

APPLYING GENDER- RESPONSIVE HUMAN RIGHTS DUE DILIGENCE IN PRACTICE

Cases from the Cocoa sector,
the Ready-Made Garment &
the Tourism & Hospitality sector



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Girls Advocacy Alliance - A gender-...

PART 1

FIND ALL ABOUT THE WHY AND HOW OF GENDER-RESPONSIVE HUMAN RIGHTS DUE DILIGENCE

PART 3

FOR EACH OF THE SIX STEPS OF GR-HRDD THIS WORKBOOK PROVIDES YOU WITH PRACTICAL CHECKLISTS TO HELP YOU ASSESS YOUR CURRENT GR-HRDD PROCESSES AND IDENTIFY POINTS FOR IMPROVEMENT.



APPLYING GR-HRDD IN PRACTICE

In this part of the GR-HRDD tool examples from practice are presented from the Agrifood (cocoa in particular), Ready-Made Garment (RMG) and Tourism & Hospitality (T&H) sectors. This selection was primarily based on the high representation of women in these sectors globally, both in formal and informal jobs. Moreover, women tend to occupy the lowest paid, and lowest skilled sectors within these industries, and to carry out a large amount of unpaid work. These constraints also apply to the agriculture sector more broadly, with farming being the most important source of employment for women in low- and lower-middle income countries.

Some common gender-related human rights violations in these sectors include the high numbers of women with no formal contracts or social protection, and who are subjected to frequent demands to work overtime. Across these sectors, women are also not well represented at the highest levels of employment, and management.

The Girls Advocacy Alliance (GAA) focused on these three sectors as part of their strategic partnership with the Dutch Ministry of Foreign Affairs.

We first briefly introduce some of the gender issues in the three sectors. Hereafter we provide examples for each of the steps of the GR-HRDD process.

LEARNINGS FROM THE COCOA VALUE CHAIN

The global chocolate industry is worth over US\$100 billion and is expected to continue to grow in coming years. West-Africa produces 70% of the world's cocoa. This includes growing, harvesting, fermentation, and drying of cocoa beans. Cocoa is produced mostly on smallholder farms, with farmers earning the equivalent of 11.3% of the price of a dark chocolate bar.

Women cocoa farmers play a central role in the cocoa supply chain, and cocoa-growing communities. Although too often unrecognised and undervalued, women's labour makes significant contributions to the amount of cocoa produced. It is estimated that women perform almost half of the tasks on the cocoa farm. Women are primarily involved in taking care of young plants, as well as post-harvest activities such as pod-breaking, fermenting, and drying. These tasks are fundamental for ensuring the quality of cocoa produced ([Barrientos, 2013](#)).

Despite their contribution to the global cocoa value chain, women's role is often undervalued. Female cocoa producers are typically paid less than men, with many earning less than the minimum wage, and living below the local poverty line. Women also have limited access to technical training, and support programmes that focus on increasing the yield, and quality of cocoa. Globally, it is estimated that women receive only five percent of all agricultural extension services ([Greene & Robles, 2013](#)).

LEARNINGS FROM THE READY-MADE GARMENT SECTOR

The Ready-Made Garment (RMG) sector, has one of the highest concentrations of women workers globally, as farmers in the cottonfields, as factory hands in the cotton mills, as seamstresses, as warehouse workers, in the shops all over the world, or as designers, procurement specialists, marketeers, and other staff at global headquarters of the fashion brands. Women tend to be over-represented in the lower level, and labour-intensive activities. This means that the majority of female workers are confined to jobs that are traditionally low paid and less innovative, with fewer opportunities for skills upgrading, and professional growth.

Another characteristic of the RMG value chain is that most of the lower-level jobs are likely to be on a temporary or part-time basis. This increases women's susceptibility to layoffs and economic insecurity.

The bulk of female workers in the clothing factories are employed on an informal basis, with limited social protection. Many have no, or only temporary contracts, and are expected to work long hours with no overtime pay. They also lack access to other protections, such as health care, paid sick and maternity leave, and unemployment and pension benefits. Moreover, labour conditions at the lower tiers of the RMG supply chain are often precarious, with little attention to health and safety. This exposes workers to higher risks. Last but not least, the industry is known for its high occurrence of gender-based violence. This is due, in part to the gender imbalance at higher levels, with a high percentage of male factory owners, managers, and supervisors.

The COVID-19 crisis has exposed the fragility of the global garment industry. Following reduced consumer demand around the world, a large number of retailers and brands (certainly not all) have demonstrated irresponsible practices, such as cancelling orders or asking for enormous discounts. This has led to serious negative impacts on labour conditions in the supply chain. It is inevitable that business will remain slow for many months to come. This means that many more female workers will lose their jobs as many factories remain closed – some permanently.

Prior to the onset of the pandemic, a number of frontrunner fashion brands and suppliers had embarked on initiatives to provide decent work for, and empower their female workers. While the crisis has hit all companies hard, these initiatives do demonstrate that investing in empowerment of women and more gender equality in the workplace is not only possible, but may be a vital ingredient in driving business competitiveness, promoting inclusive development, and “building back better.”

LEARNINGS FROM THE TOURISM & HOSPITALITY SECTOR

Prior to the outbreak of the COVID-19 pandemic, the Tourism & Hospitality (T&H) sector was one of the fastest growing industries in the world. The sector is a major source of employment in tourist hotspots, and provides multiple economic and social co-benefits, especially for community-based ecotourism initiatives. The T&H sector therefore has potential to lift millions out of poverty.

According to the 2013 Economic Impact Report of the World Travel and Tourism Council (WTTC), the industry already generates 1 out of 11 (direct & indirect) jobs in the world. Due to its flexible nature, lower entry barriers, and strong growth prospects, tourism not only provides concrete job opportunities for women, it also holds potential for stimulating female entrepreneurship. The positive impact of tourism is recognised by the 2030 Agenda for Sustainable Development, and especially SDGs 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), and 12 (Sustainable consumption and production), both of which have specific tourism-related targets

However, the potential of the T&H industry to increase women’s economic empowerment and gender equality has not yet materialised. According to the World Tourism Organisation, women make up the majority of workers in the formal sector, but tend to be concentrated at the lowest end of the hierarchy, performing mostly menial jobs with the lowest status and pay. Poor working conditions and discrimination are commonplace, with few women holding management positions. Even when women are involved in family-run businesses, much of their work remains unrecognised, and unpaid.

The global COVID-19 crisis has exposed the serious human rights and ecological risks that are inherent in T&H operations. The pandemic has revealed structural inequalities hitting women disproportionately ([Tourism Watch](#)). At the same time, many companies, including those that have been working towards sustainability, are struggling to survive. There is a growing call to “build back better,” addressing the social and ecological sustainability of the industry. A large majority of consumers believe that T&H companies should pay more attention to sustainability, as was stated in a recent WTTC report.

Therefore, it has become even more imperative that tour operators, destination management companies (DMCs), and accommodations exercise human rights due diligence in their supply chain. This includes paying attention to gender equality.

During the past decade, international standards and certifications for sustainability have been developed, and embraced by tourism enterprises. In the Netherlands, tour operators are jointly addressing sustainability challenges through, for example, their branch association ANVR. Several have also set explicit targets linked to the SDGs. Major tourism actors are also increasingly committed to improving the human rights situation at destinations where they are active. In the following examples, drawn mainly from the experience of German and Dutch tourism organisations, we highlight examples of practices by tourism operators for each of the first five steps of GR-HRDD (we did not find gender-specific information on remediation). In our search for good practical case studies from the sector, we became aware that conducting human rights due diligence, let alone GR-HRDD, is still relatively new (and for step 6 no case was even found). The current pandemic therefore offers a window of opportunity for T&H companies to assess (gender-specific) human rights risks in their supply chains, as they seek to build a more resilient, and sustainable sector.





STEP 1: EMBED GENDER EQUALITY INTO YOUR POLICIES & MANAGEMENT SYSTEMS



EXAMPLE FROM THE COCOA VALUE CHAIN

THE MARS 'SUSTAINABLE IN A GENERATION' PLAN

Background

In 2017, Mars Inc. introduced their [Sustainable in a Generation Plan](#), with an initial US\$1 billion investment. The plan followed a five-year effort to map and evaluate the multinational's supply chain that revealed the company's very business would be in jeopardy if changes were not put in place.

Data and connectivity are helping us get smarter about our impact every year. Today, climate science is clear and we understand the environmental and social challenges in our supply chain better than ever before. With this knowledge, it is clear that the scale of intervention needs to be much bolder – now is the time for business to reassess its role and responsibility in the face of the evidence. [Grant F. Reid, CEO](#).

We learned if we don't take action and try to catalyse change, then we're facing a challenge in having a business at all. [Marika McCauley Sine, Human Rights Director](#).

The Sustainable in a Generation Plan is structured around three pillars: Healthy Planet, Thriving People, and Nourishing Wellbeing. As part of the Thriving People pillar, Mars wants to unlock [opportunities for women](#) in its workplaces and marketplaces, including its entire supply chain.

One of the underlying ideas in the Plan is that the goals set cannot be met in isolation. Mars seeks to ensure a partnership approach right from the planning stages, including through gathering input from diverse experts, and its entire supply chain. This is the rationale behind the [Next Generation Supplier](#) programme. Launched in 2019, the programme is designed as an enhanced business approach, with a focus on better engaging and [supporting first-tier suppliers](#) to deliver greater positive impact in their workplaces.

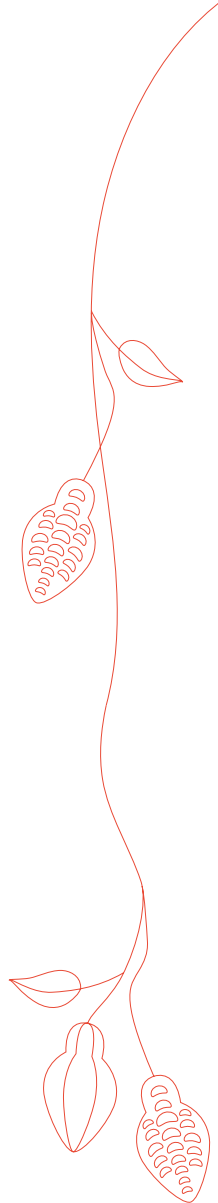
Actions taken

McCauley Sine emphasises that the company's investment will come in the form of real business expenses, "not corporate social responsibility or philanthropic programmes." She notes that embedding these issues and goals in the core business, and tying them to business growth is critical to their adoption and success.

As part of the Plan, Mars has introduced detailed [goals and KPIs](#) at different levels, to ensure responsibility is embedded throughout the company. According to Andy Pharoah, Vice-President for Corporate Affairs, this starts with high-level KPIs around healthy planet and thriving people, "...then you can drill down and we have KPIs on every part of our business [in relation to sustainability] from our operations, to country by country and key agriculture."

With specific regard to women's empowerment, Mars reports it has made a commitment to take the following actions:

- **The workplace:** Mars' senior leadership focuses on advancing diversity and inclusion, with priority placed on women's advancement. The top leadership participates in inclusive leadership training to identify ways to address biases and cultural barriers limiting women. In particular, Mars is looking at roles where women have historically been underrepresented. There is also a mentorship programme for female staff showing high potential.
- **The marketplace:** Mars is piloting micro-distributor and micro-retailer training programmes as a way of empowering women entrepreneurs in emerging Asian and African markets. The goal is to increase incomes. Project Maua and Bloom, for example, are pilot initiatives in



Kenya, and the Philippines, respectively, that provide training on how to sell products to urban, low-income consumers.

- **The supply chain:** Mars recognises the connections between poverty, human rights, and women's empowerment. It is prioritising action and collaboration in its cocoa, rice and mint supply chains, where it has the greatest potential to drive impact. Mars invests in economic empowerment programmes for women, designed to boost savings and build entrepreneurial skills.

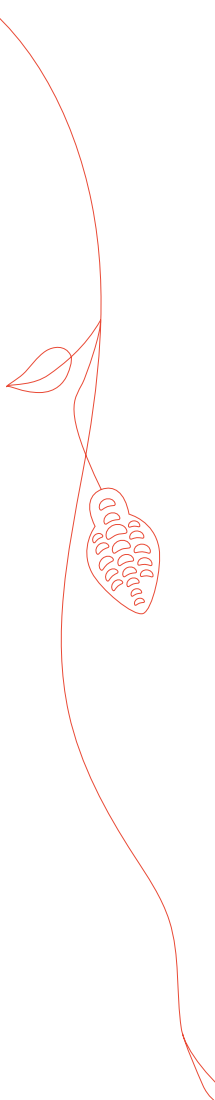
Furthermore there is also **commitment from the top** for this strategy. Not only does the Mars' Board and its leadership speak out about their commitment regularly, Mars is also a Women's Empowerment Principles (WEP) signatory.

Results achieved

Through impact reports, annual scorecards, and its [Gender Pay Gap report](#), Mars reports on its progress towards the targets laid out in the Sustainable in a Generation Plan:

- **In the workplace:** In 2019, Mars published its second Gender Pay Gap Report in the UK, where it was found that the current difference between the median hourly earnings of men and women decreased from 2.5% to 0.1%.
- At the same time, the proportion of male associates over all pay quartiles is still slightly higher than the proportion of females. Mars has expressed it is committed to continue to work to close the gaps, in the UK as well as globally.
- **In the marketplace:** Mars supports [The Unstereotype Alliance](#), a collective commitment co-convened by UN Women and Unilever, to strengthen gender equality and eliminate gender stereotypes in advertising.
- **In the supply chain:** In 2019, Mars engaged 12,000 women across its cocoa supply chains through its economic empowerment programmes designed to boost savings rates, and entrepreneurial skills. Since 2015, Mars has worked with CARE to implement a Village Savings and Loans Association (VSLA) programme in various communities. Within these communities, the project also focuses on engaging the entire community in dialogues to change negative cultural attitudes towards women, both within the household, and at the community level.

Mars has indicated its commitment to the joint VSLA programme, with an additional US\$10 million investment. Building on the lessons learnt, as well as experience from related women's empowerment programmes in cocoa-growing communities in Ivory Coast and Ghana, CARE is set to expand the programme to 50,000 VSLA members in these regions by 2025.



EXAMPLES FROM THE READY-MADE GARMENT SECTOR

KERING: THE ROLE OF DECISIVE LEADERSHIP IN TRANSFORMING WORKPLACE GENDER RELATIONS

Background

[Kering](#) is a global luxury group that manages the development of a series of renowned designer brands that span clothing, leather goods, jewellery, and watches. Among major labels managed by the group are Gucci, Saint Laurent, Bottega Veneta, Balenciaga, Alexander McQueen, Brioni, Boucheron, Pomellato, Dodo, Qeelin, Ulysse Nardin, Girard-Perregaux, and Kering Eyewear.

Actions taken

Starting from 2005, Kering's Code of Ethics has pursued a set of core principles that articulate what is expected from all employees. This covers staff's professional activities, as well as their contacts with Kering's stakeholders, including colleagues, customers, shareholders and business partners. The Code of Ethics also comprises a "Group Suppliers' Charter," which establishes what Kering expects from its business partners in terms of respecting human rights and fundamental freedoms, as well as environmental protection.

In 2014, Kering launched an ethics training campaign for the Group's employees. It highlights Kering's commitments in key ethical areas, including: putting women's empowerment at the centre of its business operations; fighting corruption, fraud & conflict of interest; respecting individual & human rights; protecting the environment; and business confidentiality. The Group has also established a Sustainability Department that reports directly to the CEO.

The Group is noted for its outspoken leadership commitment, and extensive KPIs across all its businesses and design "houses." Kering is a signatory to the UN Women's Empowerment Principles (WEP), and has been consistently ranked among the leading global companies on gender equality, by, among others, the Equileap Top 100, the [Thomson Reuters Diversity & Inclusion Index](#) and the Bloomberg's Gender Equality index.

In 2017, Kering was named the industry leader for Textiles, Apparel and Luxury Goods in the 2017 Dow Jones Sustainability Index for the third time.

Results

In 2019, Kering highlighted the following actions within its [gender equality strategy](#) and policy. The Group:

- Has established a gender strategy with specific, time-bound targets.
- Has undergone a third-party gender equality evaluation.
- Provides employees with 14 weeks of paid primary, and secondary carer leave;
- Implements a progressive global parental leave policy covering standards around maternity, paternity, and adoption for all employees in close to 50 countries.
- Pursues fair compensation for all workers by requiring suppliers to extend formal contracts, and a living wage.
- Is a recognised global leader (compared with other global brands) in ensuring [women are well-represented](#) in the Group at all levels. Currently, women account for 55% of the Group's managers, 63% of the total workforce, 33% of Executive Committee members, and 60% of Directors.
- Has developed and implemented a charter for the wellbeing of models, and is also committed to only working with models aged over 18 years.
- Empowers women in the regions of its supply chains through micro-loans, skills training and education;
- Has a comprehensive gender-responsive grievance mechanism for its employees, and ensures that supply chain workers have access to the same mechanism to raise complaints.

While the Group has demonstrated its commitment to advancing gender equality, progress at the supplier level has been slow. In 2019, BSR carried out a [review](#) of Kering's workplace gender

equality policies, as well as the practices of 189 suppliers. The survey, which also gathered perceptions and experiences of workers across the supply chains of Kering's family of Italian brands, found, among others, that:

- Women do not have access to the same working conditions and economic opportunities as men, with women representing 63% of the workforce, but only 25% of management positions. This means that female workers remain predominantly in traditional roles as blue-collar workers within factories.
- Women rarely hold leadership positions within supply companies, and have limited opportunities for professional career advancement.
- Familial responsibilities are seen as obstacles to gender equality, with 39% of women surveyed saying they perceive motherhood as a burden. Respondents not only expressed fear about their prospects upon returning to work, but also the overall impact that having children has on getting, and sustaining a job, as well as their future professional growth.

Following the study, Kering and its family of Italian brands (Bottega Veneta, Gucci, Kering Eyewear, and Pomellato) have decided to help advance gender equality through supplier engagement, and in cooperation with relevant stakeholders. Kering and BSR developed recommendations that can be taken up by other luxury brands, and their suppliers. They include the need for:

- Collecting, and monitoring gender-disaggregated data.
- Applying a gender lens to supplier codes of conduct.
- Integrating incentives to pay attention to gender into the supplier purchasing practices.
- Supporting the breakdown of gender stereotypes through advertising campaigns.

LEVI STRAUSS & CO: IDENTIFYING STRATEGIES TO ADVANCE GENDER EQUALITY

Background

"Through the Worker Well-being initiative, [Levi Strauss & Co.](#) (LS&Co) is partnering with other global manufacturers to expand their corporate social responsibility beyond labour compliance, towards achieving outcomes related to workers' health, financial empowerment, and equal treatment for the workers who make its products. Research shows that optimising workers' wellbeing also drives traditional business metrics. Investing in workers' wellbeing is therefore becoming a new bottom line for doing business with LS&Co."

LS&Co aims to produce more than 80 percent of its product volume in "Worker Wellbeing" factories by 2025, and to incorporate all of its strategic vendors into the initiative. Discussing the company's ambition, Chip Bergh, [President and CEO](#), has commented that *"...from here on out, it is simply what we expect and how we do business with our global suppliers."*

Actions taken

In 2017, LS&Co commissioned a report to identify and promote promising strategies to advance gender equality across the apparel supply chain, while strengthening business operations. The report identifies five priority areas, with an estimation of what each means for return on investment.

1. Skills development, pregnancy and parenthood
2. Menstrual health
3. Wages
4. Work hours
5. Harassment & gender-based violence

The company has also highlighted 10 strategies that are making the global apparel supply chain more fair, engaging, and productive for all. Examples include: (i) Grow and flex workforce strength through job design, skills training, and rotation; (ii) Cultivate and appoint qualified women to lead at all levels of the company; (iii) Use the factory clinic to deliver health education and services, especially reproductive health; and (iv) Provide work-based childcare and lactation rooms.

Results

In 2011, LS&Co set itself the goal of extending its Worker Wellbeing programmes to 200,000 workers in its supply chains by 2020. By the end of 2019, the company had surpassed that goal, with a total of 219,000 workers in 113 factories, across 17 countries, participating in the programme. This represents more than 65% of LS&Co's total product volume.

The gender equality study concluded that manufacturers who treat all workers with respect and fairness, "differentiate themselves in the marketplace, reduce turnover and absenteeism, and enjoy large cost savings."

"To gain these benefits, manufacturers must make a conscious effort to move beyond compliance with codes of conduct and systematically remove barriers to equality. To improve well-being and performance, workers must have a safe work environment, satisfactory wages, opportunities to learn and grow, and the ability to balance family responsibilities. Companies who pursue profits through worker well-being and gender equality principles differentiate themselves in the marketplace and are harder to replace. Investing in the strategies outlined in this report aligns manufacturers with LS&Co and makes the apparel supply chain more fair, engaging, and productive for all."([Levi Strauss Foundation 2017: 13](#)).



EXAMPLES FROM THE TOURISM & HOSPITALITY SECTOR

THE TUI GROUP

The TUI Group is one of the world's leading leisure travel groups. The company recognises it must work hard to ensure sustainable tourism now and in the future. Its commitment to gender equality (and to promoting diversity and inclusion more broadly) is approved at the most senior management level. The company also strives to systematically integrate these principles into corporate policies and processes, as well as its overall business culture.

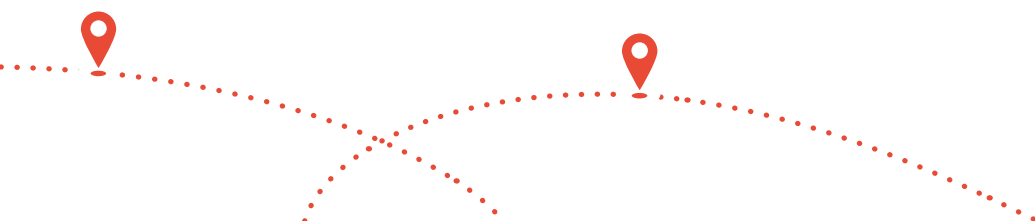
To ensure respect for specific human rights in daily operations, TUI has formulated explicit policies underlining its commitments, as well as what it expects from staff, suppliers, customers, and other stakeholders. In line with the ILO Convention 111, for example, the company is committed to **not discriminate** in recruitment and employment practices (as described in TUI's Employment statement). [TUI](#) also places emphasis on gaining more women in management. Of the company's 71.000 employees worldwide, 55% are women. At management level, women comprise 36% of staff. The TUI Group supports a number of projects and partnerships to protect human rights, and also promotes women's leadership positions in its destinations.

TUI complies with gender pay regulations in the UK, which include a requirement that businesses with at least 250 employees calculate and publish data on their [gender pay gap](#) on an annual basis. The data reveals that all three TUI businesses (TUI Airways, TUI Retail, and TUI UK) show "significant differentials between female and male hourly rates of pay and bonuses." According to the company, this information informs its human resources approach to diversity and inclusion going forward. TUI further says it is committed to increasing the number of females holding senior roles by reviewing and ensuring its methods for attracting new employees contain no bias "in style, tone and language." One of the steps towards this is implementing unconscious bias training for hiring managers.

TUI plays an active role in [Travelife](#), an international training, management and certification initiative for tour operators who are committed to high sustainability standards. Travelife has developed a checklist consisting of about 250 criteria related to sustainability management, social policy and human rights, environment and community relations, transport, accommodation, partner agencies, excursions, tour leaders, reps, guides, destinations, and customer communication and protection.

TUI is part of a growing number of tour operators (including travel agents, hotels, and airlines) and their umbrella organisations, who have endorsed **the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism Code (The Code)**. This initiative of children's rights NGO, [ECPAT](#), aims to prevent sexual exploitation of children – both boys and girls – at tourism destinations. While it has long assumed that girls are the main target of sexual exploitation, each local context determines the vulnerability of girls and/or boys. This underscores the importance of applying a gender lens when assessing risks, as well as developing interventions to prevent, and respond to sexual exploitation of children.

Signatories to The Code have committed themselves to, among others: establish policies and procedures against to combat the sexual exploitation of children; train employees accordingly; include a clause in contracts between the tourism company and its suppliers (stating among others a zero tolerance policy); provide information to travellers; support, collaborate and engage other T&H stakeholders; and report annually on implementation of The Code.



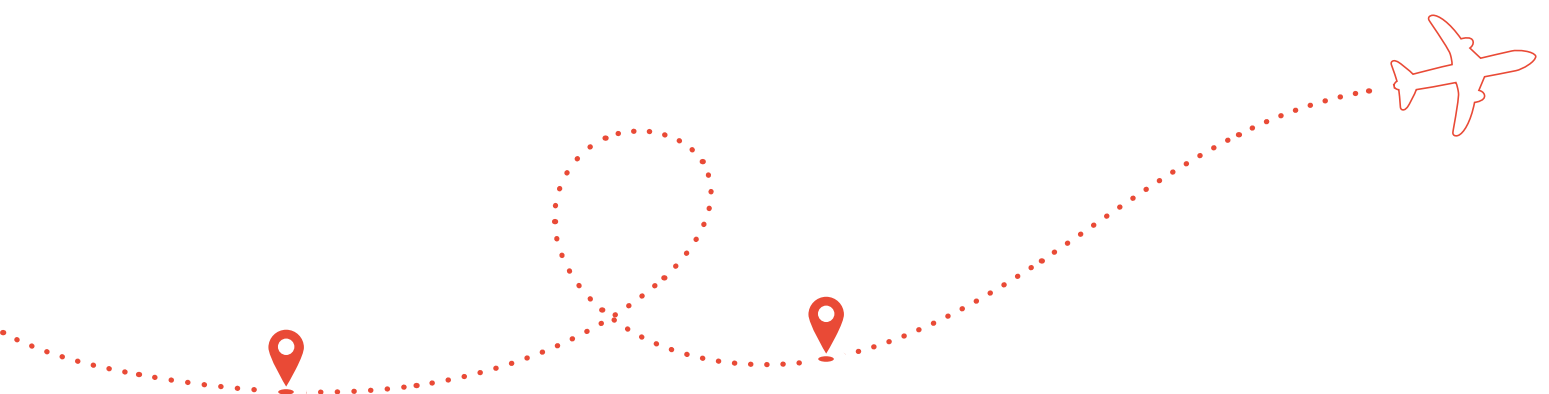
Other T&H actors are advancing women's empowerment in their policies and procedures

Tour operators, their destination management companies, and customers can safeguard gender-specific human rights through selecting suppliers (such as accommodations) that are investing in women's empowerment. Among major international hotel chains that have embraced women's empowerment are AccorHotels, and Marriott.

AccorHotels – According to Sébastien Bazin, Chairman and CEO, becoming a signatory to the **Women's Empowerment Principles**, is one of the ways that [ACCOR](#) is reasserting its commitment to fight stereotypes and encourage an increase in the percentage of women in decision-making positions. He expresses his conviction that diversity is an asset that stimulates performance and innovation within teams, concluding, “... We all stand to benefit!”

Marriott - [Marriott](#) partners with leading non-profits to ensure workplace readiness and access to opportunity to the business, including supply chain, focusing on youth, diverse populations, women, people with disabilities, veterans and refugees. The company states that it strives to **embrace differences**, and put people first, hence creating a **culture of inclusion**. Ongoing women's empowerment initiatives by the chain include supporting **women-owned** hotels, purchasing from women-owned businesses, and providing development and advancement opportunities to its workforce.

3Sisters Adventure Trekking - While it is not as well-known as the global chains featured above, [3Sisters Adventure Trekking](#) in Nepal is an inspiring example of a women's empowerment approach in the tourism sector. This Nepalese trekking company pioneered the concept of women-led tours, and has over 25 years of experience in training, and deploying female guides and assistants for treks in and around the Himalayas in Nepal, India, and Bhutan. As such, the company is playing an important role in supporting Nepalese women to develop their talents, and become more self-reliant.







STEP 2: IDENTIFY & ASSESS GENDER RISKS & ADVERSE IMPACTS



EXAMPLE FROM THE COCOA VALUE CHAIN

MAPPING RISKS FOR WOMEN FARMERS IN IVORY COAST - NESTLÉ'S ACTION PLAN FOR THE COCOA VALUE CHAIN

Background

In 2013, Oxfam published its first [Behind the Brands](#) assessment. The aim of the campaign was to improve the position of female farmers and farm workers in the supply chains of the world's three biggest chocolate companies: Mars, Mondelēz and Nestlé. Together these multinationals control 40% of the global chocolate market. The campaign [evaluated](#) each brand on, among other criteria, its treatment of women, and observance of equal rights in the supply chain. In a first reaction to the campaign, all three companies signed up to the [UN Women Empowerment Principles](#). Furthermore, they embarked on their own [gender assessments](#), and related action plans to improve gender equality in their cocoa supply chains.

Assessment of findings

In 2013, Nestlé commissioned the Fair Labour Association to map the role of women farmers in their cocoa supply chain in Ivory Coast, and identify the most salient risks. The study took place during the 2013 cocoa harvest and focused on, among other factors, the number of women farmers in cocoa supply chains, the ways in which they contribute, and the kinds of challenges they face.

The study highlighted the invisibility, and under-reporting of women's role in the cocoa sector. 93% of women interviewed reported working in cocoa, either on family farms or on cocoa plantations. However, because the bulk of women's work is not formally recognised, it goes unreported by local cooperatives, as well as Nestlé.

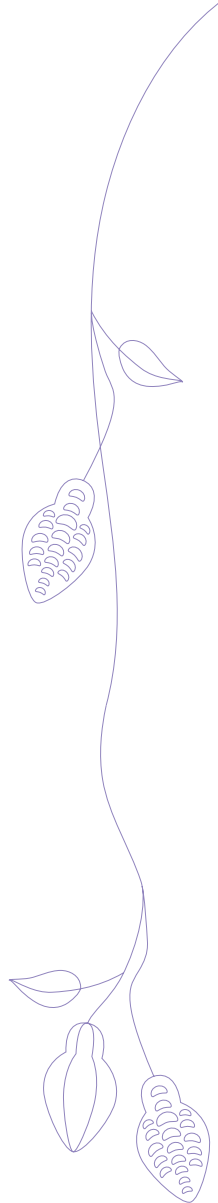
The study also observed that women play many direct roles in the cocoa supply chain, while being responsible for most of the household work and care. Furthermore, it identified some of the barriers that hinder women farmers from fully participating in the sector. Lastly it highlighted that women farmers are almost entirely absent from leadership roles in cocoa cooperatives.

As a result, Nestlé expressed its determination to strengthen women's empowerment initiatives across its cocoa supply chain, notably through the Nestlé Cocoa Plan, and the Rural Development Framework. Nestlé is looking to empower women to improve their livelihoods and eliminate child labour by promoting equal opportunities, giving women a voice, and helping increase their income.

Action Plan

By highlighting the scale of women's involvement in the supply chain, as well as their needs, Nestlé had a good starting point to determine what actions needed to be taken. This was the genesis of the company's Action Plan on Women in the Cocoa Supply Chain. The plan was organised around three focal areas:

- **Promoting equal opportunities:** Together with its suppliers, Nestlé organised gender training for all cooperatives in the Nestlé Cocoa Plan in Ivory Coast, as well as their suppliers' field staff. The aim was to challenge perceptions about women's role in the cocoa supply chain, and to encourage the opening up of more leadership roles for women, for example as lead farmers, nursery managers, and cooperative managers.
- **Giving women a voice:** Nestlé supported the establishment of local women's associations connected to the supply chain. The company further facilitated training on topics prioritised by the women's groups, such as good agricultural practices, and health.



- **Helping increase women's income:** Women in cocoa-growing communities work 16 hours a day, on average. This is distributed among housework, farm work and income generating activities. In line with the report's conclusion that women would appreciate help in generating more income from their current activities, Nestlé supported improved food production by women, both for their families, as well as for sale.

Furthermore, Nestlé planned to expand the roll out of the Action Plan for female cocoa farmers in Ghana. Following the phase out of the first Action Plan, women's empowerment remains a key theme in [Nestlé's current Cocoa Plan](#). The company is investing, for example, in programmes equipping women to diversify into fruit and vegetable farming. [Nestlé's annual progress report for 2019](#) highlighted the following results:

- the percentage of female farmers in the cocoa supply chain has remained constant at 7%
- the percentage of land they own has increased from 7% to 12%
- the percentage of women in decision making positions in cocoa cooperatives has increased from 8% to 17%
- the number of female employees of cooperatives is 24% (no comparative data available)



EXAMPLE FROM THE READY-MADE GARMENT SECTOR

HOW SUITSUPPLY IS FINETUNING GENDER DATA TO IMPROVE ITS IMPACT ASSESSMENTS

Introduction

Suitsupply is a men's fashion brand, with a limited women's collection, renowned for its focus on expertly crafted tailoring. To meet its commitment to doing business in a [sustainable manner](#), the company seeks to work with suppliers that meet internationally-recognised (ILO) labour standards.

Suitsupply is a long-standing member of the European Fair Wear Foundation (FWF) which promotes good working conditions in clothing factories. The gender distribution of the company's workforce is 33% female, and 67% male, with women holding 30% of management positions.

[Recognised by FWF as CSR Leader](#) since 2016, Suitsupply has shown advanced results across several gender-related performance indicators. By monitoring 96% of its production volume in 2019, the company exceeded FWF's required monitoring threshold of 80% for a member's past three years of participation. Suitsupply received a benchmarking score of 93 in this brand performance check, placing the company in the 'Leader' category yet again.

Suitsupply is in the process of consolidating its suppliers. The aim is to reduce the number of tail-end suppliers, and places more orders with high-leverage and long-term suppliers. Suitsupply knows the labour cost per item and makes sure its prices allow factories to gradually increase workers' wages. By 2019, three suppliers had made concrete improvements towards paying the target wages. The company has also identified the root causes of excessive overtime imposed by its suppliers, and is supporting FWF in the development and testing of its overtime tool. Gender equality is one of the areas the company aims to work on more by applying a gender lens to its human rights work, with a specific focus on living wages, and freedom of association.

Actions taken

Suitsupply conducts regular audits of its suppliers, with the aim of collecting as much in-depth, and gender-disaggregated information as possible on, among others, working standards, and sustainability targets. While bearing in mind data privacy considerations, the company strives to gather high quality data to assess any potential risks and impacts and inform decision making. The data currently worked with seeks to provide insights, among others, on:

- the gender distribution of the workforce, including at the management level
- the gender pay gap
- arrangements for maternity (and paternity) leave, and childcare support, including provisions for resuming work after pregnancy
- literacy rate, and access to training for workers
- gender policies of factories
- available complaint mechanisms

In order to gather these data, one of the first steps taken by the company was to select a sample of sourcing countries. It then carried out an impact assessment to identify specific issues faced by suppliers in meeting the globally-set targets. This was followed by analysis of the gender, and sustainability performance of the company's top 10 suppliers, with whom the company has a longstanding relationship of between five and 20 years. Together, these companies represent about 80% of the company's Free on Board (FOB). Information received from this sample was subsequently compared to available data at the national level collected from the Human Development Index, Gender Inequality Index, and other data collected from UN/ ILO reports.

Brands have the responsibility to require and encourage their suppliers to respect the human rights of women in their operations and track the effectiveness of their responses using gender-disaggregated data where relevant. According to company staff, Suitsupply knows what specific gender data to ask for, and how to interpret it. Moreover, the company ensures that all factories that it sources from are monitored, and that it screens all new factories using social criteria.

Despite these safeguards, suppliers seldom collect all the relevant data points, nor do they have the systems and processes in place to do it. Additionally, most of the audits Suitsupply receives are done without a gender lens. This is primarily due to the lack of sufficient gender-disaggregated data, as well as a lack of auditors who are trained to identify, and collect such data. Therefore, according to the CSR manager of the company, collecting good (gender) data it is one of the biggest challenges to their social sustainability work. Despite the challenges, there is a strong commitment to continue to collect, perfect and analyze the necessary data with the aim to develop concrete actions plans where needed in its supply chains. Suitsupply also plans to work closely with the Fair Wear Foundation to further embed and pilot new approaches to get there.



EXAMPLE FROM THE TOURISM & HOSPITALITY SECTOR

USING A GENDER LENS TO ASSESS RISKS IN THE T&H SECTOR

As a tour operator, the first step towards understanding gender dynamics in your supply chain is to undertake a comprehensive risk assessment. This includes consulting with your DMCs, local NGOs, and other stakeholders, as well as reviewing existing reports and data related to a specific tourism context. Jointly, you can quickly identify the most salient gender-related risks. Since addressing the full list of potential human rights risks can be overwhelming for any tourism operator, let alone a small company, it may be necessary to prioritise the most relevant risks for your business.

The following list of frequently identified risks for gender equality in the T&H sector provides a useful starting point for your assessment.

GENDER-RELATED RISKS IN THE T&H SECTOR	
Non-discrimination related to job, career & training opportunities	<ul style="list-style-type: none"> • Women are mostly relegated to low- to mid-level positions, performing, for example, housekeeping, laundry, food and beverage service, and clerical work. • Women have a limited role in tour guide and excursion jobs (in some cultures they may not even be aware that they can apply for such positions), or at the management, and business ownership levels. • Unequal access to job information, as well as training and career-advancement opportunities. • Women are often by-passed during promotion opportunities. • Women generally have less access to (higher) education/ technical vocational training and skills development to prepare them for the T&H sector, which causes a gap between education and market requirements. • Industry lacks resources to invest in a pool of highly- skilled female workers.
Wages & benefits	<ul style="list-style-type: none"> • Low wages and long working hours, high turnover rate, and limited social protection (for example, jobs in tourism often fail to meet safety standards, or provide for maternity leave). • Limited provision for other women-focused needs, such as breast-feeding facilities, and reliable childcare support. • A persistent wage gap: women typically earn 10-15 percent less than their male counterparts in the sector.
Working hours and conditions	<ul style="list-style-type: none"> • A predominance of non-standard forms of employment (such as shift and night work, seasonality, temporary, part-time employment, outsourcing, and subcontracting). • Women are more likely to undertake a greater number of hours of unpaid work due to time spent on household chores and caring for children, elderly and the sick. • As in other sectors, women are more likely to work longer hours than men when both paid and unpaid work are taken into account. Many women carry out a double shift.



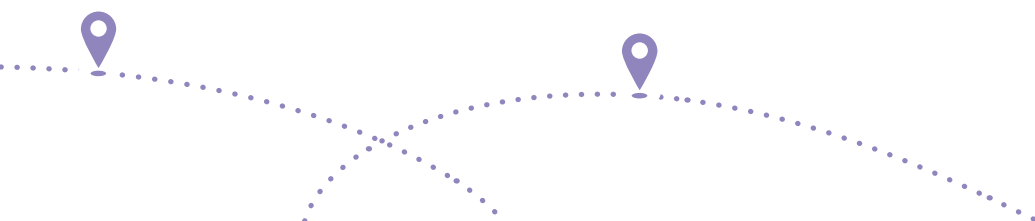
GENDER-RELATED RISKS IN THE T&H SECTOR	
Forced labour	<ul style="list-style-type: none"> Worldwide, an estimated 13 to 19 million children (aged younger than 18 years) work in tourism. Most child labour has an informal character (helping in the kitchen, cleaning services, catering, helping producers, etc.). Girls and boys perform different tasks. Sexual exploitation of children in travel and tourism, boys and girls. The growth of the tourism industry, and the underlying infrastructure, has not been matched by a growth in child protection measures. In places like hotels, tourist attractions, restaurants, bars, massage parlours, and even in plain view on beaches and streets, children are at risk from child sex offenders.
Harassment and abuse	<ul style="list-style-type: none"> When local people and indigenous peoples are “exhibited” for the benefit of tourists, this violates their privacy and dignity, sometimes to extremes. Recent incidences of sexual violence are dissuading female tourists from visiting certain countries (e.g. India), threatening the local tourism industry as a whole.
Health and safety and access to facilities	<ul style="list-style-type: none"> Due to irregular work hours in the T&H sector (including working late at night, or in establishments where alcohol is served) women often encounter dangerous situations both at the workplace, or enroute to, and from work. Gender-based violence, including sexual harassment, and/or discrimination.
Freedom of association, and the right to collective bargaining	<ul style="list-style-type: none"> Women are often under-represented in economic decision-making processes, as well as in organised structures that can defend their rights. Women are discouraged, or not facilitated to organise themselves in trade unions.

Sources: Plan International Nederland and ECPAT; Outcomes of a symposium bringing together diverse tourism organisations, and human rights NGOs on the theme, ‘Ensuring women’s empowerment in Tourism’, Human Rights in Tourism, held on 27 June 2019. The discussions included a quick problem/ risk assessment of gender equality in the T&H sector.

The root causes of many of the risks highlighted above are embedded in existing social and cultural norms. Tour operators and their destination management companies often face culturally-defined constraints that prevent women from speaking out. Stigmatisation of women working in the tourism industry, as well as a perception that certain jobs are not suitable for women (e.g. drivers, security guards, and working on houseboats) is another barrier women are confronted with. Gendered power structures further hinder women’s participation as equal partners. Due to prevailing patriarchal norms in some contexts, male employees are sometimes reluctant to report to a female boss.

An added risk is insufficient enforcement of existing laws in some countries, due to a lack of capacity, or will among regulatory institutions. In Delhi, for example, women are prohibited by law from working late unless transport is provided by the company. Other negative perceptions of women include the view that women cannot travel as much as their male colleagues, maternity leave needs to be granted in cases of pregnancy, and women will leave when they get married. Multi-stakeholder cooperation is therefore key in addressing such underlying causes.

In 2019, the Round Table Human Rights in Tourism developed the [«get started» tool](#) as a response to the needs of small and medium-sized operators “to consistently recognise human rights risks, and systematically take measures to respect human rights as part of their business activities.” The tool includes some attention to women workers in tourism.







STEP 3: CEASE, PREVENT, OR MITIGATE GENDER RISKS



EXAMPLE FROM THE COCOA VALUE CHAIN

PROMOTING WOMEN'S ECONOMIC EMPOWERMENT - THE MONDELÉZ COCOA LIFE PROGRAMME

Introduction

Women's empowerment has become an increasingly important focus area for most large cocoa companies. Research and risk assessment executed as part of the [Mondelēz Cocoa Life programme](#) shows several striking gaps between women and men in cocoa-growing communities:

- **Lower income:** Female cocoa farmers earn 25%-30% less than male farmers in Ghana, and up to 70% less in Ivory Coast.
- **Limited access to training:** Women often struggle to access the training and education that will help them understand how to improve their own situation, and gain empowerment and autonomy in affairs at home and in their community.
- **Lower economic empowerment:** Women typically face greater challenges than men in achieving economic empowerment and sustainable livelihoods. This includes obstacles around accessing finance, farm inputs, and participating in farming collectives and cooperatives.
- **Low levels of land ownership:** 40% of the work on cocoa farms is done by women, yet they only own 2% of the land.
- **Decision-making power:** Women often lack a voice in decision-making at the household, community, district, and national levels, and are often underrepresented in leadership positions. Moreover, women are often denied the opportunity to decide when, and how, to overcome the challenges they face.

At the same time, companies in the cocoa sector are becoming better aware of the important position of women in the cocoa supply chain, and the value of investing in them.

Actions taken

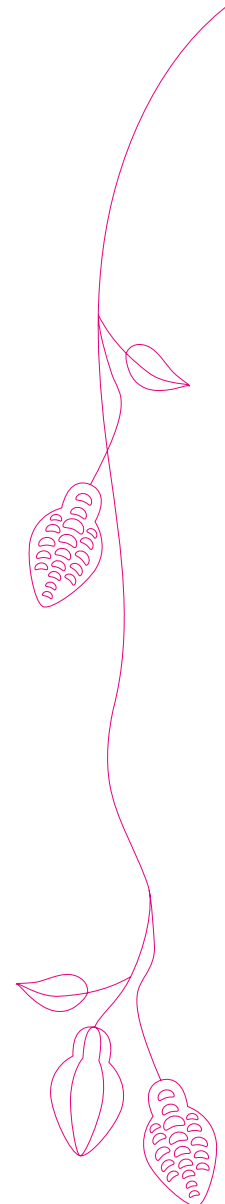
Mondelēz has developed women's empowerment action plans in place for Ghana, Ivory Coast, Indonesia and the Dominican Republic. The plans contain a number of [concrete actions, including:](#) increasing women's access to farm inputs, land ownership, and membership of farmer organisations; promoting leadership positions for women as part of community development committees, and other local governance processes, with a target of 30% female representation; achieving gender parity in youth-oriented programming; and helping women improve their livelihoods through access to finance, entrepreneurial skills, and more.

Results achieved

In 2019, Cocoa Life reported that it had helped establish [1967 VSLAs](#) as part of their programme, with 121,167 community members (of which 72% are women). Further research has revealed that VSLA participants in Ghana have increased their total savings by about 24%. In [Indonesia](#), 87% of participants have built a savings buffer to cover essential needs for three months or more.

In 2015, CARE International was commissioned to undertake a peer-to-peer learning project to review the current role of women in the cocoa value chain. The assessment found that the Cocoa Life programme has been **successful at promoting women's leadership** through amongst others:

- Effective training for female farmers on topics such as good agricultural practices, and VSLAs. This was linked to increased cocoa yields (by as much as double the normal output in some cases).



- Enabling women to have greater control over their earnings through the successful implementation of the VSLA model for financial literacy, financial inclusion, and increased resilience of vulnerable groups. VSLA members have increased their savings, enabling them to invest back into their farms, children's education, and other benefits for their families and communities.
- Improved financial literacy, resilience and household incomes.
- More active participation and decision-making at the community and national level.

[Comparable benefits](#) have also been observed in Indonesia.

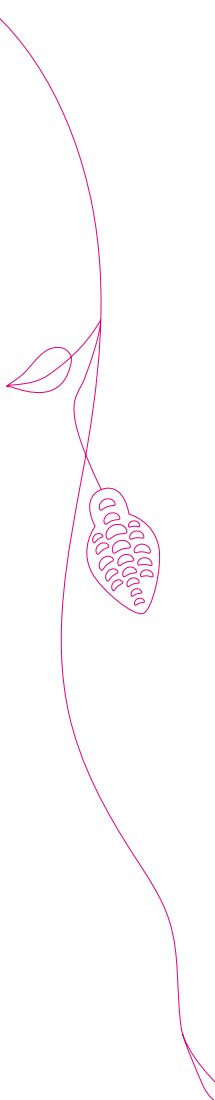
Broader general lessons/insights

An important strategy of various cocoa sourcing and trading companies (such as [Mondelēz](#), [Mars](#), [Nestle](#), [Cargill](#)) to mitigate these gender-related risks and simultaneously empower women in the cocoa supply chain is the introduction of Village Savings and Loans Associations (VSLAs). [VSLAs](#) are self-managed community groups of 15 to 25 people who meet regularly to save their money in a safe space, access small loans, and obtain emergency insurance. Many VSLAs are women-only, although mixed groups exist as well. Each VSLA is governed by a management committee that is elected by the members of the group, and that is renewed regularly. Members collectively define, and agree on all the modalities of operating the group. These include: the value of shares; loan interest rates; loan duration options; social fund contributions; and the penalties to be applied in case of violation of group policies. These rules are subsequently documented in the group's constitution, which forms the basis for oversight by the elected management committee.

In addition to facilitating microsavings, VSLAs form a convenient structure to implement capacity-building activities within a trusted group. The VSLAs, once in place, become an entry point for four areas: financial inclusion and linkages; entrepreneurship supporting income growth and diversification; gender-equality interventions; and a healthy family curriculum that promotes early-childhood development and child protection.

Research shows that participation in VSLA groups can contribute to the overall well-being of families, children and cocoa communities, by increasing women's social and economic empowerment. On average, participating in a VSLA can contribute to a doubling, or more, of a woman's average savings over a three-year period.

While each company remains responsible for implementing its own programmes, these experiences are increasingly highlighting that transformative change cannot be achieved in isolation. Through partnerships like the World Cocoa Foundation and the International Cocoa Initiative, partners are brought together, and encouraged and enabled to work together.



EXAMPLES FROM THE READY-MADE GARMENT SECTOR

INVESTING IN WOMEN PAYS DIVIDENDS FOR GAP INC.

Introduction

[GAP Inc.](#) (an American-based global clothing and accessories retailer) is a signatory to the WEP, and strives to implement these principles throughout its operations, and supply chain. Some of the steps taken by the company include:

- Conducting regular corporate-wide human rights assessments, informed by internal and external experts.
- Investigating working conditions in its supply chains, including the rights of its employees across all aspects of its business.
- Promoting women's empowerment as a key pillar in advancing human rights protections for its majority female employees globally.

An estimated 80% of garment workers worldwide are women. GAP recognises that female workers have fewer advancement opportunities than men because they do not have the same opportunities for education, or access to training to move forward in both their personal and professional lives. This was one of the key reasons for establishing GAP's Personal Advancement & Career Enhancement (P.A.C.E.) programme for female employees. Launched in India in 2007, P.A.C.E provides education, life skills training, and other support for women workers, with the aim of empowering them to change the course of their lives. GAP's goal was to impact one million women by 2020.

Actions taken

In partnership with its suppliers, GAP has developed a suite of programmes to develop facilities' capabilities to strengthen gender-sensitive worker representation, and women's involvement in decision making. The company also seeks to provide functioning grievance mechanisms, and to measure, and improve, the degree to which garment workers feel valued and engaged at work. In addition, GAP manages or participates in a broad set of initiatives that address country-specific labour issues.

The company launched its P.A.C.E. life skills programme to help advance, and inspire, the women who make GAP clothes. In 2013, after realising the life-changing impact it was having on participants, the programme was expanded to include women in communities beyond the workplace. Three years later, GAP began to reach out to adolescent girls (aged 13 – 17) in schools, and other community settings, with the aim of giving them early access to valuable life skills, and the opportunity to shape their future.

The P.A.C.E. programme is part of GAP's strategy to bring philanthropy more closely to the business interests, expertise, people, and assets. The evidence gathered affirms that increasing women's access to education, and improving their career prospects, delivers concrete results in women's empowerment. At the same time, P.A.C.E. has helped reduce staff turnover and absenteeism, improved managerial skills, and led to a closer relationship between GAP and its suppliers.

Over the years, management of P.A.C.E. has evolved from local project teams to a global programme that can better share lessons across geographies. This helps GAP develop approaches to contextualise the content to different local priorities, while building out resources for a global scale. One of the broad lessons learnt is that P.A.C.E. programmes are most effective in communities where GAP has a strong presence. A second lesson is that by focusing on its supply chain, GAP is better able to understand specific needs and challenges in those areas, and by engaging with its vendors, it can support their business and GAP's own.

Results achieved

P.A.C.E. provides critical skills with which women and girls can better navigate life, both at work and at home. Through participating in the coursework and discussions, women are able to unlock new possibilities, and change their perception of themselves and their abilities. As a result, many former participants confirm that P.A.C.E. has helped them become more confident, and inspired them to not only set more ambitious goals for themselves, but to successfully work to achieve them.

As of early 2020, over 500,000 women in 17 countries had participated in the programme. The P.A.C.E. evaluation results have documented testimonies of increased knowledge, skills and productivity, as well as higher self-esteem and confidence by women participating in the programme. Participants have reported that they have become better at communicating, managing their finances, taking care of their health, and planning for the future. P.A.C.E. is also credited with helping to enhance women's relationships at work, at home, and in their communities.

Suppliers who have implemented P.A.C.E. report benefits in the form of improved workforce productivity, performance, and greater retention of workers. From their perspective, P.A.C.E. enhances suppliers' performance, deepens a shared vision among employees, and contributes to a better relationship with the global company.

MULTI-STAKEHOLDER INITIATIVE SPEARHEADS ETHICAL PRODUCTION IN TAMIL NADU, INDIA

Background

The southern Indian state of Tamil Nadu is renowned for its garments and textiles export sector. NGOs and media reports have reported entrenched labour rights abuses, particularly of young female workers recruited from India's rural hinterlands. Various forms of bonded labour are still practiced. An example is the so-called illegal Sumangali practice, where young women from poor backgrounds are sent to work in garment factories as indentured labourers, tied to contracts that last up to five years. During this period, they receive wages that are below minimum wage levels, with the promise that they will get a lump sum at the end of the contract to pay for a dowry.

For most indentured labourers, this is the first time they are living away from home. They not only have limited awareness of their rights, but they remain socially isolated, prohibited from leaving their factory-managed dorms without permission. Female workers also face multiple other labour violations, including excessive working hours, poor living conditions in the hostels, and work-related illnesses – such as complications caused by exposure to cotton dust – with little or no access to healthcare. In most cases, workers have no access to grievance mechanisms.

Actions taken

In 2012, the Ethical Trading Initiative (ETI) set up a working group to address this issue. With funding from the Freedom Fund, as well as several clothing companies, ETI put in place the Tamil Nadu Multi-Stakeholder (TNMS) programme with a mandate to empower women workers, strengthen industrial relations, build awareness in communities and workers in spinning mills, and support legislative reform. A total of 48 spinning mills of Indian suppliers are affiliated to the programme. With some of its suppliers participating in the initiative, Dutch brand [Zeeman](#) joined the initiative in 2015.

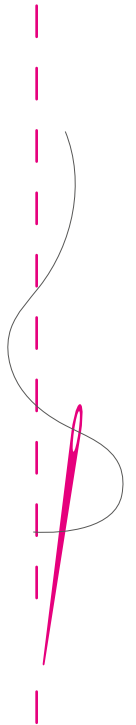
Interventions taken so far include:

- **Strengthening local capacity to facilitate collaborative approaches to address gender-based human rights violations.** TNMS has facilitated numerous training sessions on women's health issues, which have further opened up channels for communication between workers and managers. There are plans to expand the initiative to 100 mills by 2023. The ultimate goal is to build a recognised change programme that can attract local resources and support to continue to expand, and sustain itself, without external help.

- **Creating awareness within recruitment communities.** Local trade unions, with their NGO partners, have embarked on broad awareness raising aimed at alerting potential, current and former workers to employment rights, grievance redress and legal support TNMS is also working with 461 local recruitment agents that link communities with mills to ensure they are conveying correct information on wages, working hours, leave, and other worker entitlements.
- **Driving change in recruitment policies and practices.** TNMS is engaging with industry associations, government and other institutions to strengthen laws and policies so that they protect the rights of workers and provide proper access to remedy. It is also supporting local trade unions in their efforts to reduce the apprenticeship period for unskilled workers from three years to six months.

Results achieved

- [So far](#), around 1,268 former workers subjected to exploitative employment conditions have been identified and supported. In addition, 200,000 young women, with their family members, have been made aware of workers' rights and working conditions.
- According to an evaluation of the programme, workers are reporting improved confidence, better understanding of their rights, and better working conditions. While the latter primarily has to do with the quality of canteen food, workers have also reported better relationships with supervisors, with some receiving pay increments.
- As a result of the awareness raised, there are cases of workers raising grievances around working conditions, to which factory management is actively responding. These include allegations around workplace temperatures, harsh and discriminatory treatment, and the use of inappropriate sexual language by supervisors.



EXAMPLE FROM THE TOURISM & HOSPITALITY SECTOR

HOW DIFFERENT STAKEHOLDERS ALONG THE SUPPLY CHAIN CAN JOINTLY MITIGATE GENDER-RELATED RISKS

Potential impactful measures to take by tour operators

There are a variety of interventions that tour operators can take to continuously improve their business operations, while contributing to gender equality along supply chain. These include:

- Ensuring gender-responsive human rights due diligence along your entire supply chain.
- Emphasising the importance of gender equality and related social issues in your supplier Code of Conduct, and corresponding contracts, and explicitly discussing these topics during monitoring visits.
- Organising in-house, and business partner training on how to apply a gender lens in company processes such as procurement, sales and marketing, and human resources.
- Motivating your partners (DMCs, hotels, accommodations, excursion providers, etc.) to participate in trainings, and to contribute to local discussions and co-creative processes that focus on diversity, inclusion, and gender equality.
- Developing products (together with your DMCs) that benefit local communities, promote community-based sustainable tourism, and add value.
- Using your communication channels to raise awareness among your customers (the tourism public) about appropriate behaviour, how to buy local to support local communities, how to protect the environment, and how to contribute to women's empowerment initiatives.
- Using these same communication channels to present inspiring examples of positive impacts.
- Supporting specific projects that contribute to the empowerment of women through, among other benefits, creating more inclusive opportunities and raising awareness of gender issues.

Mitigation at destination level: Co-creating solutions for existing risks in Nepal

As a (global) tour operator, your local partners are an essential part of any effort to mitigate potential or identified gender-related human rights risks, and empower women in the T&H sector. In collaboration with their industry associations, and national tourism bodies, these local agents – commonly referred to as DMCs – have an important role to play in operationalising your GR-HRDD policies.

In 2018 Plan International Netherlands and Nepal initiated a process to promote gender equality and decent work in Nepal's T&H sector. Although in its early stages, this process has been broadly welcomed by a range of stakeholders, who have expressed interest in joint work on this issue.

As Nepal's tourism industry continues to grow rapidly, women are increasingly employed in a wide range of occupations, including in frontline customer services, cleaning and room services, and food and beverage. There is also a greater presence of women in non-traditional roles, such as trekking guides, and senior management. As the sector's skilled labour force is very limited, further growth depends on the recruitment, retention, and promotion of the female workforce.

A 2014 tourism employment survey conducted by the Ministry of Tourism and Civil Aviation mentioned that the gender disparity in employment in the sector is clearly visible. Women's participation in managerial positions is low, in comparison to the operative level (where women tend to work in housekeeping, the front desk, and food and beverage). Harassment and discrimination are among other problems highlighted. In the trekking sector, female employees comprised only 5 to 10% of employees, with a few serving as guides or trekking assistants



Plan International strongly believes that decent work conditions, gender equality, and a child-safe tourism sector are important factors in the further development of the tourism sector. To support multi-stakeholder engagement on this issue, Plan undertook a risk analysis and business case research, in close cooperation with actors from the private sector and the government. The results were discussed by a broad range of actors in August 2020, and drew the following conclusions and recommendations:

- An improved job matching system will help address current gaps in access to employment opportunities.
- Changing negative perceptions about working in the sector will increase women's participation in the T&H labour market. This is a first step to improving women's access to work.
- High quality skills-development programmes are needed to build the capacity of women working in the sector, especially those who lack formal education.
- There is need to view women's empowerment as investments, not costs, and to emulate the good practices of star hotels in investing in women. Among such practices with a demonstrated ROI are: flexible work schedules; paid maternity leave; separate lavatories and changing rooms for women; job counselling; performance recognition; and provision of transportation facilities for those working on late shifts.
- Proactively recruit women into leadership positions.
- Facilitate mentorship and coaching by women who have broken the glass ceiling.
- Foster female entrepreneurs by providing them with opportunities to access financing to help grow their business.
- In addition, addressing women's time poverty will be critical in helping them balance career growth with their family responsibilities. This requires involving men in the discussion, ensuring more equitable sharing of household responsibilities, and supporting women's participation in formal employment, as well as their career advancement.

Plan International Nepal and the Netherlands conceptualised the idea of a "co-creation workshop" as a platform to further engage on this issue with government, industry, and other key stakeholders. The discussions sought to identify existing opportunities, formulate solutions, and kickstart a collaborative work programme to develop T&H as a gender-equal and child-safe sector, with decent working conditions. The workshop entailed a whole-of-supply-chain approach to create win-win solutions for tourists, as well as young women, their families and communities.

Plan International Nepal aims to work closely with Nepal's Ministry of Culture, Tourism and Civil Aviation, the National Tourism Board, the Hotel Association of Nepal, the Trekking Agency Association of Nepal, and other stakeholders, to enhance the protection of girls and young women in the workplace and create improved access to decent jobs. The initiative will also involve DMCs of the Dutch Tour Operator [Better Places](#).

Interested in learning more about the next steps that will be taken in Nepal? [Stay tuned!](#)







STEP 4: TRACK PROGRESS ON GENDER EQUALITY



EXAMPLE FROM THE COCOA VALUE CHAIN

EMPOWERING WOMEN COCOA FARMERS IN WEST AFRICA: THE WORLD COCOA FOUNDATION

Background

The [World Cocoa Foundation](#) (WCF) is a membership organisation that currently constitutes over 100 members, representing up to 80% of the global cocoa and chocolate market. Members span the entire cocoa value chain, from farm-level input providers, farmer cooperatives, trading companies, processors, chocolate makers and manufacturers, ports, warehousing companies, retailers, and financial institutions. WCF's vision is a thriving and sustainable cocoa sector, where farmers prosper, communities are empowered, and the planet is healthy.

In 2009, WCF initiated the [Cocoa Livelihoods Programme](#), a 10-year initiative whose objective is to improve the livelihoods of cocoa farmers in Cameroon, Ivory Coast, Ghana and Nigeria. Starting from 2014, WCF began leveraging its capacity building efforts to expand outreach to women farmers in the sector, through a US\$1.4 million grant provided by the Walmart Foundation. The main goals included:

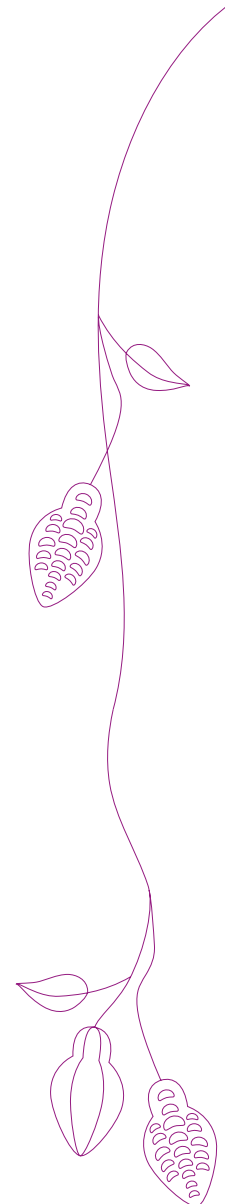
- Increased farmer training and outreach with a focus on women.
- Increased cocoa productivity on farms.
- More prosperous, and food-secure households.

WCF implemented the programme in collaboration with several partners, including the Royal Tropical Institute (KIT), and the following company members:

COUNTRY	MATCHING GRANT PARTNER
Cameroon	ECOM Agrotrade Limited
Ivory Coast	Barry Callebaut, Cargill, ECOM Agrotrade Limited, Mars Inc., Nestlé & Olam
Ghana	Mondelēz, The Hershey Co., Transmar, Touton
Nigeria	Armajaro (now ECOM Agrotrade Limited)

WCF used a stepwise process to achieve their goals, consisting of, amongst others:

1. **Gender capacity assessments:** WCF conducted assessments to identify the capacity of partners to implement gender programming.
2. **Gender workplan development:** Based on the results of the gender capacity assessments, workplans were created for programme implementation.
3. **Curriculum development:** Learning resources were developed, addressing the needs identified in the gender capacity assessments.
4. **Toolkit development:** WCF and the KIT developed several tools to guide programme implementation.
5. **Capacity building:** Targeted capacity development was provided to different stakeholder groups, such as farmers, cooperatives, company partner staff, and women's groups.
6. **M&E, knowledge sharing, and learning:** WCF introduced an extensive monitoring and evaluation (M&E) framework to measure results, learn from interventions, and adapt strategies when needed. This iterative process was key to the programme's success.



Impact assessment activities

WCF's impact assessment activities included (amongst others):

- **Baseline study** – A baseline statistical sample was taken, using gender-disaggregated household data, including food-crop farm assessments.
- **Gender programming mid-term evaluation** – WCF and KIT conducted a mid-term evaluation to assess progress and inform adjustments to be made for the remainder of the programme.
- **Cocoa derivatives market assessment** – the aim of this study was to identify opportunities for female farmers to generate income through adding value to their cocoa crop. One of the key conclusions of the study was that to achieve this goal, more support was needed to enhance women's bargaining and entrepreneurial skills.
- **Women's income survey** – This mid-term survey investigated the impact of gender-focused activities on farmers' income.
- **VSLA positive deviance study** – this study was conducted amongst successful women's savings groups in Cameroon (known locally as "tontine"), to better understand the underlying conditions for success.

Results

Based on the findings of these diverse studies, WCF was able to gain valuable insights on why certain activities did not work as planned, and to make the necessary adjustments. Subsequently, they have adapted their activities multiple times to ensure they reach their intended goal. Two examples:

1 Effective capacity building of women farmers

By 2019 [WCF](#) had trained a total of 43,122 female farmers in good agricultural practices, surpassing the programme's initial target of 15,000. This success can be attributed to the introduction of innovative approaches as well as to an iterative learning process.

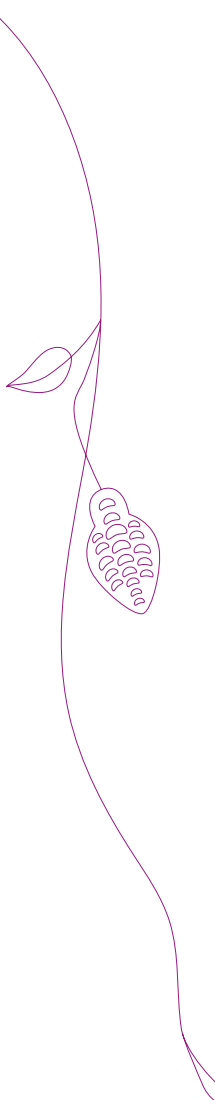
One of the insights gained through this reflective approach related to the existence of entrenched cultural barriers that prevent women from accessing capacity building support. The programme found, for instance, that women are reached more effectively by fellow female farmers. This led to the launch of the "women extension volunteers" (WEV) approach. WEV are selected female leaders who receive training from company partners, enabling them to provide a host of services to other women in their communities. These include basic extension services in cocoa and food crops, and entrepreneurship mentoring. The role of WEVs extends to mobilisation of women in their communities, encouraging them to attend training sessions, and to make use of the skills they acquire ([KIT, page 59](#)).

Field staff and [male] farmers usually scheduled farmer field schools (FFS) to happen during the early morning to accommodate the farming schedules for the day. However, with their high domestic workload, this presented significant difficulties for women to attend. Through [the M&E process], the program became aware of the importance of associating women in the scheduling process to ensure that they were held at periods of the day when women had the most freedom to attend ([WCF, page 16](#)).

2 Training women in farm management

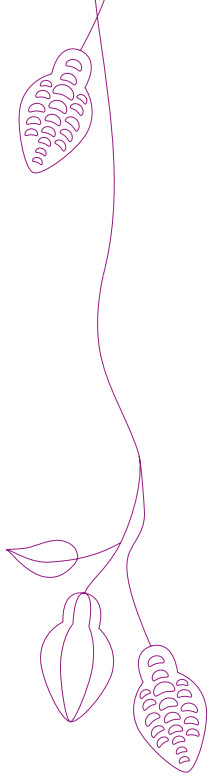
Since 2016, WCF has facilitated the training of approximately 10,000 female farmers in farm management and entrepreneurship. One of the gender-specific insights gained through this process was that the existing training manual mainly benefitted the more literate farmers. This raised significant concerns about women's exclusion, given that women constitute the majority of farmers with low literacy. [WCF \(page 18\)](#) is currently developing a simplified, and more gender-inclusive entrepreneurship manual, to promote greater outreach to female farmers.

The programme results have further fed into WCF's women's empowerment strategy, which aims to sustain the programme's impacts once it is phased out. The strategy is linked to CocoaAction, a voluntary industry-wide strategy that aims to align the world's key stakeholders around priority regional issues in cocoa sustainability. As convener and strategic coordinator of the global initiative, WCF's mandate includes facilitating implementation, driving alignment, and generating new insights to amplify impact.



Women's empowerment is one of the three pillars of the community development component of CocoaAction. Building upon ongoing work for the Walmart Foundation programme, the 2020 objectives under this pillar include:

- Increased capabilities, and opportunities for women to generate increased income and influence decisions.
- Increased awareness of women's empowerment issues among community, and farmer's organisations.
- Increased participation by women in farmer and/or community organisations.
- Increased capacity of women to undertake income-generating activities.



EXAMPLE FROM THE READY-MADE GARMENT SECTOR

HOW LINDEX INCENTIVISES SUSTAINABLE BUSINESS PRACTICES

Background

[Lindex](#) is one of Europe's leading fashion companies, with approximately 460 stores in 18 markets, as well as a substantial online presence. Lindex pursues a sustainability "promise" to make a difference for future generations by empowering women, respecting the planet, and safeguarding human rights.

Lindex strives to ensure decent work conditions across its entire value chain, including through guaranteeing a living wage, and having [workplaces](#) that are safe and healthy, and free from harassment and discrimination.

The company has formulated the following specific goals to achieve this ([Lindex](#)):

- By 2020, ensure that no discrimination and harassment occur within Lindex' own operations.
- By 2021, all Lindex business partners have signed the Lindex Sustainability Commitment.
- By 2021, all Lindex business partners are committed to the new Lindex Code of Conduct that is progressive within gender equality.
- By 2022, all Lindex employees affirm that Lindex acts in line with the company's goal "to empower and inspire women everywhere."
- By 2025, Lindex suppliers – who account for 80% of its production – show total supply chain transparency and commitment to improving working conditions.
- By 2025, Lindex suppliers work actively with a living wage programme.
- By 2025, all Lindex suppliers have participated in its Women Empowerment programme.

"There is no doubt that we must take responsibility for any human rights impacts connected to Lindex business, even when we have done nothing intentional to cause it. Because a lack of action is still an act. With a holistic approach to human rights, including every part of our business, we need to use our leverage through business relationships where we can, as well as work for a positive impact where we are not the ones in control." [Lindex- Promise for future generations](#)

Actions taken

To accelerate the integration of sustainability principles in production processes, Lindex offers business incentives for its suppliers, and regularly monitors their performance. The company does this through a sustainability score card, which ranks suppliers on their social, and environmental sustainability, as well as their level of transparency. Sustainability is hence an integral part of Lindex' overall vision. It not only serves as a supplier management tool, but contributes to the initial selection of suppliers. Furthermore, Lindex actively supports its suppliers to improve their performance, and to comply with supplier codes of conduct. The suppliers (the first and second tier manufacturing and processing factories) are all publicly listed on the Lindex website. While factory audits have been a cornerstone of Lindex' compliance work across its supply chain, the company is increasingly concerned about their effectiveness. This is not only due to the slow pace of change, but the likelihood that change may not always go in the expected direction. In the company's assessment, one of the core reasons for this is that the audit approach does not support suppliers to fully develop their capacity to identify critical issues, locate the root causes, and take appropriate action to bring about improvements.

Lindex has therefore initiated a parallel process to train suppliers to carry out self-assessments, and report back on the insights gained. Through this approach, Lindex aims to encourage suppliers to take greater responsibility and ownership, and to develop the skills required to improve working conditions without constant external pressure. In its [Code of Conduct](#), Lindex explicitly states that: "Lindex business partners should specifically collate and analyse gender-disaggregated data to measure and evaluate the impact of their policies and practices on female employees." In this way, the company aims to work with suppliers that will demonstrate a measurable commitment.

Lindex also focuses on improving transparency along the entire supply chain. This is based on the recognition that while transparency is a major challenge in the fashion industry, it is at the heart of any progress across all areas of sustainability, including human rights. The company further acknowledges that the larger and more complex a supply chain is, so too are the likely risks of human rights abuses, with a correspondingly greater level of difficulty in addressing them. For this reason, [Lindex](#) has more work to do to ensure transparency further down its supply chain. The company's goal is to ensure that by 2025, "Lindex suppliers who stand for 80 per cent of our production show total supply chain transparency."



EXAMPLES FROM THE TOURISM & HOSPITALITY SECTOR

BEYOND AUDITING - PIONEERING (GENDER) IMPACT ASSESSMENTS IN THE T&H SECTOR

Faced an increasingly uncertain future, a number of tour operators have decided to take a deep dive into the root causes of the risks encountered at destination level. In 2012, former tour operator Kuoni (now known as Tenzing Travel) published the first-ever human rights impact assessment (HRIA) in the tourism industry, [with a focus on Kenya](#). This was followed, in 2014, by Kuoni's [Human Rights Impact Assessment in India](#). The choice of Kenya and India was based on Kuoni's global human rights risk assessment, which ranked countries' human rights risk level according to a combination of publicly available human rights indices, Kuoni customer volume, and Kuoni's leverage at the destination. The HRIA methodology was also analysed from a gender perspective, "to ensure that women's voices were adequately heard and represented, and that specific impacts on women were identified throughout the assessment." To help accurately reflect gender-specific concerns, female interpreters were appointed where possible.

In 2019 the Roundtable Human Rights in Tourism conducted a value-chain focused, and multi-stakeholder [human rights impact assessment \(HRIA\) in Thailand and in Myanmar](#) from a European tour operator's perspective. The aim of the study was to make recommendations on some concrete measures that European operators can make to enhance the positive aspects of their tourism activities, and mitigate any negative impacts on human rights in the two countries. It further sought to identify lessons for conducting additional HRIAs in the T&H sector, in line with the UNGPs.







STEP 5: COMMUNICATE HOW IMPACTS ARE ADDRESSED



EXAMPLE FROM THE COCOA VALUE CHAIN

SHOWCASING IMPACT - DIVINE CHOCOLATE'S "EMPOWERING WOMEN" BAR

Background

[Divine Chocolate](#) is a global social enterprise whose stated mission is to: "grow a successful global farmer-owned chocolate company using the amazing power of chocolate to delight and engage, and bring people together to create dignified trading relations, thereby empowering producers and consumers."

The company's business model reflects the belief that producers should earn a fair share of the profits they help to create. Early 1990s Nana Frimpong Abebrese created a farmer-owned company in Ghana to help farmers sell their own cocoa. Next, the cooperative Kuapa Kokoo (meaning "good cocoa farmer") was born with support from fairtrade company Twin Trading and SNV, and started selling on the UK market. The aim was to increase the share of profits that farmers derive from their cocoa, as well as their knowledge of the chocolate market. In 1998 the brand name Divine was created. The cooperative's membership nowadays comprises 100,000 cocoa farmers, of whom more than one-third are women. The farmers' association currently owns around 44% of the company. This farmers' co-ownership model is a first in the Fairtrade chocolate realm.

In addition to delivering the Fairtrade minimum price guarantee, Fairtrade premium, and 44% of distributed profit, Divine also invests 2% of its annual turnover in Kuapa Kokoo's most progressive projects.

From its initial foundation in 1993, Kuapa Kokoo has prioritised gender equality, ensuring that women have equal standing as members and land owners, with quotas ensuring they are represented on all committees in the organisation. In 1996, [an assessment](#) showed that women had low income because they owned small parcels of land; they invested more effort and time in the cocoa value chain but had the least benefit; and women produced better quality cocoa. In response, Kuapa Kokoo initiated its gender programme in 1998. This programme consists of advocacy and empowerment, alternative livelihood projects and literacy projects.

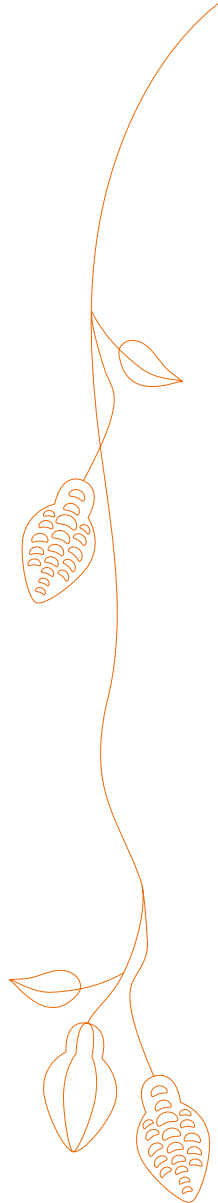
Over time, Kuapa Kokoo and Divine Chocolate have achieved impressive impact and learned valuable lessons. [These include:](#)

- Quotas for women in leadership positions at village and district level have been a very effective tool to ensure ongoing commitment to deliver Kuapa Kokoo's original goal of gender empowerment. It has in turn led to high female representation at national level.
- Allocating dedicated resources to gender empowerment, for example appointing a gender officer and ring-fencing a percentage of the Fairtrade Premium, was a significant milestone in increasing women's participation in the leadership.
- The level of illiteracy among women has been a significant barrier, both practical and psychological, to full participation as members and leaders. Intensive literacy and numeracy lessons can give women the skills and confidence to participate and put themselves forward for leadership positions.

Divine Chocolate and Kuapa Kokoo also actively communicate about their commitment to gender equality and their impact on women's empowerment. Although this example is not directly linked to a GR-HRDD process, it is an inspiring example of how an SME can put gender equality on the agenda, and can find ways to effectively communicate this.

Communication activities

Through their distinctive packaging, as well as their public campaigns and consumer-oriented



events, Divine chocolate and Kuapa Kokoo have publicly embraced their commitment to women's empowerment.

The Empowering Women chocolate bar

In 2017, to mark International Women's Day, Divine chocolate launched the Empowering Women bar, as part of its commitment to empowering women in cocoa farming, and continuing to work towards gender equality.

The chocolate bar features an "empowering women" logo on the packaging, with stories of individual female farmers inside the wrapper. According to [Tranchell](#), this communicates that the company is "...shouting about our commitment to women's empowerment on the front of our bars."

The bar embodies Divine's aspiration to shine a [spotlight on women's issues](#) and highlight the work that it is doing to support women cocoa farmers in Ghana.

Campaigns & Events

In 2018, Divine Chocolate launched a major multi-platform, and multi-partner (over 400 in total) campaign. The goal was to champion women's empowerment, with specific aims being to reach new audiences, engage with both retail customers and consumers, and creatively deliver strong messages to new fans of the chocolate bar.

The campaign included promotions with UK-based chains, Waitrose and WH Smith, as well as Oxfam. Diverse exhibitions also took place, including at the Women of the World Festival, London City Hall, and the Scottish Women's Convention during International Women's Day.

This commitment to celebrating, and empowering women, inspired the Divine USA marketing team to create a special promotion encouraging women to send chocolate "thank yous" to important women in their lives ([Annual report 2017-2018](#)).

Impact and annual reports

Lastly, Divine Chocolate actively communicates about the impact of their work and of the work of Kuapa Kokoo through their reports – as part of their Learning and Leading work. In March 2017, Divine Chocolate published: "Empowering the women cocoa farmers of Kuapa Kokoo." This report was a review of 20 years of learning and pioneering progress in addressing gender equality in the cocoa supply chain. All reports can be found on their [website](#).

Results

According to its [Annual Report](#) for 2018-2019, Divine chocolate has developed into a highly successful social enterprise, both in terms of its strong business results, as well as its positive social impact.

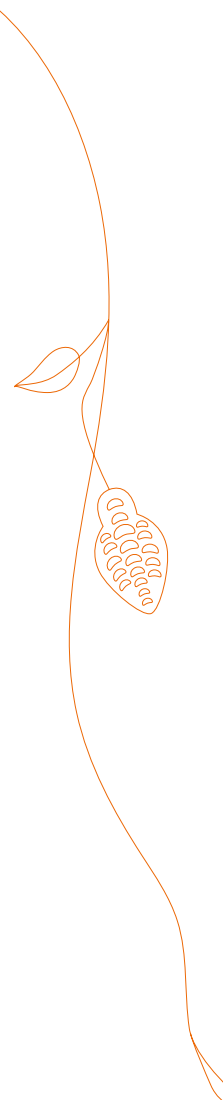
Business results

Divine Chocolate has grown into one of the largest suppliers of Fairtrade chocolate in the UK. In 2017 – 2018, the group achieved £15 million in earnings, while sales in the US passed the US\$11 million mark for the first time (page 7 of the annual report).

Impact

Two decades since the establishment of Divine Chocolate, the enterprise has delivered over £3.2 million in support to African farmers, over and above the benefits brought by Fairtrade (page 11 of the annual report).

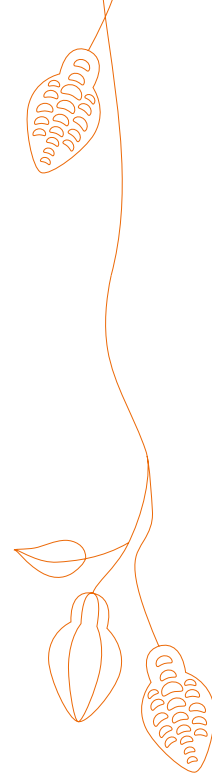
DUE TO INITIATIVES SUCH AS INTRODUCING QUOTAS, 35% OF KUAPA KOKOO'S MEMBERSHIP ARE NOW WOMEN; IT HAS HAD TWO ELECTED WOMEN PRESIDENTS, HALF ITS NATIONAL EXECUTIVE COMMITTEE ARE WOMEN, AND WOMEN HOLD ELECTED POSITIONS THROUGHOUT THE ORGANISATION. SOPHI TRANCHELL, FORMER CEO, DIVINE CHOCOLATE"



Over two decades working with cocoa farmers in Ghana, we have formed close and rewarding relationships, understood profoundly the challenges they face and done everything in our power to deliver a trading framework which gives the farmers the agency and skills to build their own sustainable future. Kuapa Kokoo has grown to 50 times its original size, and its members have learned of the real value of their crop once it is made into chocolate. Through owning Divine they have benefitted directly from that value, and invested in their own farms and communities. Underlying all the changes that have happened in their lives has been a real sense of empowerment – for men, for women – and hopefully for the next generation who have seen there can be a future in cocoa farming ([Annual Report 2017-2018](#)).

In June 2020, German chocolate manufacturer Ludwig Weinrich acquired a majority stake in Divine Chocolate. According to a statement from the company, the Kuapa Kokoo co-operative will still own 20% of the shares in the company and will continue to have board representation.

TO BE HONEST, DIVINE HAS CHANGED MY LIFE. YES, THAT MIGHT SOUND A BIT IMPASSIONED, BUT IT IS TRUE. DIVINE HAS BROUGHT ME MUCH CLOSER TO THE MOST IMPORTANT PART OF OUR PRODUCTS, THE COCOA AND THE FARMERS, AND MOST IMPORTANT, MADE ME MUCH MORE SENSITIVE REGARDING THE NEEDS AND THE LIVELIHOODS OF THOSE PEOPLE WHO ARE PRODUCING THIS WONDERFUL COCOA.
CORD BUDDE, CEO OF LUDWIG WEINRICH.



EXAMPLE FROM THE READY-MADE GARMENT SECTOR

H&M STRENGTHENS ITS TRANSPARENCY MECHANISMS

Background

Swedish fashion retailer H&M has developed a global [Human Rights Policy](#) that is guided by the UNGPs. The policy provides a framework for identifying, and managing human rights risks in H&M's day-to-day operations, and across its supply chains. Actions are organised around the following four steps:

- Systematically conducting due diligence to identify, address, and report on human rights-related risks or impacts.
- Structured human rights management.
- In-depth, and tailored human rights training across its business.
- Incident management.

Actions taken

In order to ensure that its communication is built around a concrete performance record, the H&M Group seeks to ensure that its operations are as transparent as possible. In recent years, the group has taken steps to make it easier for customers at HM.com, and ARKET.com (a H&M Brand) to know in which country, and by which supplier, their products are made. The company also publishes information on the materials used to make a specific garment. The company's Sustainability Report, and related web pages, provide another avenue for updating H&M's stakeholders about the company's progress.

H&M does not provide consumers on its e-commerce sites with information regarding the gender ratio of workers, (living) wage levels, or other indicators on gender equality per supplier. This information can however be found in its Sustainability Report.

Some specific communication initiatives of the Group include:

- Publishing information on average monthly wages (excluding overtime) at H&M Group factories, versus applicable minimum wages in key production markets.
- Disclosing employment data, including the status of rolling out **Layers** (H&M's comprehensive training programme on inclusion and diversity). The programme seeks to raise employee awareness, and encourage intentional goal setting and actions.
- Publishing results of H&M Group employee engagement on an annual basis, albeit surveys do not currently solicit the views of staff working with H&M suppliers (for example garment workers in India, Bangladesh, and Vietnam).
- Disclosing the number of (un)resolved grievances and issues brought to National Monitoring Committees.
- Highlighting inspirational stories about leadership and gender equality from women in H&M leadership positions.
- Launching the **"We Care"** pilot on ARKET and H&M Home. The initiative encourages customers to become change makers by buying products made by social entrepreneurs who provide job opportunities and positive change for disadvantaged groups.
- Promoting [Monki](#) – a storytelling brand of H&M – that aims "to be kind to the world and to empower the young women in it." The platform offers consumers the chance to share their styles and form a community. Recent initiatives include collaborating with O-zine, the first LGBTQ+ online magazine in Russia, to publish their International Women's Day special.

Results

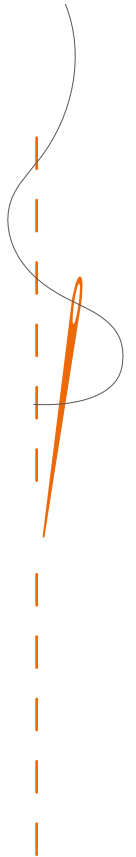
H&M Group received the highest score out of 250 fashion brands covered in the [Fashion Transparency Index](#), 2020. The index ranks companies according to how much information they disclose about their suppliers, supply chain policies and practices, and social and environmental impact. [H&M achieved](#) 182 out of the total 250 possible points. More than half of the brands score 20% or less.

"We are committed to continue taking steps for greater transparency so customers can make informed decisions and drive a positive impact in the industry through our extensive work to become fully circular and climate positive, while being a fair and equal company." Hanna Hallin, Global Strategy Lead for Transparency, H&M Group.

Results relating to H&M's performance on human rights and gender inclusion, as shared in its 2019 Sustainability Report include:

- Evidence that H&M pays a higher average wage than the legal minimum.
- Data indicating an increase in the percentage of women employees, overall, as well as at Board level. However, the percentage of female managers showed a slight decrease compared with the previous year.
- Provision of training to approximately 3,600 staff since the launch of the Layers programme in March 2018.
- Increased employee satisfaction: 84% of respondents agreed with the statement, "I feel comfortable being myself at work," while 82% confirmed the statement "I am treated with respect and dignity." Both results showed a slight improvement compared to the previous year.
- Creating 558 jobs for social entrepreneurs in Africa and India in the first pilot year of the "We Care" project.

A critical note is needed here: Transparency is vital to start to build a more responsible industry. However, transparency in itself, does not mean that a transparent fashion brand is automatically sustainable.



EXAMPLES FROM THE TOURISM & HOSPITALITY SECTOR

BETTER PLACES & THE TUI ACADEMY

Albeit slowly, a growing number of tour operators, hotels, restaurants, and other T&H actors, are integrating sustainability in their business strategies, as well as operations. However, few report on their human rights due diligence efforts.

Sharing your sustainability story is important. Not only because it supports sustainable tourism practices, but because it makes business sense. Travellers are increasingly searching for unique and meaningful experiences, and are more likely to book with companies that are in line with their own values. Therefore, it is crucial for tourism operators to effectively communicate their positive impact on sustainability, gender equity, and other important indicators. The [Good Tourism Institute](#) provides tips and tricks on how to do this. However, explicit communication and reporting on gender equality remains scarce.

Various Dutch tour operators do regularly report on, and communicate their sustainability efforts. A few also touch on the benefits of pursuing gender equality. [Better Places](#) published its Sustainability Report 2018 online, based on the Travelife certification criteria. While the report does not pay specific attention to (GR-)HRDD, it does present progress on a range of sustainability criteria. The company also actively engages customers in their sustainability initiatives (for instance those contributing to the SDGs).

BETTER PLACES: COMMUNICATING YOUR MISSION, ACTUAL COMMITMENTS, AND BENEFITS

Better Places is a social enterprise with a mission to promote socially inclusive, and sustainable tourism. The enterprise seeks to balance business profitability with social benefits for everyone. It raises awareness on how to travel in a responsible way, and with respect for nature and local communities.

By sharing travel stories, the tour operator aims to inform and inspire (potential) customers about specific trips, and travel themes. [Women on wheels is one such](#) interesting story focusing on women's empowerment. It is about a positive experience with two female drivers - a rare role for women in the Indian context.





THE TUI ACADEMY: PLAN'S PARTNERSHIP WITH THE TUI GROUP, AND TUI CARE FOUNDATION

Policies & goals

In order to provide future perspectives for youngsters in the tourism industry in the Dominican Republic, the TUI Care Foundation partnered with Plan International Netherlands and Plan International Dominican Republic to empower adolescents and youth. With a focus on girls and young women, the TUI Academy aimed to encourage young people to speak up for themselves, and make informed decisions about their future.

The programme offered:

- An accredited three-month vocational training programme relevant to the hospitality sector.
- Life skills training to build confidence and personal effectiveness, business and work readiness, as well as knowledge on sexual and reproductive health and rights, and gender equality.
- A three-month internship, with a six-month guaranteed job in one of the prestigious TUI Blue Diamond Resorts in Punta Cana.

Results

By the end of 2019, 150 youngsters (aged 17-24 years old, 70% female) from three communities in Punta Cana had participated in the programme, enabling them to gain an entry point to decent work and a future career in the T&H industry.

The TUI Academy links resorts to highly qualified and motivated new staff members who have the specific knowledge and skills required to become productive employees. Unlike the composition of current staff, Academy students are recruited from the surrounding communities, which is expected to contribute to a decrease in staff turnover. In addition, TUI and the Blue Diamond Resorts are highly committed to the protection of children and youngsters, and play an active role in creating awareness on sexual exploitation of children in their tourism networks. Such an employment programme model could be interesting for other tourism destinations as well.



This story is told in the following video: https://www.youtube.com/watch?v=5u_Xsdpa7to







STEP 6: PROVIDE FOR, OR COOPERATE IN REMEDIATION WHEN APPROPRIATE



EXAMPLE FROM THE COCOA VALUE CHAIN

ICI'S CHILD LABOUR MONITORING & REMEDIATION SYSTEM

Background

The International Cocoa Initiative (ICI) unites the forces of the cocoa and chocolate industry, civil society, farming communities and national governments in cocoa-producing countries to ensure a better future for children and to advance the elimination of child labour. Since 2007, the Initiative has assisted 742 cocoa-growing communities, benefiting nearly 800,000 children.

In 2012, ICI developed the Child Labour Monitoring and Remediation System (CLMRS). CLMRS is a leading method of detection and remediation of child labour. The programme takes advantage of the structure of the supply chain and community groups to identify incidents of child labour, and ensure subsequent monitoring, and remediation. It currently covers 127 farmers' groups and cooperatives, targeting over 90,000 cocoa-farming households. So far, 215,746 children have been positively impacted by the CLMRS.

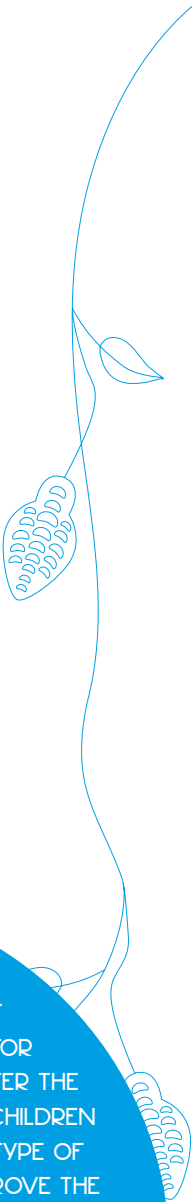
The system allows the community and cooperative members to act as facilitators, helping to create awareness about the need to eliminate child labour, as well as to identify cases, and request remediation. As trusted members of the community, facilitators are in the best position to identify child labour in cocoa, implement the most appropriate child protection practices, and use impactful awareness-raising methods. As part of the process, CLMRS helps facilitators receive training and develop skills to detect and report child labour.

If child labour cases are detected, a remediation plan is put in place, preferably tackling the root causes to ensure the child is supported in a sustainable manner. The system offers several solutions, for example arranging birth certificates so that a child can go to school, setting up health insurance policies, organising bicycles to cycle to school, as well as wheelbarrows to prevent heavy lifting.

CLMRS and gender

The CLMRS system is designed to tackle child labour. As such, its development and implementation was "gender neutral." So why is it an interesting case to include in this GR-HRDD tool? Since there is a lack of well-documented examples of gender-specific remediation in the sector, the CLMRS offers useful lessons that can be applied to emerging GR-HRDD processes.

"ONE OF OUR FOREMOST OBJECTIVES IS TO UNDERSTAND WHICH TYPES OF REMEDIATION ARE MOST EFFECTIVE FOR WHICH CHILDREN. THIS CAN HELP US OFFER THE MOST EFFECTIVE HELP AND SUPPORT TO CHILDREN IDENTIFIED IN CHILD LABOR. TAKING THIS TYPE OF SYSTEMATIC APPROACH SHOULD HELP IMPROVE THE EFFECTIVENESS OF THE SYSTEM OVERALL. WORK ON THIS HAS ALREADY BEGUN. FOR EXAMPLE, IN TERMS OF GENDER, REGRESSION ANALYSIS SHOWS THAT THE PROVISION OF BIRTH CERTIFICATES, TUTORING AND TARGETED AWARENESS-RAISING ARE MORE EFFECTIVE FOR GIRLS THAN FOR BOYS. INCOME-GENERATING ACTIVITIES AND COMMUNITY SERVICE GROUPS FOR ADULTS ARE MORE EFFECTIVE IN STOPPING BOYS FROM DOING HAZARDOUS WORK". NESTLÉ, TACKLING CHILD LABOUR REPORT (2019)

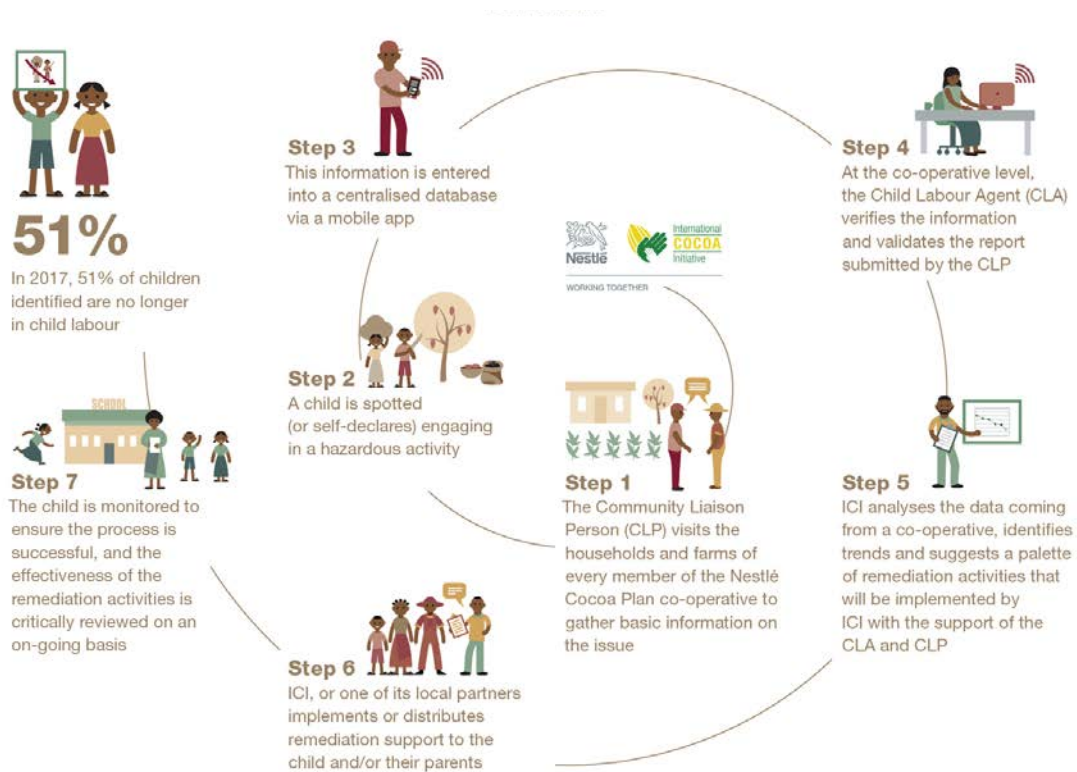


REMIEDIATION ACTIVITIES

Since 2012, Nestlé has implemented the CLMRS in their supply chain – one of the few companies in the industry that is currently doing so. [The company also reports](#) extensively on its impact, capturing gender-disaggregated data that allows them to measure the effectiveness of different remediation measures.

Child Labour Monitoring & Remediation System

How it works



We encourage other companies to adopt a gender-lens in their CLMRS to ensure the system is as effective as possible for boys and girls alike. We would therefore like to request more companies and organisations involved in remediation in cocoa to share their experiences.

EXAMPLES FROM THE READY-MADE GARMENT SECTOR

HOW ADIDAS & LEVI-STRAUSS ADDRESS SEXUAL HARASSMENT AND ABUSE IN FACTORIES

ADIDAS

Background

Adidas has developed a due diligence approach that includes a dedicated third-party grievance channels to tackle complaints. This helps the company to capture and address potential and actual human rights issues both upstream and downstream of its product creation.

Actions taken

In 2014, Adidas established a third-party complaints mechanism. The aim was to distinguish between complaints received directly from workers through worker hotlines, and other grievance channels operated in the countries where Adidas sources products. The majority of complaints to date have come from trade unions, as well as labour, and human rights advocacy groups.

As part of this mechanism, the company committed to publish annual reports, via its corporate website, detailing the number of third-party complaints relating to labour, or human rights violations, as well as the status of responding to these complaints.

Results

In 2019 Adidas handled 18 cases using its third-party complaint mechanism. Of these, six were new, while 12 were carried over from the previous year. The company closed ten of these cases during the year and disqualified one case. A summary of the individual cases and their resolution is available at: adidas-group.com/s/human-rights.

Examples of complaints received and resolved (some of which directly related to gender issues), included:

- Verbal, and sexual harassment and abuse.
- Threats of dismissal issued to factory worker representatives due to their efforts to form a labour union.
- A dispute relating to the amount of severance payable to approximately 20% of workers laid off following the closure of a factory.
- Neglecting to pay workers the legal minimum wage, employing unlawful contract workers, and offering insufficient coverage of social security and health insurance.
- Dismissal of factory workers following a strike over back wages and other demands.
- Terminating a worker protected by post-maternity immunity without authorisation of the Ministry of Labour.
- An unexpected change to a supply contract following the company's decision to move a factory to another part of the country. This resulted in an abrupt, and significant reduction in production capacity for the established supplier, and the retrenchment of a substantial part of the factory's workforce.

Adidas was also involved in a case in which a complaint was voiced against a factory with which the company had no active sourcing relationship. Adidas subsequently provided support in reaching out to the parent company of the factory, and calling for them to revise the severance pay in favour of workers in line with a legal ruling in the country.

LEVI STRAUSS

Levi Strauss & Co. (LS&Co) aims to work with industry experts to pursue impactful systemic changes that address the power imbalances between largely female workers and predominantly male managers. To improve the assessment process, LS&Co requires that all assessment teams include female members and, where possible, female leaders, and continues to collaborate with partners such as Better Work in Cambodia, Change Alliance in India, Swasti in India and GEAR in Bangladesh to advance the effort.

The following is an account of the company's intervention after reports emerged of human rights abuses involving a subsidiary company in Lesotho.

After reviewing a summary of the Lesotho report, LS&Co reported that it had engaged Nien Hsing's CEO to make it clear that the kinds of abuse alleged would not be tolerated and required action to be taken. Among actions taken, LS&Co demanded that Nien Hsing: resolve outstanding issues with local unions; review the use of short-term employment contracts; make management changes; hire third-party experts to assess and improve management systems; work with local experts to provide training to supervisors, management and worker representatives; re-activate a factory grievance hotline managed by a third party; augment HR processes for recording and investigating complaints; and address reported safety issues.

Following the intervention, LS&Co confirmed that all its recommendations had been addressed, with some completed, while others were in process. It also reported it was continuing to monitor Nien Hsing's progress.

In addition, the company entered into discussions with Lesotho-based stakeholders to develop a series of agreements signed by Nien Hsing, five Lesotho-based trade unions, and women's rights advocacy organisations, the Worker Rights Consortium, Solidarity Center and Workers United, along with the three brands that source from Nien Hsing in Lesotho – The Children's Place, Kontoor, and LS&Co.

The agreements establish an independent investigative organisation to receive complaints of sexual harassment and abuse from workers, carry out investigations and assessments, identify violations of a jointly developed code of conduct, and direct and enforce remedies in accordance with the Lesotho law. They also propose a pilot programme that will provide extensive worker-to-worker, and management training, and related economic development activities, and promote Lesotho as an apparel exporting country.

A COLLECTIVE PROJECT OF THE DUTCH COVENANT: REMEDIES TOWARDS A BETTER WORKPLACE

"WHENEVER WE LEARN OF ISSUES THAT NEGATIVELY IMPACT WORKERS, IT IS INCUMBENT ON US TO RESPOND QUICKLY AND THOUGHTFULLY. THAT'S WHAT WE ARE DOING IN LESOTHO, BASED ON A REPORT WE RECEIVED FROM THE WORKER RIGHTS CONSORTIUM THAT DOCUMENTED SEXUAL HARASSMENT AND ABUSE AT FACTORIES IN LESOTHO OWNED BY NIEN HSING, A SUPPLIER FOR LEVI STRAUSS AND OTHER BRANDS IN THE COUNTRY." (LS&CO 2019).

"Between April 2017 and March 2020, a coalition of parties and companies have worked together to prevent and eliminate child labour in garment supply chains in India and Bangladesh in the project: Remedies towards a better workplace. The goal of this project was to work towards child labour prevention and elimination in garment supply chains including the lower tiers since major risks are deeper down the supply chain. The project focused on elements that companies can influence directly such as supporting direct and indirect suppliers to improve working conditions for (male and female) workers" (IRBC Agreement).

A gender lens can be applied to the root causes, and types of child labour, as examples of supply chain risks. Child labour in the workplace is also indisputably linked to women's rights. In many supply chains, women are often found in the lowest-paying positions. Women still earn less than men for the same work, which means they are at an economic disadvantage. The lack of adequate

day-care, financial constraints, not having enough income to feed their children are all contributing factors for women to bring their children to work and to allow them to do paid work.

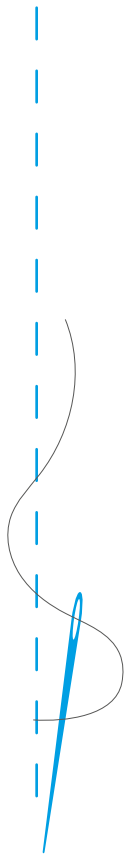
The 'Remedies towards a better workplace' project was coordinated by Hivos and implemented by six companies: Hunkemöller, Prénatal, WE Fashion, Cool Investments, O'Neill, and FNG group. Other organisations that participated in the project were UNICEF, Arisa, SAVE, READ, CCR CSR, Fair Labor Association, INretail, and AGT.

So far, the project has achieved the [following results](#):

- More than 12,000 employees (many of them women) work in safer working conditions and have more knowledge about their labour rights, as well as the rights of children. This follows the rollout of a training programme that focused on establishing and strengthening worker-management committees with suppliers.
- Worker committees have spearheaded improvements in 13 factories, as evidenced by a rise of filed employee complaints in 2019. All 83 complaints were resolved through a collaboration between brands and management of the factories. Another result is that more than 400 employees are registered under the Employee State Insurance Act, a social security scheme that gives workers access to healthcare, maternity benefits, and sickness and employment-related disablement benefits.
- More than 3,500 workers and almost 2,000 children have been reached through workshops and training sessions on children's rights, maternity rights, water, sanitation and hygiene, maternal health & nutrition, adolescent workers, wages & benefits, and child labour prevention & remediation.

The project shows how a collaborative effort can simultaneously address child labour, while contributing to improvements in the position of female workers. Building on the success of the first phase, this collaborative project is due to embark on a follow up phase.

The new project, 'Factory support programme: continuous improvement of labour conditions in Tamil Nadu, aims to tackle various social themes, including discrimination & gender, child labour, forced labour, freedom of association, living wage, and health & safety in the workplace in India's Tamil Nadu region. This initiative is taken by seven signatories of the Dutch Agreement on Sustainable Garments and Textile working with their suppliers, Arisa, Mondiaal FNV and local NGO SAVE to address risks in their supply chain. The participating signatories are Euretco, Fabienne Chapot, HEMA, O'Neill, Prénatal, The Sting and WE Fashion. The project will run for three years. The Dutch Fund for Responsible Business (FVO) will help to finance the initiative.



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PART 1

FIND ALL ABOUT THE WHY AND HOW OF GENDER-RESPONSIVE HUMAN RIGHTS DUE DILIGENCE

PART 3

FOR EACH OF THE SIX STEPS OF GR-HRDD THIS WORKBOOK PROVIDES YOU WITH PRACTICAL CHECKLISTS TO HELP YOU ASSESS YOUR CURRENT GR-HRDD PROCESSES AND IDENTIFY POINTS FOR IMPROVEMENT.

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