

WORKBOOK PUT YOUR OWN GENDER-RESPONSIVE HUMAN RIGHTS DUE DILIGENCE IN PRACTICE

GIRLS
ADVOCACY
ALLIANCE



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PART 1

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

PART 2

FOR LEARNINGS FROM PRACTICE, SHOWING HOW GR-HRDD IS APPLIED IN PRACTICE, SEE THE REPORT, PART 2.

THE WORKBOOK

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.

You will also find templates to identify and formulate GR-HRDD specific content, such as policies, gender-related risks, appropriate mitigating measures, targeted KPI's for monitoring, communication instruments, and potential remedies.

By using these checklists and templates, you can identify where action is needed in order to comply with GR-HRDD and to achieve your gender equality goals.

Your company will benefit most from this tool if you use it as an integral part of your overall policy and strategy development and align it to your day-to-day operations. This also means that we strongly recommend using it together with internal and external stakeholders from corporate headquarters, business units, local subsidiaries, workers' councils, suppliers, local communities, and so on.

COMPANY NAME		OUTCOMES OF THE GR-HRDD MATURITY ASSESSMENT			
GR-HRDD STEPS	MATURITY SCORE (CHECK THE DOTS TO SHOW THE MATURITY LEVEL OF YOUR COMPANY)				
	= 1 = GENDER UNAWARE	= 2 = GENDER NEUTRAL	= 3 = GENDER SENSITIVE	= 4 = GENDER TRANSFORMATIVE	
1 Embed gender equality into policies & management systems	Our executives, staff, and suppliers are UNAWARE of the benefits of achieving gender equality and adhering to the 9 human rights principles.	Some of our executives, staff, and suppliers are somewhat aware of the benefits of achieving gender equality, and adhering to the 9 human rights principles.	Gender differences are acknowledged and mostly understood by executives, managers, staff & suppliers.	Executives, managers, staff & suppliers acknowledge and fully understand gender differences.	
	None of our executives are committed to achieving gender equality, and adhering to the 9 human rights principles.	A few of our executives are committed to achieving gender equality, and adhering to the 9 human rights principles	Most of our executives are committed to achieving gender equality, and adhering to the 9 human rights principles, but not bound to achieve this with targets and rewards.	Executives are committed to achieve gender equality and change norms & values that cause inequality and bound to achieve this with targets and rewards.	
	We have no specific policy related to adhering to the 9 human rights principles.	Adhering to the 9 human rights principles is embedded in policies, and applied through management systems, but without a gender lens.	Adhering to the gender-specific human rights principles is embedded in policies and supplier codes of conduct, and applied through management systems.	Adhering to the gender-specific human rights principles is embedded in policies and supplier codes of conduct, applied through management systems, and both are continuously improved.	
2 Identify & assess gender-specific human rights risks in operations & suppliers	In our own operations risks related to the 9 human rights are not assessed.	In our own operations all risks related to the 9 human rights are assessed but not through a gender lens and without consulting (potentially) impacted rights holders and gender experts.	In our own operations all risks related to the 9 human rights are regularly assessed through a gender lens and by consulting (potentially) impacted rights holders and gender experts.	In our own operations & those of suppliers all risks related to the 9 human rights are regularly assessed through a gender lens and by consulting (potentially) impacted rights holders and gender experts.	
	No impact assessment and root cause analysis are done.	Impact assessment and root cause analysis is done, but without a gender lens, and without consulting (potentially) impacted rights holders and gender experts.	Impact assessment and root cause analysis are mostly done through a gender lens, and by without consulting (potentially) impacted rights holders and gender experts.	Impact assessment and root cause analysis are all done through a gender lens, and by consulting (potentially) impacted rights holders and gender experts.	
3 Cease, prevent, or mitigate gender-specific human rights risks	No mitigating measures related to human rights risks have been identified and implemented.	General mitigating measures related to human rights-related risks have been identified and implemented.	Mitigating measures related to gender-specific human rights risks have been identified and implemented.	Mitigating measures related to gender-specific human rights risks have been identified and implemented, and are regularly assessed and improved.	
4 Track implementation and results	Progress in dealing with risks related to the 9 human rights principles, and achieving gender equality, is neither monitored nor learned from.	Progress in dealing with risks related to the 9 human rights principles is monitored, but not learned from.	Progress in dealing with gender-specific risks related to the 9 human rights principles, and achieving gender equality, is monitored, but not learned from.	Progress in dealing with gender-specific risks related to the 9 human rights principles, and achieving gender equality, is monitored and learned from.	
5 Communicate how gender equality is achieved, risks are mitigated, and negative impacts prevented	No communication related to respecting the 9 human rights principles, and our GR-HRDD approach.	Communication is aimed at informing stakeholders about our progress on human rights compliance.	Communication is aimed at informing and engaging all rights holders & stakeholders in achieving gender-equality.	Communication is aimed at informing and engaging all rights holders & stakeholders in achieving gender-equality, and changing gender norms & values in our value chain.	
6 Provide for, or cooperate in remediation when appropriate	There is no grievance & remediation approach regarding violation of the gender-specific human rights principles, and grievances are not dealt with.	There is a grievance & remediation mechanism regarding violation of the gender-specific human rights. Grievances are dealt with, but few are remedied.	All grievances regarding violation of the gender-specific human rights principles can be voiced, and are received, processed, and properly dealt with. Most are remedied to the satisfaction of rights holders, and wrongdoers are not properly dealt with.	All grievances regarding violation of the gender-specific labour principles can be voiced, and are received, processed and properly dealt with. All are remedied to the full satisfaction of rights holders. Wrongdoers are properly dealt with. Lessons learned are processed into updated gender equality policy and related measures.	



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

Checklist to assess your processes and approach to embed gender equality into policies & management systems.

The checklist below is intended to facilitate the review of existing policies, and related management systems at corporate level as well as the supply chain, that touch on various dimensions of gender-responsive, and sustainable business conduct.

Such reviews can identify to what degree gender is addressed both in the processes used to develop your policies, as well as the content of such policies. Next you can identify improvement points per process and policy item. The outcomes can help you to discuss the findings with staff and management, and help raise awareness on the need for gender equality. In addition to this checklist, you can also survey your employees and suppliers to gauge their satisfaction with your gender-responsive policies and management systems.

TO WHAT EXTENT DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree	4 = fully agree	1 - 2 - 3 - 4	
1. COMMITMENT AT THE TOP			
Executives are engaged from the start of the GR-HRDD programme, and help to initiate internal conversations and signal the importance of the process.			
Executives and senior management have made it clear that gender equality matters and that they believe in its positive business case.			
Executives and senior management find non-compliance to the company's gender-equality policy by its own staff and its suppliers unacceptable.			
Executives and senior management act according to their respective roles and mandates regarding the company's gender-equality ambitions, and gender-specific human rights issues.			
2. ENGAGEMENT AND ORGANISATION OF INTERNAL AND EXTERNAL STAKEHOLDERS			
Staff members who have to implement the gender-equality policy are fully engaged, understand the company's responsibility, own the policy and its associated targets and milestones, and are explicitly involved in the promotion of gender equality in the workplace.			
Suppliers are consulted during the policy development process, and are fully informed of the resulting gender-equality policy and its translation into supplier codes of conduct.			
(Inter)national NGOs and women's rights organisations are involved in providing insights on the political and cultural context, as well as relevant laws and customs in the countries the company operates in. This enables the company to better understand how and why human rights abuses might occur and what mitigating policies might work.			



TO WHAT EXTENT DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
The GR-HRDD approach and involvement of stakeholders is embedded within an appropriate organisational entity : a temporary GR-HRDD programme management team or the department responsible for risk and compliance management.			
3. ADHERENCE TO LAWS			
All applicable international laws , guidelines and covenants are embedded in the gender-equality policy.			
All applicable local laws and regulations are known and embedded in the gender equality policy.			
4. EVALUATION OF EXISTING POLICIES AND MANAGEMENT SYSTEMS			
The GR-HRDD process has assessed the extent to which existing human rights-related policies are sufficiently gender specific to achieve the company's gender-equality targets.			
Existing corporate policies – such as marketing, procurement, health & safety, finance, or communication – have been assessed to determine the extent to which they facilitate, stimulate, and enforce gender equality.			
5. WRITTEN GENDER-EQUALITY POLICY STATEMENTS			
The company's gender-equality ambition is translated into firm policy statements for each of the nine labour rights principles, with clear targets and/or calls to action for tackling gender inequality and formulated unambiguously.			
The gender-equality policy statements replace gender-insensitive language in existing policies with gender-sensitive language.			
Policy statements regarding human rights principle 1 "Workers face no discrimination in recruitment, employment and training" are formulated with a gender lens.			
Policy statements regarding human right principle 2 "Workers receive fair wages and benefits at a living wage level" are formulated with a gender lens.			
Policy statements regarding human right principle 3 "Employees work reasonable hours at decent conditions" are formulated with a gender lens.			



TO WHAT EXTENT DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
Policy statements regarding human right principle 4 “Workers freely choose their work, and are not forced, bonded, or obligated to work” are formulated with a gender lens.			
Policy statements regarding human right principle 5 “Workers are not harassed or abused” are formulated with a gender lens.			
Policy statements regarding human right principle 6 “The work environment is safe and healthy, and workers have access to basic needs and services” are formulated with a gender lens.			
Policy statements regarding human right principle 7 “Freedom of Association and the Right to Collective Bargaining are respected” are formulated with a gender lens.			
Policy statements regarding human right principle 8 “Workers have a legally binding employment relationship with clear contracts and conditions” are formulated with a gender lens.			
Policy statements regarding human right principle 9 “Workers can own land and have access to safe natural resources” are formulated with a gender lens.			
The above-mentioned policy statements are clear, unequivocal, and understandably written, and have been incorporated in the policies of relevant functional areas of the company (e.g. HR, Procurement, Marketing, etc.). They have also been bundled into one integrated gender-equality policy.			
The gender-equality policies are applicable to managers, employees, suppliers, clients and anyone who may have a relationship with the company.			
Managers are held accountable for the application of these policies, as well as any violations and prevent a culture of impunity around gender-related human rights abuses.			
6. PRACTICAL CODES OF CONDUCT AND OPERATIONAL GUIDANCE			
The gender-equality policy is included in the Internal Codes of Conduct . Staff are aware of what the company expects from them, what they specifically need to do, and how to behave in their daily work.			



TO WHAT EXTENT DO YOU AGREE?	EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree	1 - 2 - 3 - 4	
The Codes of Conduct specify the standards against which due diligence is to be conducted, refer to clear descriptions and definitions of key terminology, incorporate existing industry-specific standards, and link to relevant multi-stakeholder initiatives in which our company participates (e.g. covenants).		
The gender-equality policy is included in Supplier Codes of Conduct , which specify what suppliers have to comply with, what support the company will provide to encourage compliance, as well as how it will deal with non-compliance.		
Supplier Codes of Conduct are directly and explicitly linked to our purchasing practices to ensure that the latter do not prevent suppliers from living up to the Codes of Conduct.		
7. CLARITY ON ROLES AND RESPONSIBILITIES IN YOUR ORGANISATIONAL STRUCTURE AND MANAGEMENT SYSTEM		
The internal management structure is clear about the roles and responsibilities of each function, department, and person within the company regarding the application, monitoring, and constant improvement of the gender-equality policy and its operational measures.		
There is clarity about leverage and the degree of influence the enterprise has in management of different gender-specific human rights risks throughout the supply chain.		
If needed, specific function(s) are created with the appropriate mandate and relevant technical and cultural skills designated to be responsible for GR-HRDD.		
8. COMMUNICATION OF YOUR POLICIES		
The gender-equality policy is communicated to employees, contractors, rights holders and others who have an interest in its implementation, such as women's associations, affected communities, unions, investors, governments, and NGOs.		
The Supplier Codes of Conduct are shared with the relevant suppliers in the value chain.		
The gender-equality policy is shared with (B2B and/or B2C) customers.		



TEMPLATE TO IDENTIFY AND FORMULATE YOUR OWN POLICY STATEMENTS

LABOUR RIGHTS PRINCIPLE	INTERNAL / PREVENTABLE RISKS	OUR OWN POLICY STATEMENTS (FOR INSPIRATION CHECK THE TABLE IN PARAGRAPH 5.1)
A Workers face no discrimination in recruitment, employment and training	Discrimination in recruitment & biased in favour of men	
	Limited career opportunities for women	
	Less training opportunities for women	
B Workers receive fair wages and benefits at a living wage level	Wages, overtime pay, benefits and paid leave for women do not meet living wage level	
	Lower wages, over-time pay, benefits, and paid leave for women than for men	
	Women do not have control over income	
C Workers work reasonable hours at decent conditions	Unrealistic daily targets and overtime too frequently needed	
	Who refuses to do overtime is punished, retaliated against or penalised	
	Overtime is not always recorded and/or not paid out for full	
D Workers freely choose their work, and are not forced, bonded, or obligated to work	Modern slavery & human trafficking	
	Confiscation of personal identification documents & withholding wages	
	Confinement & physical force	
E Workers are not harassed or abused	Offensive & sexually explicit language against women	
	Unwanted sexual advances from male co-workers	
	Abuses, threats, intimidation and/or assaults at work	
F The work environment is safe and healthy, and workers have access to basic needs & services	Unsafe working environment & poor safety measures	
	Unhygienic working environment & no separate facilities for women	
	Poor safety training for women	
G Freedom of Association and the Right to Collective Bargaining are respected	Lack of awareness of the human right to associate	
	Poor representation of women in unions and hindering women from participating in union meetings	
	Being threatened, bullied, beaten or killed when joining or working for a trade union	
H Workers have a legally binding employment relationship with clear contracts and conditions	Poor job security & protection for women in flexible employment	
	Use of unregistered recruitment agencies	
	Outsourcing to cheaper and informal suppliers	
I Workers can own land and have access to safe natural resources	Destruction and pollution of living environments	
	Industries that monopolise or excessively use scarce natural and human-made resources	
	Displacement of locals from their land to make way for infrastructure, mines, hotels, golf courses, farms, etc.	



STEP 2: IDENTIFY & ASSESS GENDER RISKS & ADVERSE IMPACTS

Checklist to identify & assess gender risks & adverse impacts

In this checklist you can identify to what extent you agree with the statements in the checklist and to what extent these are applicable for your company. By briefly explaining your score you and your stakeholders can assess how well you apply the good practices provided in the GR-HRDD tool and if improvements might still be needed. Next you can briefly summarize what improvements are needed and how you plan to implement these.

The outcomes can help you to internally discuss the findings, raise awareness, and gain support for improvement efforts.

TO WHAT EXTENT DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
1. MOBILISE AND ENGAGE THE APPROPRIATE STAKEHOLDERS			
A broad group of employees, representatives from unions and workers' councils across different gender identities and across all business entities and functional departments, is involved to assess the likelihood and adverse impacts of gender-specific human rights risks.			
The company takes into consideration that risk analysis should be sensitive to the varying experiences of risk across different groups of women.			
To enhance understanding of the economic, social, and legal contexts in which the company operates, the company works closely with unions, industry associations, NGO's, etc. to conduct the risk assessment.			
The buying company facilitates and works closely with suppliers, who conduct their own risk assessments and know how own procurement practices influence suppliers' ability to live up to the Supplier Codes of Conduct.			
2. PREPARE THE RISK ANALYSIS			
The company has a risk management practice to assess internal / preventable risks through a gender lens, and understands if and why these risks may have a disproportionately higher likelihood of occurring for, and/or a higher impact on women versus men.			
For each of the 9 human rights principles the company knows which internal / preventable risks might occur due to unauthorised, illegal, unethical, incorrect, or inappropriate decisions and actions conducted within the confines of the company.			
The company has a risk management practice to assess external risks through a gender lens, and understands if and why these risks may have a disproportionately higher likelihood of occurring for, and/or a higher impact on women versus men.			
For each of the 6 categories of external risks the company knows which external risks might occur and may affect women more or differently than men.			
The company knows which data is needed to help it understand the external context in which it operates and has the data sources and procedures to capture and analyse this data.			



TO WHAT EXTEND DO YOU AGREE?		EXPLANATION OF YOUR SCORE		IMPROVEMENT PLANS	
1 = completely disagree 4 = fully agree		1	2	3	4
The company knows which workforce profile data help to understand the characteristics of its own workforce and what this says about its risk profile regarding gender-specific human rights.					
The company has the data sources and procedures to capture and analyse gender-disaggregated workforce profile data.					
The company knows which workforce performance data help to assess the performance of its own workforce and how this performance is influenced by its gender equality policy.					
The company has the data sources, procedures and tools to capture and analyse gender-disaggregated workforce performance data.					
The company knows which data related to risk indicators or worker impact indicators helps it assess the likelihood and impact of gender-specific human rights risks.					
The company has the data sources, procedures and tools to capture and analyse the data related to risk indicators or worker impact indicators.					
3. CONDUCT THE RISK ANALYSIS					
The company gathers and analyses the afore mentioned gender-disaggregated data and information and based on this knows which actual and potential risks it faces and what their likelihood of occurrence is.					
The company gathers and analyses the afore mentioned gender-disaggregated data and information and based on this knows what the impact of these actual and potential risks is on female employees.					
The company appropriately prioritises the identified internal and external risks in risk heat maps to prioritise subsequent interventions and risk mitigation efforts.					
The company has identified overlapping risks and/or accumulated vulnerabilities that negatively impact women.					
4. CONDUCT IN-DEPTH IMPACT AND ROOT CAUSE ANALYSES FOR URGENT RISKS					
In-depth gender-sensitive human rights impact assessments are conducted to deepen the understanding of negative impacts of occurring risks on rights holders that are caused by, contributed by or linked to the company.					
The company conducts root cause analyses to help it tackle the underlying causes of the risks.					
The company takes deep dives into systemic issues that underly these seemingly diverse root causes to find mitigating measures that will simultaneously prevent multiple risks or limit their likelihood of occurrence.					



TEMPLATE TO GATHER INSIGHTS ON GENDER-SPECIFIC HUMAN RIGHTS RISKS BASED ON RISK INDICATORS

(or sometimes called Worker Impact Indicators, see BSR)

PREVENTABLE RISKS			RISK INDICATORS	SUPPOSED TREND	BASELINE YEAR T	YEAR T + 1	YEAR T + 3	YEAR T + 5
A Workers face no discrimination in recruitment, employment and training	Discrimination in recruitment & biased in favour of men	• % of vacancy texts formulated in a gender-inclusive way	▲					
		• % women recruited of total recruits	▲					
		• % women satisfied with the recruitment process	▲					
		• % women recruited in executive functions (related to minimum targets / quota)	▲					
		• % women recruited per job type.	▲					
		• % women hired with a permanent contract	▲					
	Limited career opportunities for women	• % women hired with a flexible contract	▼					
		• # involuntary pregnancy tests as condition of employment	▼					
		• % promotions of female employees to executive positions	▲					
		• % promotions of female employees to management / supervisor positions	▲					
		• % promotions of women to non-management positions	▲					
		• % dismissals/resignations due to getting married or getting pregnant						
B Workers receive fair wages and benefits at a living wage level	Less training opportunities for women	• return rates from pregnancy and maternity leave	▲					
		• % women participating in and completing education and training programs	▲					
		• % women who think gender norms negatively impact training opportunities	▲					
	Wages, overtime pay, benefits and paid leave for women do not meet living wage level	• % women with wages below living wage standard	▼					
		• % women with hourly rates / piece below living wage standard	▼					
	Lower wages, overtime pay, benefits and paid leave for women than men	• % women with lower wages & benefits than men for equal tasks	▼					
		• % women that are denied maternity pay, childcare pay or sick pay	▼					
		• % women that are denied sick leave or maternity leave	▼					
	No personal bank account/ wage payments in cash	• % women whose wages are reduced after pregnancy or illness	▼					
• % women with a personal bank account and with full control of this account		▲						



PREVENTABLE RISKS			RISK INDICATORS	SUPPOSED TREND	BASELINE YEAR T	YEAR T + 1	YEAR T + 3	YEAR T + 5
C Workers work reasonable hours at decent conditions	Unrealistic daily targets and overtime too frequently needed	<ul style="list-style-type: none"> • % consistent production targets for women & men for same job • % women who feel that production targets are realistic 	▲ ▲					
	Who refuses to do overtime is punished, retaliated against or penalised	<ul style="list-style-type: none"> • % contracts that stipulate ways to voluntarily agree to overtime • % of involuntary overtime hours by women v.s. regular hours per week 	▲ ▼					
	Overtime not always recorded and/or not paid out for full	<ul style="list-style-type: none"> • % accurate records of regular hours and overtime hours worked • % women who get less than 150% overtime pay versus regular salary 	▲ ▼					
D Workers freely choose their work, and are not forced, bonded, or obligated to work	Modern slavery & human trafficking	<ul style="list-style-type: none"> • # of women in forced labour situations in the company • % women who paid recruitment fees to acquire a job • % female workers who understood contract terms 	▲ ▲ ▼					
	Confiscation of personal identification documents & withholding wages	<ul style="list-style-type: none"> • % of workers allowed to maintain their identification documents • % women whose salary is deducted for PPE, ID's, accommodation, food, clothing, transport, health checks, etc. • % of bank accounts where more than one worker has access to 	▼ ▲ ▲					
	Confinement & physical force	<ul style="list-style-type: none"> • % of workers who can freely choose their own accommodation • % of workers who can leave their accommodation freely and unaccompanied 	▼ ▼					
E Workers are not harassed or abused	Offensive and sexually explicit language against women	<ul style="list-style-type: none"> • % women who feel safe at work • % women who report offensive and sexually explicit language (also digitally) 	▼ ▲					
	Unwanted sexual advances from male co-workers	<ul style="list-style-type: none"> • % women who feel intimidated by or receive sexual advances from supervisor • % women who feel intimidated during security checks • # women subject to full body search by male security guards 	▲ ▲ ▲					
	Abuses, threats, intimidation and/or assaults while at work	<ul style="list-style-type: none"> • % women who feel that the facility has (confidential & unbiased) mechanisms in place to protect them from harassment or abuse • % workers who received adequate training on sexual harassment • % harassment records that cover the necessary detail (incl. type & severity of harassment, timeframe between raising the grievance and corrective action) 	▲ ▲ ▲					
F The work environment is safe and healthy, and workers have access to basic needs and services	Unsafe working environment & poor safety measures	<ul style="list-style-type: none"> • % women who feel that health & well-being needs are adequately addressed • % women that have easy access to an on-site doctor/nurse or external health provider that can meet all their health and well-being needs • % women who feel comfortable accessing on-site healthcare facilities 	▲ ▲ ▲					



PREVENTABLE RISKS		RISK INDICATORS	SUPPOSED TREND	BASELINE YEAR T	YEAR T + 1	YEAR T + 3	YEAR T + 5
	Unhygienic working environment and no separate facilities for women	<ul style="list-style-type: none"> • % women who can access restrooms, feminine hygiene products & medical facilities without restrictions • # women absent due do menstrual-related reasons • # of complaints regarding forced use of contraception • # of pregnant workers performing dangerous or unsuitable tasks 	▲ ▼ ▼ ▼				
	Poor safety training for women	<ul style="list-style-type: none"> • % women trained on gender-based violence awareness • % men trained on gender-based violence awareness 	▲ ▲				
G Freedom of Association and the Right to Collective Bargaining are respected	Unawareness of the human right to associate	<ul style="list-style-type: none"> • % women encouraged to express their views on workplace issues • % women aware of 'freedom of association & collective bargaining' rights 	▲ ▲				
	Poor representation of women in unions (incl. leadership levels) and counteraction of women to participate in union meetings	<ul style="list-style-type: none"> • % women feeling their views are represented by union or worker committee • % female members of producer associations, unions and workers councils • % female leaders in producer associations and unions and workers councils • % union/committee meetings that are held at times & in locations that make it easy for women to participate 	▲ ▲ ▲ ▲				
	Being threatened, bullied, beaten or killed when joining or working for a trade union	<ul style="list-style-type: none"> • % women who feel confident enough to speak out to union reps about the issues they face in the workplace • # of harassment complaints by women for joining or working for a union • # of female deaths related to joining or working for a union 	▲ ▼ ▼				
H Workers have a legally binding employment relationship with clear contracts and conditions	Poor job security and protection for women in flexible employment arrangements	<ul style="list-style-type: none"> • % women who have signed their contracts that safeguard wages, benefits, hours and working conditions. • % women whose legally required documentation is on site • % recurring fixed term contracts for women used to avoid permanent jobs 	▲ ▲ ▼				
	Use of malicious recruitment agencies	<ul style="list-style-type: none"> • % recruitment agencies who comply with the highest quality standards 	▲				
	Outsourcing to cheaper and informal suppliers / contract workers	<ul style="list-style-type: none"> • Uptake rate of permanent versus flexible working arrangements for women • # women working for unauthorized subcontractors 	▲ ▼				
I Workers can own land and have access to safe natural resources	Destruction and pollution of living environments	<ul style="list-style-type: none"> • # complaints & lawsuits against the company for destruction and/or pollution of living environments where women have been disproportionately affected 	▼				
	Industries that monopolise or excessively use scarce natural and human-made resources	<ul style="list-style-type: none"> • # of formal complaints & lawsuits of female workers, NGOs or women's organisations against the company for monopolisation of scarce natural and human-made resources 	▼				
	Displacement of locals from their land to make way infrastructure, mines, hotels, golf courses, farms	<ul style="list-style-type: none"> • # of locals that have been displaced without the free, prior and informed consent and without explicit engagement of women 	▼				



TEMPLATE TO IDENTIFY & ASSESS EXTERNAL RISKS

Use this checklist with stakeholders to unearth external risks and adverse impacts that your company and its suppliers are facing globally or in specific countries or regions.

EXTERNAL RISK CATEGORY		SPECIFIC EXTERNAL RISKS	CHANCE	IMPACT
			1 - 2 - 3 - 4	1 - 2 - 3 - 4
1 Political	Uncertain and questionable political leadership (national and international)			
	Geopolitical shifts and political instability			
	Continuing (armed) conflicts and terrorism			
2 Social	Business and government corruption			
	Public health crises			
	Social unrest and stratification			
3 Economic	Shareholder and external activism			
	Competitive pricing and product development and profit pressure			
	Macroeconomic risks (e.g. currency devaluation, inflation, rising interest rates, sovereign debt default, etc.) and related market volatility			
4 Environmental	Climate change & pollution			
	Destruction of natural habitats and endangering species			
	Poor natural resource management			
5 Legal	Regulatory burden and compliance			
	Unfavourable laws and regulations for women			
	Limited access for women to legal counsel			
6 Technological	Social media unrest and fake news			
	Online harassment, online banga lists, pornographic photoshopping / deep fakes, etc			
	Cyber security risks and identity theft			



STEP 3: CEASE, PREVENT, OR MITIGATE GENDER IMPACTS

Check list to assess your processes and approach to cease, prevent or mitigate gender risks

TO WHAT EXTEND DO YOU AGREE? 1 = COMPLETELY DISAGREE 4 = FULLY AGREE		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
1. RISK MITIGATION APPROACHES FOR INTERNAL / PREVENTABLE RISKS			
The company avoids internal / preventable risks entirely by ceasing activities, if possible.			
The company helps its suppliers to avoid internal / preventable risks that happen at these suppliers levels, by providing them with the incentives and financial capacity to cease or avoid risky activities.			
Together with female and male managers and workers, gender experts, etc. the company identifies and applies generic risk mitigation strategies to reduce the likelihood of gender-related risks occurring, and/or the impact of these risks.			
The company applies specific risk mitigation strategies for each risk type associated with each of the 9 labour rights principles to reduce the likelihood of gender-related risks occurring, and/or the impact of these risks.			
2. RISK MITIGATION APPROACHES FOR EXTERNAL RISKS			
Together with female and male managers and workers, gender experts, etc. the company identifies and implements ways to “empower women” and “build back better” to enhance its flexibility, innovation and competitiveness, and to make it more resilient to the six categories of external risks.			
The company designs and tests strategies and operational activities focused on prevention, responsive control (including stress-test exercises and resiliency plans), relief, recovery and reconstruction, and we include stakeholders from different gender-identities.			



TEMPLATE TO SELECT APPROPRIATE MITIGATING MEASURES FOR PREVIOUSLY IDENTIFIED RISKS

Use this checklist with stakeholders to identify appropriate mitigating measures for previously identified and scored preventable risks within your company, in a business unit, in a country or region, or at your suppliers.

HUMAN RIGHTS PRINCIPLES	RISK CATEGORY	CHANCE	IMPACT	MITIGATING MEASURES TO REDUCE THE LIKELIHOOD OF GENDER-RELATED RISKS OCCURRING AND/OR REDUCE THE IMPACT OF THESE RISKS
		1 - 2 - 3 - 4	1 - 2 - 3 - 4	
A Workers face no discrimination in recruitment, employment and training	Discrimination in recruitment & biased in favour of men			<ul style="list-style-type: none"> • Raise awareness amongst male & female recruiters on the benefits of non-discrimination in recruitment, change their biases, and improve their recruitment skills and non-discriminatory recruitment methods. • Write job advertisements in a 'gender neutral' way, ensuring you use inclusive language. • Remove gender-identifying information from the application or resume of an applicant to minimise the risk of bias occurring against the applicant based on their gender (gender neutral recruitment). • Prohibit the shortlisting/selection of candidates based on marital status and pregnancy. • Involve female staff in recruitment processes (in committees for example) and provide them with an equal say in hiring, wage levels, promotion and termination processes, and associated decisions. • Highlight your non-discrimination efforts, and their positive impacts, in your marketing communication, for example through sincere and thought-provoking stories to win consumers' trust and wallet share. • Set minimum targets for the ratio of men and women across all functions and hierarchical levels. • Link executive pay to gender diversity targets, and award qualitative (non-financial) bonuses to those executives and managers who achieve these targets. • Communicate your policies and (supplier) codes of conduct in local languages to ensure that all employees are aware of their rights and opportunities under labour laws
	Limited career opportunities for women			<ul style="list-style-type: none"> • Highlight career opportunities for women, as well as positive effects of gender diversity on innovation, product quality and productivity in your R&D, marketing and production strategies. • Prohibit the limitation or termination of career opportunities by managers due, for example, to pregnancy or maternity leave by an employee. • Use the free time caused by reduced demand – for example due to economic slowdown – to provide supplementary training to your workforce and suppliers, in a gender-inclusive manner. This will enhance your competitiveness over the long term.
	Less training opportunities for women			<ul style="list-style-type: none"> • Provide equal access to mandatory education and training for women so they can empower themselves and be prepared for the demands of the labour market. • Set mandatory management targets related to equal training opportunities for men and women during business hours (thus not conflicting with duties at home) to ensure that training and professional development opportunities are accessible to all genders.
B Workers receive fair wages and benefits at a living wage level	Wages, overtime pay, benefits and paid leave do not meet living wage level			<ul style="list-style-type: none"> • If suppliers choose to follow a hiring process that results in recruitment fees, or advances, loans or transaction costs of any kind, the suppliers, and not their employees, must bear these costs. • Encourage workers to use available leave balances when lay-offs are imminent, for example due to economic downturn caused by external crises such as the Covid-19 pandemic.



HUMAN RIGHTS PRINCIPLES	RISK CATEGORY	CHANCE	IMPACT	MITIGATING MEASURES TO REDUCE THE LIKELIHOOD OF GENDER-RELATED RISKS OCCURRING AND/OR REDUCE THE IMPACT OF THESE RISKS
		1 - 2 - 3 - 4	1 - 2 - 3 - 4	
	Lower wages etc. for women than men			<ul style="list-style-type: none"> • Flag sudden deductions from wages to check if these don't result from disciplinary measures. • If more overtime is needed than voluntarily accepted by workers, ensure adequate compensation of between 250 - 300% of the regular wage. • In your audit report, flag sudden deductions from wages from women to ensure that these are not due to disciplinary measures taken against women.
	Women do not have control over income			<ul style="list-style-type: none"> • If needed, support female employees to open a bank account to safely receive their salary and other payments (wage digitisation). This will give them more control over their income.
C Workers work reasonable hours at decent conditions	Overtime too frequently needed, not always recorded and/or not paid out for full to women			<ul style="list-style-type: none"> • Prohibit your business units from setting piece-rate production targets so high that your own (female) employees or those of your suppliers must work overtime to earn the equivalent of the legal minimum wage. • Engage in discussions with supplier to ensure that both parties know what types of orders and changes are realistic and which not. Also ensure that suppliers know how to interact with you if you do request unrealistic orders. • Limit the frequency of changes to your product collection (e.g. seasonal collections) or sales and discount promotions, and instead aim to make collections more exclusive and durable.
	Who refuses to do overtime is punished, retaliated against or penalised			<ul style="list-style-type: none"> • Provide training to managers to ensure they do not punish, retaliate against, or penalise employees that choose not to work overtime.
	Unrealistic daily targets to employees			<ul style="list-style-type: none"> • Ensure that targets for your sales planning, and resulting procurement orders, do not fluctuate beyond pre-specified boundaries. This is to prevent that targets set for employees are achieved without providing for (paid)overtime work.
D Workers freely choose their work, and are not forced, bonded, or obligated to work	Modern slavery & human trafficking			<ul style="list-style-type: none"> • When no time limits are defined by law, pay out salaries at least once a month. • Require from all your business units and all suppliers that workers know that they cannot be charged (recruitment) fees, or be required to leave a deposit to ensure their return to the factory if they choose to travel during time off. • If you discover incidents of forced labour, ensure that victims are released, provided with necessary support (such as compensating injury, loss or harm), and that perpetrators are brought to justice.
	Confiscation of personal identification documents & withholding wages			<ul style="list-style-type: none"> • If an employee has been "forced" to pay for her job (for example through fees for recruitment, health checks, or documentation costs) ensure that you pay back the amount paid in full (or more). • Require from all your business units and all suppliers that workers know that they may retain their passport and all other documents. • Pay all wages, including for overtime, within the legally defined time limits.
	Confinement & physical force			<ul style="list-style-type: none"> • Facilitate employees to look for similar, or better accommodation alternatives, if they do not want to be housed in company-owned facilities.



HUMAN RIGHTS PRINCIPLES	RISK CATEGORY	CHANCE	IMPACT	MITIGATING MEASURES TO REDUCE THE LIKELIHOOD OF GENDER-RELATED RISKS OCCURRING AND/OR REDUCE THE IMPACT OF THESE RISKS
		1 - 2 - 3 - 4	1 - 2 - 3 - 4	
E Workers are not harassed or abused	Offensive and sexually explicit language against women			<ul style="list-style-type: none"> • Appoint female overseers and security guards where there is a predominantly female labour force. • Invest in preventive measures, such as safe transportation for female employees (e.g. when travelling in the dark). • Limit the use of informal labour.
	Unwanted sexual advances from male managers and co-workers			<ul style="list-style-type: none"> • If harassment or abuse takes place, focus on immediate support for the victim, such as providing physical and psychological healthcare. Also support criminal prosecution for perpetrators to ensure justice, and prevent the recurrence of similar actions. • Promote gender-responsible behaviour by showcasing good practices, for example rewarding teams or units that have no complaints related to harassment and abuse.
	Abuses, threats, intimidation and/or assaults while at work			<ul style="list-style-type: none"> • Organise mandatory trainings for all managers and workers to sensitise them about the importance of not engaging in (gender-based) abuse, threats, intimidation, or assault, both within the company and outside of work.
F The work environment is safe and healthy, and workers have access to basic needs and services	Unsafe working environment & poor safety measures			<ul style="list-style-type: none"> • Provide adequate Occupational Health and Safety (OHS) measures at manufacturing and office sites for all staff. These include working fire alarms, easily accessible doors and fire escape routes, fire extinguishers, protective personal equipment for machine operators, and adequate ventilation systems.
	Unhygienic working environment and no separate facilities for women			<ul style="list-style-type: none"> • Staff your on-site clinics with female doctors and nurses to provide adequate support for sexual, reproductive and mental health. • Provide adequate facilities and support for pregnant employees as well as new parents, including maternity leave, child-care support (on- or off-premises), flexible work arrangements, safe food and water, hygienic sanitary facilities, and extra protection against dangerous chemicals.
	Poor safety training for women			<ul style="list-style-type: none"> • Stimulate adherence to these safety and hygiene standards and practices through mandatory trainings for all managers and workers (male and female).
G Freedom of Association and the Right to Collective Bargaining are respected	Unawareness of the human right to associate			<ul style="list-style-type: none"> • Communicate with, and train managers, suppliers and workers so that they are aware of their right to organise themselves in workers' councils and unions. • Encourage, and facilitate your suppliers to communicate that they work for you and that you value and demand freedom of association.
	Poor representation of women in unions & counter-action of women to participate in union meetings			<ul style="list-style-type: none"> • Stimulate and facilitate trade unions and workers councils to recruit women in their leadership teams, and to adequately represent gender issues and risks. • Facilitate women's equal and meaningful participation in consultations and negotiations.
	Being threatened, bullied, beaten or killed when joining or working for a trade union			<ul style="list-style-type: none"> • Protect female employees who have organised themselves and/or have joined a union or workers' council.



HUMAN RIGHTS PRINCIPLES	RISK CATEGORY	CHANCE	IMPACT	MITIGATING MEASURES TO REDUCE THE LIKELIHOOD OF GENDER-RELATED RISKS OCCURRING AND/OR REDUCE THE IMPACT OF THESE RISKS
		1 - 2 - 3 - 4	1 - 2 - 3 - 4	
H Workers have a legally binding employment relationship with clear contracts and conditions	Poor job security and protection for workers in flexible employment arrangements			<ul style="list-style-type: none"> Collaborate with local suppliers, NGOs and government agencies to expand formal employment opportunities, and promote equal access for girls and women. Set targets for sourcing from women-owned businesses and collaborate with them to continuously improve their operations. Limit, or even prohibit the use of informal workers or workers with flexible employment arrangements, such as “labour-only” contracting, sub-contracting, home-working arrangements, and apprenticeship schemes where there is no real intent to impart skills or provide regular employment.
	Use of malicious recruitment agencies			<ul style="list-style-type: none"> Only use certified recruitment agencies that adhere to your supplier codes of conduct and refrain from all kinds of practices that put men and women in harm’s way in the recruitment process.
	Outsourcing to cheaper and informal suppliers / contract workers			<ul style="list-style-type: none"> Work closely with suppliers to constantly improve their operational efficiencies, effectiveness, and flexibility (to absorb fluctuations in demand), as well as profitability. This will limit to outsourcing to cheaper, and informal suppliers / contract workers.
I Workers can own land and have access to safe natural resources	Destruction of living environments (farmland, villages, forests, rivers, lakes, etc.)			<ul style="list-style-type: none"> Facilitate your suppliers to collect and dispose of plastics and other pollutants that threaten the quality and fertility of land for food crops and pasture for livestock, or that pollute water sources. In some contexts, this may have a disproportionate impact on women due to their gender-defined traditional roles, such as producing food crops, keeping small livestock, or collecting water and firewood. Provide financial incentives, such as a premium for produce from farmers who apply sustainable agriculture practices that meet consumer demand. Find alternative uses for your waste, for example by working with start-ups or creating your own spin-offs (e.g. recycle citrus waste for fragrant oil & edible fibres, use coconut bark to create industrial pallets, recycle fibres of used clothing, recycle discarded fishing nets to create carpets, etc.). Recognise women as important stakeholders and actors in generating economic activities. Help (female) farmers to protect their land from degradation (e.g. by creating protective green borders).
	Industries that monopolise or excessively use scarce natural and human-made resources			<ul style="list-style-type: none"> Apply innovative procedures to limit natural resource usage and pollution (e.g. water-free and chemical-free textile dyeing by companies) by promoting recycling and reuse wherever possible. Make sure women participate in decision-making processes that affect their property and natural resources.
	Displacement of locals from their land to make way infrastructure, mines, hotels, golf courses, farms			<ul style="list-style-type: none"> Only construct properties on land that is not claimed or owned by locals, or buy land at fair prices. Apply the right to free, prior and informed consent of communities, and make sure women’s voices are being heard.



STEP 4: TRACK PROGRESS ON GENDER EQUALITY

Checklist to assess your processes and approach to track implementation and results

In this checklist you can identify to what extent you agree with the statements in the checklist, and as in previous workbooks explain your score and briefly summarize what improvements are needed and how you plan to implement these.

The outcomes can help you to internally discuss the findings, raise awareness, and gain support for improvement efforts.

TO WHAT EXTENT DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
1. DEFINE GOALS FOR MONITORING, EVALUATING AND LEARNING			
The company has an explicit goal to meaningfully track, monitor & learn from the progress of the GR-HRDD approach (incl. a.o. actually reduced risks and negative impacts, root causes resolved and complaints remedied) over time within the company itself and within its suppliers.			
The explicit goals for monitoring, evaluating and learning are known, understood and accepted by all stakeholders actively involved in the GR-HRDD process in general and the monitoring, evaluating and learning approach in particular.			
Insights gained from tracking & monitoring are used to improve the company's policies, decision making, and governance and raise the credibility and effectiveness of its gender-equality policy.			
Insights about the progress towards gender-equality are used to be transparent and accountable towards employees (as rights holders), women's organisations, unions, customers, shareholders, lenders, donors, governments, and NGOs, and improving these relationships.			
Insights are used to identify root causes of non-compliance with the gender-equality policy.			
Insights are used to identify impediments that might prevent the company from achieving the positive business case of gender-equality related to profitability, productivity, stability, product & service quality, innovativeness, employee satisfaction, staff retention, etc.			
2. IDENTIFY KPI'S AND INSTRUMENTS TO MONITOR PERFORMANCE			
KPI's (and associated data items and data sources) are identified that help the company to measure the effectiveness of its gender-equality policy and operational measures to reduce gender-specific human rights risks, remedy any wrongs, and to achieve gender equality.			



TO WHAT EXTEND DO YOU AGREE?	EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
<p>1 = completely disagree 4 = fully agree</p> <p>1 - 2 - 3 - 4</p>		
<p>KPI's (and associated data items and data sources) are identified to measure progress on the awareness and the competencies levels of managers & workers to apply the gender equality policy.</p>		
<p>To track, monitor and learn from actual outcomes of the GR-HRDD efforts, the necessary KPI's (and associated data items and data sources) are identified.</p>		
<p>To track, monitor and learn from unfortunate incidents and complaints related to non-compliance with the gender-equality policy that happen despite your GR-HRDD efforts, the necessary KPI's (and associated data items and data sources) are identified.</p>		
<p>The company monitors what is truly important rather than only monitor what can be measured based on readily available data. To do so the company undertakes supplementary field- and case studies and gathers anecdotal evidence from those affected by gender-related human rights abuses.</p>		
<p>To stimulate suppliers to monitor, track and learn in the context of GR-HRDD, the company incorporates this explicitly in its Supplier Codes of Conduct.</p>		
<p>To facilitate suppliers to monitor, track and learn in the context of GR-HRDD, the company provides the KPI's as outlined above and helps suppliers to identify and use the required data sources.</p>		
<p>3. MONITOR AND EVALUATE THE GR-HRDD EFFORTS AND OUTCOMES</p>		
<p>To monitor and learn from the GR-HRDD efforts, the company applies periodic (un)announced third-party reviews / (social) audits of the company's own operations as well as those of its suppliers.</p>		
<p>The company stimulates its business units, production locations and suppliers to conduct self-assessments to ensure that stakeholders involved truly take ownership of the assessment, the insights gathered and subsequent improvements without constant pressure from head office, customers, or other parties.</p>		



TO WHAT EXTEND DO YOU AGREE?	EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree	1 - 2 - 3 - 4	
To verify that appropriate risk mitigation measures are being pursued, that adverse impacts have been prevented or mitigated, and remedies are provided, the company periodically reviews the self-assessment reports from its business units, production locations and suppliers.		
To ensure that the input gathered is complete, unbiased, accurate, and that insights and conclusions derived are complete, the tracking, monitoring and learning process and approach followed is gender inclusive and the good practices provided in paragraph 5.4 are applied.		
4. FOLLOW-UP ON MONITORING RESULTS WITH A CONTINUOUS LEARNING APPROACH		
To maximise its learning and stimulate transformative improvements in values, norms and beliefs about gender, the company applies a learning approach that includes single-, double-, and triple-loop learning.		
Single-loop learning: The company uses the monitoring outcome to to improve its gender-equality policy, procedures, behaviours and competencies through training and coaching to constantly improve the way it conducts GR-HRDD.		
Double-loop learning: The company combines monitoring with honest and candid reflection and root cause analyses, to change its culture, norms, values and behaviours regarding gender and to improve its business strategy & operations accordingly.		
Triple loop learning: The company increases the fullness and deepness of its learning about gender issues and dilemmas faced to improve the learning approach itself, and to change its perceptions and beliefs about gender and the company's role in the communities it operates in.		
The company stimulates and facilitates a continuous learning and improvement approach at its suppliers to help them meet the company's standards and gender-equality targets (as stipulated in the Supplier Codes of Conduct) and avoid business-related sanctions such as delisting due to an inability to meet the standards and targets.		



TEMPLATE TO ASSESS THE PROGRESS OF YOUR GR-HRDD EFFORTS PER STEP OF THE PROCESS

STEPS OF THE GR-HRDD PROCESS		PROGRESS INDICATORS	SUPPOSED TREND	BASELINE YEAR T	YEAR T + 1	YEAR T + 3	YEAR T + 5
1 Embed gender equality into policies & management systems	• % coverage of the GR-HRDD approach by well-documented and by management endorsed policies, risk management processes, grievance mechanisms, etc		▲				
2 Identify & assess gender risks & adverse impacts	• % of gender-specific risks for which root causes are identified and documented and accepted by key stakeholders.		▲				
3 Cease, prevent or mitigate gender risks	• % of gender-specific risks of which the likelihood of occurrence and/or their impact has been to reduced.		▲				
4 Track progress on gender equality	• # of gender-specific risk and impact indicators defined and included in audits and analysed.		▲				
5 Communicate your gender-responsiveness	• # of stakeholders informed on gender equality policies, activities and results achieved.		▲				
6 Provide for or cooperate in remediation	• % of reported incidents that have been remedied satisfactorily for affected parties.		▲				

TEMPLATE TO ASSESS THE AWARENESS, COMPETENCIES & BELIEFS OF MANAGERS & WORKERS ACROSS YOUR SUPPLY CHAIN OF YOUR GR-HRDD POLICIES, PROCESSES & MECHANISMS

PROGRESS INDICATORS	SUPPOSED TREND	BASELINE YEAR T	YEAR T + 1	YEAR T + 3	YEAR T + 5
Rating by management and staff (on a 1 to 10 scale) of their understanding & acceptance of gender-related human rights policies, processes, risks, mitigating measures, and the monitoring, communication and remediation approaches.	▲				
% of management & workers (identified as playing a key role in the process) trained in all aspects of GR-HRDD and good practices to achieve gender equality (by making use of this tool for example)	▲				
% women and men who are convinced that gender equality must be achieved and is beneficial and valuable for all.	▲				



TEMPLATE TO ASSESS THE OUTCOMES OF GR-HRDD EFFORTS BASED ON THE RISK INDICATORS

LABOUR PRINCIPLES		RISK INDICATORS	SUPPOSED TREND	BASELINE YEAR T	YEAR T + 1	YEAR T + 3	YEAR T + 5
A Workers face no discrimination in recruitment, employment and training	• Ratio of women / men in management positions		▲				
B Workers receive fair wages and benefits at a living wage level	• % women who get paid at least the living wage level		▲				
C Workers work reasonable hours at decent conditions	• % women who work reasonable hours at decent conditions		▲				
D Workers freely choose their work, and are not forced, bonded, or obligated to work	• # of women in forced labour situations in the company		▼				
E Workers are not harassed or abused	• # women who experience less or no harassment & abuse		▲				
F The work environment is safe and healthy, and workers have access to basic needs and services	• % women who feel that health & well-being needs are adequately addressed		▲				
G Freedom of Association and the Right to Collective Bargaining are respected	• # female members & leaders of producer associations, unions, and workers' councils		▲				
H Workers have a legally binding employment relationship with clear contracts and conditions	• % women with employment contracts that safeguard wages, benefits, hours, and working conditions		▲				
I Workers can own land and have access to safe natural resources	• % women who can own land, and have access to safe natural resources		▲				



STEP 5: COMMUNICATE HOW IMPACTS ARE ADDRESSED

Check list to communicate how impacts are addressed

TO WHAT EXTEND DO YOU AGREE?		EXPLANATION OF YOUR SCORE	PROPOSED IMPROVEMENT PLAN
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
1. TARGET AUDIENCES AND COMMUNICATION GOALS			
The company pursues clear communication goals to 1) raise awareness and engage its workforce in enacting gender-responsive policies and actions, to 2) inform them on the progress made with GR-HRDD, and to 3) trigger direct changes in behaviour within its own organisation or in the operations of its suppliers.			
Clear communication to customers aims to (gradually) alter public perceptions about the company, explain how it conducts business in a responsible and sustainable manner, how it exercises GR-HRDD, what it does to achieve gender-equality, and to increase customers' trust and willingness to buy from the company.			
With respect to suppliers , clear communication goals are set and pursued to stimulate them to do their part to realise the company's ambitions, safeguard their position as company's suppliers, and strengthen their competitive power amongst peers.			
Communication aimed at shareholders and lenders is focused on convincing them that investing in gender equality improves the company's top- and bottom-lines, as well as its competitiveness and innovativeness, and that actual results are in line with your policies and business objectives and their requirements regarding Responsible Business.			
The company's GR-HRDD reporting efforts aimed at governments seeks to confirm that the company complies with (international) laws and reporting standards and is intrinsically committed to achieving gender equality and reducing gender-related human rights risks.			



TO WHAT EXTEND DO YOU AGREE?	EXPLANATION OF YOUR SCORE	PROPOSED IMPROVEMENT PLAN
<p>1 = completely disagree 4 = fully agree</p> <p>1 - 2 - 3 - 4</p>		
<p>By communicating with NGOs the company aims to inform them about the company's GR-HRDD plans, implementation progress and results, and persistent challenges faced with which these NGO's might be able to offer support, and to help instill a level of trust in the company that will result in a more positive portrayal of your company among NGOs, both in private as well as in public.</p>		
<p>2. TONE OF VOICE IN YOUR COMMUNICATION</p>		
<p>The company uses gender-sensitive language and highlights that women and men have equal access to resources and opportunities, enjoy balanced roles and have an equal share in decision-making.</p>		
<p>In general, the company's communication is clear, relevant, timely, credible, representative and easily accessible.</p>		
<p>In its communication the company addresses differences in literacy levels and cultural barriers for all types of stakeholders in accessing information or speaking out, by applying multiple formats such as cartoons, plays, pictures, infographics, videos, audio messages, etc..</p>		
<p>The company resists the urge to "spin" its messages by focusing only on positive outcomes. Rather it is open and honest about gender-specific human rights risks faced, their adverse impacts, effectiveness of mitigating measures, violations that still happen, complaints received and remedies provided.</p>		
<p>3. COMMUNICATION CHANNELS</p>		
<p>The company uses the communication channels it normally uses combined with the appropriate gender-sensitive 'tone of voice' to achieve the aforementioned goals.</p>		
<p>The company complies with sustainability reporting standards to make information about its commitment to gender equality, actions and impacts broadly available, and hence enhance transparency.</p>		



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

Check list to provide for or cooperate in remediation when appropriate

TO WHAT EXTEND DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
1. UPDATE AND APPLY GRIEVANCE MECHANISMS			
What is the purpose of the grievance mechanisms?			
The company provides its rights holders with grievance mechanisms to appropriately and seriously deal with (gender-specific) human rights violations, determine (beyond doubt) the (root) causes, remedy the wrongs done, and compensate those who have been harmed.			
Grievance mechanisms are, secondly, also used to address problems early on before they escalate and actually do harm			
Thirdly, grievance mechanisms are used to identify any risk patterns that can feed directly into broader and long-term GR-HRDD improvements to cease or prevent activities that cause negative impacts, or to further limit the likelihood and/or impact of gender-specific human rights violations			
For whom and for what issues are the grievance mechanisms intended?			
The company provides an internal grievance mechanism to enable its own staff (or their representatives or witnesses) to report grievances occurring within the boundaries of the company			
If the company is a 'buyer' it can improve access to remedy in global supply chains by provisioning a formal and overarching external grievance mechanism that enable external complainants (e.g. workers of a supplier) to file formal complaints with the buying company.			
The company works together with other companies in grievance mechanisms of multi-stakeholder initiatives (MSIs) to address gender-specific violations of human rights in the sector.			
The company actively informs its stakeholders about their rights and possibilities to bring their complaints to the attention of state-instituted judicial mechanisms (courts, labour arbitration tribunals, or those mechanisms established by national human rights bodies) and non-judicial means (e.g. National Contact Point, national human rights institutions, Ombudsman)			
The grievance mechanisms are designed based on the needs of the potential users to raise effectiveness.			



TO WHAT EXTEND DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
The common lack of personal experience, cultural support and/or union representation for blowing the whistle, filing complaints, and seeking remedy, has been taken into account in the design			
The grievance mechanisms are known by and accessible to all rightsholders.			
It is explicitly stated what gender-specific human rights issues can be reported, will be admitted and investigated.			
It has been defined at what levels of grievance mechanisms are needed: a project, business unit, an entire enterprise, first-tier suppliers, local communities, consumers, or even an entire industry.			
How do you ensure trust in the grievance mechanisms?			
The grievance mechanism has been designed in consultation and collaboration with relevant stakeholders including female workers, workers councils, trade unions, gender experts, etc..			
Trust in the grievance mechanism is also built through in-person awareness raising.			
The grievance mechanism guarantees that reporting of issues will not lead to sanctions against complainants.			
For each grievance, the complainant will be informed (after appropriate investigations) whether the complaint has been substantiated.			
Safeguards are in place to protect the privacy and anonymity of the complainant and alleged wrongdoer while simultaneously recording all relevant data to support the allegations in writing.			
Transparency is guaranteed by keeping all parties to a grievance informed about the progress of the grievance handling.			
How does the grievance mechanism work?			
The company has assessed existing grievance mechanisms and, where necessary, has strengthened the weak spots to deal with gender-specific human rights violations.			
Appropriate grievance instruments are applied such as: multi-lingual & multi-channel speak-up lines, whistle-blower procedures, counselors, private meetings with complainant, etc..			
Clear & predictable grievance procedures (with indicative timelines for each stage, and clarity on inputs needed & possible outcomes) are designed, implemented and communicated.			
Equitable procedures are established to conduct unbiased and independent investigations and possible mediation towards remedy .			



TO WHAT EXTEND DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree		1 - 2 - 3 - 4	
Mediation is provided (where applicable or desirable to the parties involved) to facilitate discussion between the accuser and alleged wrongdoer			
Who is involved in the grievance mechanism?			
The staff involved has the competencies to deal with gender specific human rights related grievances.			
When needed and if requested by a complainant, a trusted third party can ensure confidentiality.			
The grievance mechanism is transparent, and all parties know who is accountable for the fair workings of the mechanism.			
What can a sourcing company do to strengthen grievance mechanisms at its suppliers?			
The buying company can require suppliers to put in place grievance procedures and to report to the company on the number and subject of grievances received from their workers			
The company works with suppliers to build management capacity for the effective handling of worker complaints.			
2A. REMEDIATION MECHANISMS TO PROVIDE SAFE AND CONFIDENTIAL TREATMENT, SERVICES, REDRESS, COMPENSATION AND JUSTICE TO VICTIMS OF GENDER-BASED PROBLEMS AND ABUSES			
The company proactively provides information concerning available judicial and other remedies and ensures that all right holders may freely access these.			
Where possible, the company restores individual victims to the situation they would have been in had the negative impact not occurred.			
The company provides adequate rehabilitation and recovery services to victims, such as medical and psychological care, legal and social services, as well as assistance for the victim's voluntary return and reintegration into his/her job and/or community of origin.			
The company provides for adequate financial compensation schemes (e.g. pay out wages related to involuntary or unrecorded overtime, retroactively pay out raises, etc.) and has removed all gender-based barriers to access compensation schemes.			
Where possible and needed, the company ensures that financial compensation is offered by the convicted offender to the victim.			
Available compensation arrangements also include non-financial measures such as: verifying and acknowledging the violation of the victim's rights; taking steps to ensure the violation stops; and providing empowerment and/or educational programmes for women to improve their career prospects, wage levels, productivity, efficiency, and quality of work.			



TO WHAT EXTEND DO YOU AGREE?		EXPLANATION OF YOUR SCORE	IMPROVEMENT PLANS
1 = completely disagree 4 = fully agree	1 - 2 - 3 - 4		
The company pays out financial penalties instituted by governments for violating regulations pertaining to women's human rights.			
The company validates that outcomes and remedies accord with internationally recognized human rights.			
2B. REMEDIATION MECHANISMS TO APPROPRIATELY DEAL WITH THE (ALLEGED) WRONGDOERS OF THE GENDER-BASED VIOLATIONS			
The company engages the union (including its female members & leaders), women's organisations and gender sensitive experts to identify appropriate deterrents, punishments, and corrective remedies.			
The company imposes punitive sanctions to wrongdoers who have been found guilty (e.g. deduct fines from salaries, demote, dismiss, etc.) that do justice and are proportionate to the wrongs they have done.			
The company brings (alleged) wrongdoers & evidence to the attention of the authorities to trigger and facilitate prosecution.			
When needed, the company temporarily suspends the relationship with a supplier who is underperforming in terms of gender specific human rights, while pursuing ongoing risk mitigation with this supplier, and restarts the relationship once measures are taken, or terminate the contract if the supplier fails to take these measures.			
3. UPDATE THE GR-HRDD POLICIES AND APPROACHES			
The company monitors the efficiency and effectiveness of its grievance and remediation mechanisms to upgrade its GR-HRDD policies, procedures and mitigating measures.			
The company improves its supplier codes of conduct and sourcing practices by assessing complaints received through the internal grievance systems of the suppliers and/or the external grievance mechanism of the buying company.			
The company uses insights gathered through its grievance mechanisms to openly challenge gender biases & toxic behaviours all the way from the shop floor up to the boardroom.			
The company communicates updated policies, operational guidance, supplier codes of conduct, and sourcing practices with all staff and suppliers.			

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PART 1

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

PART 2

FOR LEARNINGS FROM PRACTICE, SHOWING HOW GR-HRDD IS APPLIED IN PRACTICE, SEE THE REPORT, PART 2.

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