself. This is one of the goals that have been prioritized by the Government of Georgia. It is increasingly recognized, however, that sustainable development cannot be achieved without increasing empowerment of women; therefore, gender equality is mainstreamed throughout the SDGs.<sup>25</sup>

In addition to the SDGs, Georgia has committed to the following international conventions and frameworks for human rights, worker's rights and the empowerment of women:

- The Universal Declaration on Human Rights (UDHR)
- The United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- The Beijing Declaration and Platform for Action (BPfA)
- ILO C100 - Equal Remuneration Convention
- ILO C111 - Discrimination (Employment and Occupation) Convention

23 The Centre for Tomorrow's Company, Tomorrow's Global Leaders: How to build a culture that ensures women reach the top, 2014.

24 The World Bank, forthcoming study

25 The United Nations Sustainable Development Platform. Available from [sustainabledevelopment.un.org/sdg5](http://sustainabledevelopment.un.org/sdg5)

**While governments have a primary duty to protect human rights, businesses have a responsibility to respect human rights in accordance with the following standards:**

- The United Nations Global Compact's Human Rights and Labour Principles
- The Guiding Principles on Business and Human Rights

## Women's Rights – Georgia's Key National Commitments

The Labour Code of Georgia as well as the Law on Gender Equality protect women against discrimination in the labour market and provide for equal opportunities of women and men in all spheres of life, including in the economy and the labour market. Below are some of the key pieces of legislative acts ensuring women's rights and gender equality:

- **The Constitution of Georgia** (article 14): "Everyone is free by birth and is equal before law regardless of race, colour, language, sex, religion, political and other opinions, national, ethnic and social belonging, origin, property and title, place of residence"
- **The Gender Equality Law, 2010**, (article 4): "The State shall support and ensure equal rights of men and women in political, economic, social and cultural life" (see Module 2)
- **The Law of Georgia on the Elimination of Domestic Violence, Protection and Assistance to the Victims of Domestic Violence, 2006** (see Module 3)
- **The Law on Combating Trafficking, 2006** (see Module 5)
- **The Labour Code** (see Modules 2 and 3)
- **The Law of Georgia on the Elimination of All Forms of Discrimination, 2014** (see Module 2)

## Defining Sex, Gender and Gender Equality

### Gender

"Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender is relational and refers not simply to women or men but to the relationship between them."<sup>26</sup>

### Sex

"Sex refers to the biological characteristics that define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both, but these characteristics generally differentiate humans as females and males."<sup>27</sup>

### Gender equality

"Gender equality describes the concept that all human beings, both women and men, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born female or male."<sup>28</sup>

In Georgian legislation, gender equality is defined as "a part of human rights which implies equal rights and duties, responsibilities and equal participation of men and women in all spheres of personal and public lives."<sup>29</sup>

26 The Women's Empowerment Principles, WEP's booklet, 2011. Available from [weprinciples.org/files/attachments/EN\\_WEPs\\_2.pdf](http://weprinciples.org/files/attachments/EN_WEPs_2.pdf)

27 Ibid.

28 Ibid.

29 Law of Georgia on Gender Equality (2010). Article 3.

## MODULE 2: Equal Opportunity, Inclusion and Non-discrimination (Principle 2)

The information contained in this section corresponds to Module 2 of the Trainers' Toolkit.

### Introduction

Principle 2 revolves around the equal treatment and opportunities of women and men in the workplace. Even though legislation and company policies often include these principles, established company culture and structure, habits, unconscious bias and stereotypes can result in indirect discrimination or unequal treatment of women and men. Implementing principle 2 means assessing these risks, taking steps to eliminate discrimination and promote equal opportunities and inclusion.



### Key Definitions

**Discrimination against women** – “shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field”.<sup>30</sup>

**Direct discrimination** – “the treatment or the creation of the conditions in which a person is treated less favourably on grounds of sex than another person in a comparable situation with respect to the enjoyment of the rights established by treatment or situation serves the statutory purpose of maintaining public order and morals, is objectively and reasonably justified and is necessary in a democratic society, and the means of achieving that purpose are appropriate”.<sup>31</sup>

**Indirect discrimination** – “a situation where a provision, criterion or practice, neutral in form but discriminatory in substance, puts a person on the grounds of sex at a disadvantage compared with another person in a comparable situation, or equally treats persons who are in inherently unequal conditions, unless such situation serves the statutory purpose of maintaining public order and

morals, is objectively and reasonably justified, and is necessary in a democratic society, and the means of achieving that purpose are appropriate”.<sup>32</sup>

**Equal remuneration** – Remuneration is defined by the ILO as including “ordinary, basic or minimum wage or salary and any additional emoluments whatsoever payable directly or indirectly, whether cash or in kind, by the employer to the worker and arising out of the worker’s employment.” As such, the term goes well beyond salary and includes, for example, bonuses, overtime payment and allowances. To determine if remuneration is equal, all elements of the payment package has to be taken into consideration. The ILO Equal Remuneration Convention states that “the term equal remuneration for men and women workers for work of equal value refers to rates of remuneration established without discrimination based on sex”.<sup>33</sup>

**Equal pay for work of equal value** – Equal remuneration for work of equal value is a principle aiming to achieve fairness in pay between women and men. It is different from “equal pay for equal work”, as it seeks to address the fact that women and men tend to perform different jobs, often with different levels of pay. “When men and women perform work that is different in content, involving different responsibilities, requiring different skills or qualifications, and is performed under different conditions, but is overall of equal value, they should receive equal remuneration. This concept is critical to eliminating discrimination and promoting equality, since women and men often perform different jobs, under different conditions and even in different establishments. Women continue to be concentrated in a limited number of jobs, and jobs held predominantly by women tend to be undervalued.”<sup>34</sup>

**Equal opportunities** – “a system of means and conditions for achieving equality of rights and freedoms for women and men”.<sup>35</sup>

**Equal treatment** – “recognition of equal rights and opportunities for both sexes in family re-

30 UN General Assembly, Convention on the Elimination of All Forms of Discrimination Against Women, 18 December 1979, United Nations, Treaty Series, vol. 1249, p. 13, art. 1.

31 Law of Georgia on Gender Equality (2010). Article 3.

32 Ibid.

33 ILO, Equal Remuneration Convention (No. 100), 1951, Article 1.

34 Oelz, M. et al., Equal Pay. An Introductory Guide, ILO, 2013.

35 Law of Georgia on Gender Equality (2010). Article 3.

lations and other aspects of social and political life when determining education, labour and social conditions, as well as the inadmissibility of discrimination on the grounds of sex<sup>36</sup>.

**Multiple discrimination** – “Multiple discrimination takes place when someone is discriminated against for more than one reason, for example on the basis of gender and religion, age and ethnicity, etc. It can be: Additive: when the specific effects can be distinguished. Intersectional: when discrimination is based on the combination of two or more characteristics”.<sup>37</sup>

## Relevant Georgian Legislation

### The Gender Equality Law

#### Article 4:

1. The State shall support and ensure equal rights of men and women in political, economic, social and cultural life;
2. To maintain gender equality, the following shall be guaranteed without discrimination:
  - a. Individual rights and freedoms of men and women;
  - b. Access to education and free choice of education at all stages of learning for women and men;
- [...]
- f. Combating violence in the family and society;
- g. Freedom of choice of profession or type of labour, professional advancement, and vocational education;
- h. Holding civil service positions on the basis of professionalism, abilities and qualifications;
- i. Maintaining equality in evaluating the quality of work performed by women and men;
- [...]
- l. Creating equal opportunities for women and men in terms of access to information.

<sup>36</sup> Law of Georgia on Gender Equality (2010) Article 3.

<sup>37</sup> European Union Agency for Fundamental Rights. Available from <http://fra.europa.eu/en/project/2011/multiple-discrimination-healthcare/q-and-a>

#### Article 6. Gender equality in labour relations:

1. Labour relations shall not allow for:
  - a. Discrimination, persecution and/or harassment of a person, which is aimed at or results in the creation of intimidating, hostile, humiliating, degrading or offensive atmosphere.
  - b. Any adverse verbal, non-verbal or physical behaviour of sexual nature aimed at or resulting in personal offence or creating intimidating, hostile or humiliating environment.
2. The State shall facilitate equal access to employment to both men and women.
3. During recruitment and performing professional obligations, individuals may be subject to unequal treatment on the basis of sex and/or put in unequal conditions, provided that it is defined by the type of work, its specifics or conditions of performance, serves the legitimate purpose and represents adequate as well as necessary means for its achievement.
4. Rules defined by the Georgian legislation shall ensure provision of favourable conditions of work for pregnant women and breastfeeding mothers, which does not allow for their employment in extreme, harmful or hazardous conditions, as well as in night shifts.

### The Labour Code

#### Article 2:

- Labour and pre-contractual relations shall prohibit any type of discrimination due to race, skin colour, language, ethnicity or social status, nationality, origin, material status or position, place of residence, age, sex, sexual orientation, marital status, handicap, religious, public, political or other affiliation, including affiliation to trade unions, political or other opinions.
- Discrimination shall be direct or indirect harassment of a person aimed at or resulting in creating an intimidating, hostile, humiliating, degrading, or abusive environment for that person, or creating the circumstances for a person directly or indirectly causing their condition to deteriorate as compared to other persons in similar circumstances.

## Articles 28-30:

Contain detailed provisions in relation to maternity, parental and childcare leave.

## The Law of Georgia on the Elimination of All Forms of Discrimination

### Article 1:

This Law is intended to eliminate every form of discrimination and to ensure equal rights of every natural and legal persons under the legislation of Georgia, irrespective of race, skin colour, language, sex, age, citizenship, origin, place of birth or residence, property or social status, religion or belief, national, ethnic or social origin, profession, marital status, health, disability, sexual orientation, gender identity and expression, political or other opinions, or other characteristics. Any distinction, exclusion, or preference with respect to a particular job, activity, or sphere, based on its inherent requirements, shall not be considered discrimination. Differential treatment, creation of different conditions and/or situations shall be permissible if there is an overwhelming state interest and the necessity of state intervention in the democratic society.

## Why is Principle 2 Relevant to Companies?

Discrimination against women, limiting stereotypes and a divided labour market place women at a disadvantage in comparison with men. This has negative effects for women, who are more likely than men to be poor, and it also negatively affects children and communities. Below are some key data on the situation for women in the economy:

- **In Georgia, 57 per cent of women are economically active, compared to 77 per cent of men.** The average nominal monthly salary is GEL 618 for women compared to GEL 980 for men, which equals a gender wage gap of 37 per cent.<sup>38</sup> This can be compared to the global average of 24 per cent. In Georgia in 2012, more than three times as many men as women were employing entrepreneurs, while more than twice as many women than men were unpaid family workers.<sup>39</sup>

38 Geostat, Women and Men in Georgia, 2015.

39 Geostat, Women and Men in Georgia, 2013.

- **The gender pay gap** is largely explained by horizontal and vertical segregation of the labour market. Women are overrepresented in lower-paying sectors and positions. For example, 85 per cent of employers in the health sector and 83 per cent of employees in the education sector are women.<sup>40</sup>

- **Women may face a number of barriers to enter the labour market** as well as to grow professionally and rise to higher positions. These barriers can include unequal division of family and household responsibilities, a lack of accessible and affordable childcare, and resistance from partners. A 2015 report by the McKinsey Global Institute explains that “[a] large part of women’s labor goes into unpaid work that is not accounted for as GDP. Women do an average of 75 percent of the world’s total unpaid care work, including the vital tasks that keep households functioning, such as child care, caring for the elderly, cooking, and cleaning.” The report also suggests that the unpaid care work performed by women could be valued at approximately \$10 trillion of output per year; which equals 13 per cent of global GDP.<sup>41</sup>

- **Discrimination on the part of employers is also a barrier** to women’s access to paid jobs. A report based on 1,364 interviews conducted in Georgia revealed that during job interviews, 64 per cent of women and 67 per cent of men were asked about their marital status. More women were asked about the number of children they have compared to men. One out of five respondents were asked about their plans regarding marriage (slightly more women than men were asked this question), and 20 per cent of women and 16 per cent of men were asked about their plans to have children. In terms of job advertisements, 14 per cent of women and 20 per cent of men had seen postings that specifically stated that only men could apply.<sup>42</sup>

40 Geostat, Women and Men in Georgia, 2015.

41 The McKinsey Global Institute, The power of parity: How advancing women’s equality can add \$12 trillion to global growth, 2015.

42 Bendelani, N. et al., “Gender Discrimination in Georgian Labor Market”,



Assumptions that women are responsible for the majority of household and care work may influence employers to assess female candidates with family responsibilities more negatively than they would male candidates.

- **Women are generally underrepresented in power and decision-making roles.** The number of women in ministerial and parliamentary positions around the world is only 22 per cent.<sup>43</sup> In Georgia, the amount is even smaller: 11 per cent of parliamentarians were women in 2016.<sup>44</sup> According to the McKinsey Global Institute, a “cross country study found that greater representation of women in parliaments led to higher expenditure on education as a share of GDP. In India, women’s leadership in local politics has been found to reduce corruption.”<sup>45</sup>

**Removing barriers to women’s employment have positive effects for individual women as well as companies and society at large:**

- **If women participated in the Georgian labour market** to the same extent as men, the resulting growth of GDP is estimated at 11 per cent.<sup>46</sup> If all countries would match the rate of improvement of the best-performing country in their region in terms of women’s participation in the economy, it would add “as much as \$12 trillion in annual 2025 GDP, equivalent in size to the current GDP of Japan, Germany, and the United Kingdom combined, or twice the likely growth in global GDP contributed by female workers between 2014 and 2025 in a business-as-usual scenario.”<sup>47</sup>

- **Removing discrimination against female staff** and managers could increase productivity per employee by 25-40 per cent.<sup>48</sup>
- **Companies with diverse workforces function better;** they are shown to be 22 per cent more productive, have 27 per cent higher profitability, and customer satisfaction is 39 per cent higher.<sup>49</sup>
- **Companies that have women on their board experience higher financial returns.** EY, in its “Our Point of View” series of briefs, takes a stand for increasing representation of women on corporate boards, referring to studies that show strong a correlation between representation of women on boards and higher returns.<sup>50</sup> According to Catalyst, on average, companies with the highest percentages of women board directors outperformed those with the least number of women by 53 per cent on return on equity, 42 per cent on return on sales and 66 per cent on return on invested capital.<sup>51</sup>

Promising Company Examples

**Endesa** has created the Diversity Global Scorecard, through which it aims to gain knowledge about its diversity profile and monitor the fulfilment of equal opportunities in its talent management processes. Endesa has made a commitment to its employees to provide them with inclusive and empowering HR practices. This includes a transparent recruitment process, providing opportunities for individuals with disabilities, encouraging women to apply to positions within the company as well as making sure that HR remains keen to recruiting women to positions that are male-dominated. Finally, the company commits to training and helping employees obtain and keep a work-life balance.<sup>52</sup>

2014.  
 43 The McKinsey Global Institute, The power of parity: How advancing women’s equality can add \$12 trillion to global growth, 2015.  
 44 The World Bank, 2016.  
 45 The McKinsey Global Institute, The power of parity: How advancing women’s equality can add \$12 trillion to global growth, 2015.  
 46 The World Bank, forthcoming report  
 47 The McKinsey Global Institute, The power of parity: How advancing women’s equality can add \$12 trillion to global growth, 2015.

48 The World Bank, World Development Report 2012: Gender Equality and Development, 2012.  
 49 The Centre for Tomorrow’s Company, Tomorrow’s Global Leaders: How to build a culture that ensures women reach the top, 2014.  
 50 EY, Women on boards: global approaches to advancing diversity, 2014.  
 51 Catalyst, The Bottom Line: Corporate Performance and Women’s Representation On Boards, 2007.  
 52 Available from <http://www.endesa.com/en/uneteanosotros/unliderglobal/Paginas/comprometidosconlaspersonas.aspx>

**EGA Master** is a company that designs and manufactures tools and equipment for professional and industrial use. EGA Master has taken specific actions for equality and non-discrimination in access to employment and recruitment:

- “Expand and varying methods of recruitment: eliminate sexist language in job advertisements, job applications, aptitude tests and vocational tests, etc. as well as the elimination of potentially discriminatory questions for women, such as marital status, children, etc.
  - Avoid discrimination in the selection interview.
  - Evaluate the candidates with clear and objective arguments. Refrain from stereotypes and prejudices in order to avoid discrimination.
- Establish minimum quotas for the selection and hiring of women: to reserve a certain percentage of vacancies for women as a temporary measure until they are selected in a standardized way.
  - Establish measures of positive discrimination: in equality of conditions and merit choose to give preference to women and/or workers of other nationalities.
  - Collaborate with organizations that promote the advancement of women in the workplace, for example, sponsoring events, financial contributions or volunteer activities in organizations working with women, to establish agreements with practical employability workshops for women, etc.”<sup>53</sup>

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53 The Women’s Empowerment Principles, “Companies Leading the Way”. Available from [http://weprinciples.org/files/attachments/Companies\\_Leading\\_the\\_Way\\_June2016.pdf](http://weprinciples.org/files/attachments/Companies_Leading_the_Way_June2016.pdf)

## Module 3: Health, Safety and Freedom from Violence (Principle 3)

The information contained in this section corresponds to Module 3 of the Trainers' Toolkit.

### Introduction

Principle 3 discusses the rights to safety and freedom from violence in the workplace, rights also reflected in the Labour Code of Georgia as well as in international standards and conventions such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the ILO Convention on Discrimination in Employment and Occupation (gender-based violence and sexual harassment being forms of discrimination). Preventing and responding to safety hazards and sexual harassment in the workplace is key to create a safe working environment, free from discrimination.



### Key Definitions

**Domestic violence** – “Domestic violence is the violation of constitutional rights and freedoms of one family member by another family member through neglect and/or physical, psychological, economic, sexual violence or coercion.”<sup>54</sup>

**Violence against women** – “Means any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”<sup>55</sup>

**Sexual harassment** – “Sexual harassment includes such unwelcome sexually determined behaviour as physical contact and advances, sexually coloured remarks, showing pornography and sexual demand, whether by words or actions. Such conduct can be humiliating and may constitute a health and safety problem; it is discriminatory when the woman has reasonable grounds to be-

lieve that her objection would disadvantage her in connection with her employment, including recruitment or promotion, or when it creates a hostile working environment”.<sup>56</sup> The ILO further defines the types of sexual harassment in the following way: “1) Quid Pro Quo, when a job benefit – such as a pay rise, a promotion, or even continued employment – is made conditional on the victim acceding to demands to engage in some form of sexual behaviour; or; 2) Hostile working environment in which the conduct creates conditions that are intimidating or humiliating for the victim.”<sup>57</sup>

### Why is Principle 3 Relevant to Companies?

Violence by a husband or partner affects thousands of women every year in Georgia, often with serious consequences for the victim's well-being. Many women also face sexual harassment and safety hazards at work. Employers can act to support victims of violence, and they need to make sure that staff are not subjected to violence, harassment or security hazards while at work.

- **Globally, one out of every three women have experienced either physical or sexual violence from their partners.**<sup>58</sup>

Women who experience intimate partner violence are twice as likely to have depression and almost twice as likely to abuse alcohol as those who have not experienced violence.<sup>59</sup>

In Georgia, violence against women by their husbands or partners largely goes unreported, and there is reason to believe that national data under-estimates the number of victims. In a 2010 study, 35.9 per cent of female respondents reported experiencing acts by their husbands/partners that were intended to control their behaviour; 14.3 per cent of women report-

54 The Law of Georgia on the Elimination of Domestic Violence, Protection and Assistance to the Victims of Domestic Violence (2006). Article 3.

55 UN General Assembly, Declaration on the Elimination of Violence against Women, 20 December 1993, A/RES/48/104.

56 CEDAW General Recommendation No. 19, 11th session, 1992.

57 ILO, Sexual Harassment at Work Fact Sheet.

58 WHO, Violence Against Women Fact Sheet, 2016.

59 Ibid.

ed experiencing emotional violence from their husbands/partners; and 6.9 per cent of women acknowledged being victims of physical abuse by their husbands/partners.<sup>60</sup>

- **One in two women in the 28 countries of the European Union have experienced sexual harassment at least once since the age of 15.** One in five women experienced sexual harassment in the 12 months before the survey interview alone. Of these women, 32 per cent indicated somebody from the employment context – such as a colleague, a boss or a customer – as a perpetrator.<sup>61</sup> Sexual harassment is a form of sex-based discrimination if it results in women workers feeling unwelcome, uncomfortable, threatened at work or, at worse, forced to leave their jobs. If sexual harassment is not stopped, it will prevent women from seeking promotions or from taking jobs in predominantly male workplaces. This undermines equality of opportunity and works against the principles of equality and non-discrimination established in legislation. Being subjected to sexual harassment can be extremely distressing for the victim and have negative consequences for her professional as well as private life. It can increase absenteeism as victims try to avoid meeting the perpetrator and can affect work performance as well as team work.
- **Many employers today recognize that preventing sexual harassment is important** if they are to reduce absences from work and avoid the costs of sick pay, of losing staff and having to recruit new staff. Having a zero-tolerance approach to sexual harassment can send out a positive message across the organization and contribute to a positive working environment. In Georgia, 38 per cent of female respondents in a study stated that they had been the victim of undesirable sexual harassment at least once at their work. In the case of men, this was much lower; at 8 per cent.<sup>62</sup>

60 Chitashvili, M. et al., National Research on Domestic Violence against Women in Georgia, 2010.

61 European Union Agency for Fundamental Rights, Violence against women: an EU-wide survey, 2014.

62 Centre for Social Sciences, Gender Discrimination in the Georgian Labour Market, 2014.

## Relevant Georgian Legislation

### The Labour Code

Articles 17-19 and 35. Protection for pregnant women and women who have recently given birth:

These articles provide for a prohibition of employing pregnant women or women who have recently given birth to work overtime without their consent, and for pregnant women and women who have recently given birth to work night jobs (from 22:00 to 6:00). Employees who are nursing mothers and are breastfeeding infants under 12 months may request an additional break of at least one hour per day. A break for feeding infants shall be deemed as working time and shall be paid. Article 35, Section 7 of the Georgian Labour Code obligates employers to prevent pregnant women from performing work which might endanger their own or their fetus' welfare, physical, or mental health.

Article 36. Suspension of labour relations:

1. Suspension of labour relations shall be a temporary non-performance of the work under a labour agreement, not resulting in termination of labour relations.
2. Grounds for suspending labour relations shall be:
  - f) Maternity, newborn adoption leave of absence, and childcare additional leave of absence;
  - g) Placing a victim of domestic violence in a shelter and/or a crisis centre, when an employee is unable to discharge his/her official duties, but for a maximum of 30 calendar days annually.

## Promising Company Examples

**FCC** is an environmental services and infrastructure provision company. As two of the major action areas in the promotion of women's empowerment, FCC has conducted awareness training on equality and sexual harassment prevention to all the employees in the organization regardless of position or category, starting first with senior managers, executives and HR managers. FCC has provided online trainings consisting of three modules (Ethics Code, Equality Plan and Sexual Harassment Prevention) for employees in successive waves of 700 people for each training. In addition,

each employee has been provided with support, a lesson conducted by individuals in charge of responsibility for equality or components of the Equality Commission, as well as a dedicated mailbox for questions, comments or concerns related to the subject matter that adds to the existing contact for matters of Harassment Prevention.<sup>63</sup>

**Hc Energía Group** is a diversified energy group based in Spain that produces and distributes electricity, gas and renewable energies. Hc Energía, among other things, strives to foster equality in its professional promotion by giving preference in recruitment to women who are victims of gender-based violence. It provides flexibility in working hours, leave, transfers and access to loans to victims of gender-based violence as well as psychological, medical and legal advice and a bonus for accommodation rental expenses in case the victim needs to move out of her home.<sup>64</sup>

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63 The Women's Empowerment Principles, "Companies Leading the Way". Available from [http://weprinciples.org/files/attachments/Companies\\_Leading\\_the\\_Way\\_June2016.pdf](http://weprinciples.org/files/attachments/Companies_Leading_the_Way_June2016.pdf)

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64 Ibid.



## Module 4: Gender Equality and Education (Principle 4)

The information contained in this section corresponds to Module 4 of the Trainers' Toolkit.

### Introduction

Principle 4 focuses on gender equality in education and training. Education, training and mentorship opportunities can develop the capacities of staff and also impact their career advancement. Ensuring equal access for women and men to training opportunities is, therefore, an important aspect of promoting gender equality in the workplace. Analysing and comparing the participation of women and men in trainings and capacity development initiatives may reveal that, even though women and men have equal access in principle, there may be differences in the outcomes.



### Key Definitions

**Glass ceiling** – The “glass ceiling” is a metaphor used to describe an invisible upper limit in organizations, above which it is difficult for women to progress regardless of merit. It refers to informal barriers that prevent women from accessing promotions and pay raises. It can be defined as “[a]n unacknowledged barrier to advancement in a profession, especially affecting women and members of minorities”.<sup>65</sup>

**Sticky floors** – “Sticky floors” is a metaphor for low-level and low-paid jobs, essential for the functioning of organizations and often occupied by women but which offer small opportunities for promotion beyond the initial appointment.<sup>66</sup>

**Diversity management** – Can be defined as when “employers recognize, value and include women and men of different ages, abilities, ethnic origin, religion or sexual orientation”.<sup>67</sup>

65 Oxford Dictionaries. Available from [oxforddictionaries.com](http://oxforddictionaries.com)

66 Laabs, J., “The Sticky Floor Beneath the Glass Ceiling”, *Personnel Journal*, Vol. 72, No. 5, 1993.

67 EU Commission. Available from [ec.europa.eu/justice/discrimination/diversity/index\\_en.htm](http://ec.europa.eu/justice/discrimination/diversity/index_en.htm)

### Why is Principle 4 Relevant?

#### Women’s access to education and paid employment\_

- In Georgia, although 54 per cent of those enrolled in higher educational institutions are women, the economic activity rate for women is 57 per cent compared to 77 per cent for men, and the gender wage gap is 37 per cent.<sup>68</sup>
- In higher educational institutions during the programme year 2014-2015, women predominantly majored in education, humanities and art, social care and health, and social sciences and law. Men dominated in majors such as engineering, agriculture, manufacturing and science.<sup>69</sup> This clear sex-segregation is also mirrored in the labour market, where women are concentrated in the lower-paying sectors and positions.
- Women who receive an equal education as men are more likely to share unpaid work with men, to obtain professional and technical jobs and to hold leadership roles. In addition, according to a 2015 McKinsey Institute Report, “Higher education and skills training raise women’s labor participation. Keeping girls in school for longer provides a space to help educate them about their rights and their health, and helps to make headway on child marriage, family planning, maternal health, and sex-selective abortion.”<sup>70</sup>
- A decrease in gender gaps in receiving education has a powerful correlation with the status of girls and women in the family, which is measured by the prevalence of child marriage and violence against women.<sup>71</sup>

68 GeoStat, Women and Men in Georgia, 2015.

69 Geostat, Women and Men in Georgia, 2015.

70 The McKinsey Global Institute, The power of parity: How advancing women’s equality can add \$12 trillion to global growth, 2015.

71 Ibid.

## Women's access to workplace training and career development opportunities

- According to a report by McKinsey & Company and LeanIn.Org, women have less access than men to the opportunities that advance careers. They are “more likely to think their gender will play a role in missing out on a raise, promotion, or chance to get ahead” and do not believe to the same extent as men that they have equal opportunities for growth and development.<sup>72</sup>
- According to the same report, “women who negotiate for a promotion or compensation increase are 30 per cent more likely than men who negotiate to receive feedback that they are “bossy”, “too aggressive” or “intimidating”. The study also shows that women receive less feedback from managers and have less access to senior leadership.<sup>73</sup>
- A study by the UK Commission for Employment and Skill and the National Institute of Adult Continuing Education showed that women were less likely than men to receive any employer training, that 16 per cent of men compared to 11 per cent of women received a pay rise as a result of the training, and finally that men to a greater extent than women received training that enabled them to become better managers or leaders. Women, on the other hand, were more likely than men to receive diversity and equality training (39 per cent compared to 24 per cent).<sup>74</sup>
- McKinsey & Company and LeanIn.Org have produced a “road map for gender equality” consisting of four steps, two of which are “investing in staff training” and “ensuring that reviews, hirings, and promotions are fair”.

## Promising Company Examples

**HCL Technology Ltd**, in order to empower women, provides several online platforms, networking opportunities for women, trainings and seminars on issues such as health, maternity leave and other rights, as well as assisting them to enhance their skills which they can use for career advancement. Moreover, it allows employees to develop a sense of voluntarism and to become engaged with communities in activities of their choosing.<sup>75</sup>

**Banco do Brasil (BB)** is a Brazilian bank which has put a number of initiatives in place to promote gender equality both within the workplace and the community. In order to achieve a greater balance of women and men in management positions, Banco do Brasil has been implementing affirmative action as part of its career advancement programs since 2008. In 2011, Banco do Brasil set corporate targets for the promotion of women to general manager positions in its branch network. Other measures put in place to empower women were: “a) Inclusion of gender equality issues in training programs for managers and professionals responsible for recruiting, selecting and appointing staff as job opportunities arise. b) Gender data mapped online for all the bank’s units enabling managers to maintain their team’s diversity by checking gender parity data for their staff at any time. c) Publicizing women’s career progress at Banco do Brasil through publications distributed to all staff and available in electronic format at BB’s Corporate University”.<sup>76</sup>

**British Petroleum Plc (BP)** is an energy company. One of the focus areas for BP is to encourage more women globally to enter the science and technology industry. BP supports this through an extensive education programme in local schools and universities and by supporting and partnering with organizations that address the underrepresentation of women in the engineering and sciences fields, doing significant community work in countries where they operate. An example of this is in Azerbaijan, where local women who traditionally face barriers to employment have been supported and have gained technical qualifications enabling meaningful and sustainable employment.<sup>77</sup>

72 McKinsey & Company and LeanIn.Org, Women in the Workplace, 2015.

73 Ibid.

74 National Institute of Adult Continuing Education, Learning, Skills and Progression at Work, 2015.

75 Available from <http://www.hcltech.com/socially-responsible-business>

76 The Women's Empowerment Principles, “Companies Leading the Way”. Available from [http://weprinciples.org/files/attachments/Companies\\_Leading\\_the\\_Way\\_June2016.pdf](http://weprinciples.org/files/attachments/Companies_Leading_the_Way_June2016.pdf)

77 Ibid.

## Module 5: Community Engagement, Supply Chain and Marketing Practices (Principles 5 and 6)

The information contained in this section corresponds to Module 5 of the Trainers' Toolkit.

### Introduction

Companies committed to gender equality and women's empowerment can implement the WEPs not only internally but also in their external relations. The WEPs principles 5 and 6 focus on promoting women's empowerment through supply chains and business relations, in company marketing materials, and through working with communities – for example, women's organizations – to strengthen gender equality.

By analysing the risks in the supply chains, companies can detect and prevent risks of human rights abuses by supplier or partner companies such as cases of human trafficking or forced labour. Companies can also discover opportunities for empowering women – for example, by increasing the number of women-owned supplier businesses or promoting gender equality policies in supply chains. Reviewing marketing materials from a gender perspective – avoiding stereotypes and promoting gender equality – is another important step to implement principle 5. Engaging with stakeholders and the communities in which the company operates to promote gender equality is another way of implementing the WEPs. By sharing the knowledge, skills or resources of the company with local organizations, cooperatives, schools or projects, the company can contribute to sustainable development of the societies in which they operate.



### Key Definitions

**Human trafficking** – “shall mean the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs”.<sup>78</sup>

<sup>78</sup> UN General Assembly, Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, Supplementing the United Nations Convention against Transnational Organized Crime, 15 November 2000.

**Forced or compulsory labour** – “all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily”.<sup>79</sup>

**Human rights impact assessment** – “due diligence process to identify, prevent, mitigate and account for how they [companies] address their impacts on human rights”.<sup>80</sup>

### Due diligence

OECD Definition: “Due diligence is an ongoing, proactive and reactive process through which companies can ensure that they respect human rights and do not contribute to conflict. Due diligence can also help companies ensure that they observe international law and comply with domestic laws, including those governing the illicit trade in minerals and United Nations sanctions. Risk-based due diligence refers to the steps companies should take to identify and address actual or potential risks in order to prevent or mitigate adverse impacts associated with their activities or sourcing decisions”.<sup>81</sup>

UN Guiding Principles on Business and Human Rights: “In order to identify, prevent, mitigate and account for how they address their adverse human rights impacts, business enterprises should carry out human rights due diligence. The process should include assessing actual and potential human rights impacts, integrating and acting upon the findings, tracking responses, and communicating how impacts are addressed.

Human rights due diligence:

- a) Should cover adverse human rights impacts that the business enterprise may cause or contribute to through its own activities, or which may be directly linked to its operations, products or services by its business relationships;
- b) Will vary in complexity with the size of the business enterprise, the risk of severe human rights impacts, and the nature and context of its operations;

<sup>79</sup> ILO, Forced Labor Convention 1930 (No. 29).

<sup>80</sup> UN Guiding Principles on Business and Human Rights, 2011.

<sup>81</sup> OECD Guidelines, 2013. Available from <http://www.oecd.org/corporate/mne/GuidanceEdition2.pdf>

- c) Should be ongoing, recognizing that the human rights risks may change over time as the business enterprise's operations and operating context evolve."<sup>82</sup>

## Relevant Georgian Legislation

### Criminal Code of Georgia

#### Article 143. Human Trafficking:

Purchase or sale of human beings, or any unlawful transactions in relation to them, by means of threat, use of force or other forms of coercion, of abduction, blackmail, fraud, deception, by abuse of a position of vulnerability or power or by means of giving or receiving of payment or benefits to achieve the consent of a person having control over another person, as well as recruitment, carriage, concealing, hiring, transporting, providing, harbouring or receiving of a human being for exploitation, shall be punished by imprisonment for a term of seven to twelve years, with deprivation of the right to hold an official position or to carry out a particular activity for up to three years.

## Why are Principles 5 and 6 Relevant for Companies?

### Women in supply chains:

- Women represent the majority of workers in global supply chains. Including women in supply chains can contribute to women's economic empowerment as it means that they get access to formal jobs, income and social security. At the same time, women often work in small and unprotected workplaces where they are vulnerable to human rights abuses, violence and poor working conditions. Collaborations between different actors such as companies and NGOs can contribute to protecting women's rights in supply chains.<sup>83</sup>

### Supporting women-owned businesses in supply chains:

- According to a 2015 report by the McKinsey Global Institute, CEOs and private sector companies can make a positive impact on their female employees as well as on the participants in their supply chains, distributors and customers. Business leaders can implement policies within their own organizations in order to attract, retain and promote their female workers. By taking such actions, they may also motivate other companies to do the same. In addition, the report suggests that: "In many countries, workforces in the organized sector represent a small fraction of the total labor force, with most women (and men) employed in the informal sector or self-employed. Helping women in these countries become more successful business owners and business partners, suppliers, and distributors to large companies could present a win-win for communities and firms." The report also suggests that advancing female employment and productivity among vendors and supplier "[c]ould create a more stable business model for large purchasing firms and, in the long term, ensure more robust growth for their supply-chain partners through reduced staff turnover and better staff retention—a win-win relationship."
- Investing in women-owned businesses can yield higher returns on investments. In 2014, the annual revenues of the average venture-backed company run by a woman were 12 per cent higher than those run by men. The companies run by women also used an average of one-third less capital.<sup>84</sup>
- In 2014, 32 per cent of new businesses in Georgia were established by women. Women, however, dominate as business owners in the small and micro-business sectors.<sup>85</sup> More than three times as many men as women are employing entrepreneurs, while more than twice as many women than men are unpaid family workers.<sup>86</sup>

<sup>82</sup> UN Guiding Principles on Business and Human Rights, 2011

<sup>83</sup> Chartered Institute of Procurement and Supply (CIPS), Why we must empower women in global supply chains, 2015.

<sup>84</sup> Women2Boards, Why Women? The Business Case is Solid, 2014.

<sup>85</sup> Geostat, Women and Men in Georgia, 2015.

<sup>86</sup> GeoStat, Women and Men in Georgia, 2013.

## Forced labour and human trafficking:

- It is estimated that around 21 million people are forced to work and are subject to forced labour. Women and girls are primarily in commercial sexual exploitation and domestic work, while men and boys are forced to work in mining, construction and agriculture.<sup>87</sup>
- According to the 2015 U.S. Department of State Trafficking in Persons report, Georgia is a source, transit and destination country for human trafficking. In the majority of cases where human trafficking occurs among Georgian women and girls, they are usually trafficked within the country or to Turkey. To a lesser extent, they are trafficked to China, Egypt, Greece, Russia and the UAE. Central Asian and Azeri women are often trafficked to Georgia in the tourist areas of Batumi and Gonio.<sup>88</sup>

## Promising Examples of Companies Implementing Principle 5

**Aarhus Karlshamn AB** (“AAK”) obtains raw materials from West Africa and Asia and is committed to sustainable development. The company developed a Supplier Code of Conduct in 2009 and has set concrete targets that it aims to achieve. While their aim is to get 100 per cent of their suppliers to sign the code of conduct, by 2014 the company managed to get 98.5 per cent of direct suppliers to do so. The code of conduct of AAK requires its suppliers to comply with human rights norms in regard to remuneration, working conditions and environment protection.<sup>89</sup>

AAK has also worked toward reducing the number of middlemen in their supply chains. By helping to form women’s groups that can trade directly with AAK, they have reduced the costs for the company itself and at the same time improved the pay for the women suppliers.<sup>90</sup>

87 ILO, Profits and Poverty: The Economics of Forced Labour, 2014.

88 U.S. Department of State, Trafficking in Persons Report, 2015.

89 AKK. Available from [aak.com/en/CSR/Model-for-Responsible-growth/Supply-chain/](http://aak.com/en/CSR/Model-for-Responsible-growth/Supply-chain/)

90 The Women’s Empowerment Principles, “Companies Leading the Way”. Available from [weprinciples.org/files/attachments/Companies\\_Leading\\_the\\_Way\\_June2016.pdf](http://weprinciples.org/files/attachments/Companies_Leading_the_Way_June2016.pdf)

**Symantec** is a software company based in the United States. To promote gender equality, Symantec implemented a project aimed at ensuring ethical marketing standards, continuously improving the gender representation in all sales, promotional and advertising materials and to reduce the use of stereotyping imagery. In 2012, the Corporate Marketing team conducted a benchmark audit to evaluate how gender is represented through the imagery of the company. Materials were reviewed looking at the representation of women and men in terms of numbers but also in terms of their positions of power in images. As part of an improvement plan, the company decided to initiate and perform an annual audit of gender representation in marketing communications.<sup>91</sup>

## Promising Example of a Company Implementing Principle 6

**PMO Consulting** is a business consulting company in Georgia. In 2015, PMO signed the WEPs and initiated a collaboration with UN Women and a national NGO, as well as the State Fund for the Protection and Assistance of the (Statutory) Victims of Human Trafficking and Domestic Violence. On a monthly basis, they are providing trainings in leadership and sales skills free of charge for women who are survivors of violence.<sup>92</sup>

91 Ibid.

92 UN Women Georgia, Private company supports women survivors of domestic violence, 2016. Available from [georgia.unwomen.org/en/news/stories/2016/06/private-company-supports-women-survivors-of-domestic-violence](http://georgia.unwomen.org/en/news/stories/2016/06/private-company-supports-women-survivors-of-domestic-violence)



## Module 6: Leadership Commitment and Transparency in Reporting (Principles 1 and 7)

The information contained in this section corresponds to Module 6 of the Trainers' Toolkit.

### Introduction

Commitment to gender equality from the top leadership of a company can help propel initiatives and make an impact on gender equality results inside the company as well as outside; publicly committing and communicating what the company is doing to promote women's empowerment can influence customers, other companies and suppliers and can contribute to increased awareness. Leadership commitment should be followed by putting in place systems to manage for, track and report on results in achieving gender equality. In this process, various stakeholders can be involved to define and track the gender equality targets. Companies can create a stand-alone document to report on implementation of the WEPs or integrate gender dimensions and indicators into existing reporting systems (including the UN Global Compact Communication on Progress and the Global Reporting Initiative).



### Why is Principle 1 Relevant to Companies?

**A key to achieve changes within a company is to have the CEO's endorsement.** Leadership commitment to gender equality can be a major driving force for change inside and outside of the company. McKinsey & Company and LeanIn.Org, in their road map for gender equality, identify "making a compelling case for gender equality" as one of four key steps that companies need to take. The report shows that gender equality is increasingly becoming a priority, with 78 per cent of companies reporting that it is a top priority for their CEO. At the same time, less than half of employees say that their company is doing enough to translate words into action. The report states that "senior leaders have an important role to play, from talking more often and openly about gender diversity to modeling their commitment in their everyday actions".<sup>93</sup>

<sup>93</sup> McKinsey & Company and LeanIn.Org, Women in the Workplace, 2015.

**The Sustainable Development Goals,<sup>94</sup>** adopted by the UN General Assembly in 2015, recognize the key importance of gender equality and women's empowerment as goals in and of themselves (Goal 5), as well as a means to achieve the other 16 goals contained in the sustainable development agenda. It is increasingly recognized that sustainable development cannot be achieved without increased gender equality, and the role of the private sector to drive positive change is all the more accentuated.

### Signing the CEO Statement of Support

One of the ways to show leadership in supporting the WEPs is to sign the CEO Statement of Support.<sup>95</sup>

This can be done on [weprinciples.org](http://weprinciples.org). The procedure is reserved for CEOs (or equivalent) of companies with at least 10 employees. By signing the principles, company leaders show their commitment to women's rights and empowerment and share their company's gender equality practices with a global community of business leaders. Signatories can also publicly exhibit their support by using the "We Support" logo (subject to approval by the WEPs secretariat), making a voluntary donation and promoting transparency and reporting through the voluntary reporting system.

### Management and Reporting Process<sup>96</sup>

By following the chain of activities below, the WEPs implementation can be seen as a sequence of steps in a business management process, where principle 1 represents the first step of commitment and principle 7 represents the last step of communicating on progress.



<sup>94</sup> United Nations Sustainable Development Platform. Available from [un.org/sustainabledevelopment/gender-equality](http://un.org/sustainabledevelopment/gender-equality)

<sup>95</sup> Women's Empowerment Principles, "How to Sign". Available from [weprinciples.org/Site/HowToSign/](http://weprinciples.org/Site/HowToSign/)

<sup>96</sup> The Women's Empowerment Principles, "Reporting on Progress". Available from [weprinciples.org/files/attachments/WEPs\\_Reporting\\_Guidance\\_G4\\_Sept2014pdf.pdf](http://weprinciples.org/files/attachments/WEPs_Reporting_Guidance_G4_Sept2014pdf.pdf)

## Why is Principle 7 Relevant to Companies?

- **Many companies are becoming increasingly transparent.** LedBetter, a research group that runs a database and application that shows the number of women in leadership at the world's top consumer brands and companies, has made it its mission to improve the public's understanding of which companies promote gender equality in leadership. Consumers, therefore, are now better able to choose brands and companies based on their values.<sup>97</sup>
- **Investors, customers, trade unions, NGOs and other stakeholders** are increasingly encouraging companies to manage, measure and make public their contributions to gender equality and their impacts on women's lives.
- **Communicating on the progress made for gender equality can have a positive effect** on the company's public image and brand, build trust with stakeholders and customers, and make a company attractive as an employer.
- **Collecting and analysing sex-disaggregated data**, setting targets and tracking progress to reach goals can help companies identify the gaps as well as the positive results that can be scaled up, replicated and communicated.

## How to Report on the WEPs

- **By integrating gender equality and women's empowerment** into the company's existing sustainability report.
- **For UN Global Compact participants:** By incorporating disclosure on progress made in relation to the implementation of the WEPs into the UN Global Compact's annual Communication on Progress (COP), for example, in the human rights and labour section.

- **For companies using the Global Reporting Initiative framework:** By incorporating additional gender-sensitive indicators and measures to reflect the implementation of the WEPs.
- **By using the upcoming Gap Analysis Tool for the WEPs**, and by referring to the WEPs reporting guidance.<sup>98</sup>

## Promising Example of a Company Implementing Principle 1

**HCL Technologies Limited** is a global IT service company, headquartered in India. HCL Technologies Ltd has been a champion in terms of CEO leadership in implementing concrete strategies on gender equality and women's empowerment both internally as well as within the community in which the company operates. In March 2014, the company was awarded the 2014 Women's Empowerment Principles (WEPs) Leadership Award for the CEO's exceptional championship in implementing the WEPs principle 1. The company has put in place a number of projects, among which is the "iBelieve Network". The goal of the network is to enable 100,000 girls and women to obtain jobs and advance in their careers.<sup>99</sup>

## Promising Example of a Company Implementing Principle 7

**Endesa** is a utility company in Spain and in Latin America. Endesa has a CSR plan (Senda Plan), which includes diversity management and equal opportunities as part of the organization's HR activities. Since 2009, concrete and measurable targets were set annually and monitored in order to measure the indicators and to report on the achievements made. The Senda Plan was created to increase the hiring of women. Endesa is a participant of the UN Global Compact and signed the WEPs in 2010. It reports on its sustainability development commitments and efforts annually.<sup>100</sup>

<sup>97</sup> LedBetter, "The gender equality index: your favorite brands ranked by equality in leadership". Available from <http://www.getledbetter.com/>

<sup>98</sup> The Women's Empowerment Principles, "Transparency and Reporting". Available from [weprinciples.org/Site/ToolsAndReportingWepMaterials/](http://weprinciples.org/Site/ToolsAndReportingWepMaterials/)

<sup>99</sup> The Women's Empowerment Principles, "Companies Leading the Way". Available from [weprinciples.org/files/attachments/Companies\\_Leading\\_the\\_Way\\_June2016.pdf](http://weprinciples.org/files/attachments/Companies_Leading_the_Way_June2016.pdf)

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