Capacity-Building for Suppliers: The road to integrating gender in human resources and business performance systems

Capacity-Building for Management

The goal of the capacity-building for management is to enable them to implement the assessment toolbox and to come up with an action plan to integrate gender performance as part of their business operations. Primarily, we seek to achieve the following through capacity-building:

- To strengthen management buy-in, at all levels, for investing in gender performance
- To build an understanding of gender and the importance of gender equality
- To build a foundational understanding of gender planning, training and programming on gender at the workplace
- To outline the roles and responsibilities of management in developing and implementing the action plan
- To equip management with the skills to conduct their own self-assessment and measurement of progress

Training for senior management

Senior management will receive 4.5 days of training in total.

At the end of each training, the participants will each be required to think one of initiative that they can lead or take up to tackle any of the issues raised during training (i.e. programs for women in leadership positions, improving access to off-site health services for women, strengthening existing grievance mechanisms).

Day 1: Why is gender equality a business issue?

The focus on the first day of training is to provide a brief introduction to the training and project, particularly, the roles and responsibilities for factory management.

The participants will spend the rest of the day engaged in gender sensitization activities to ensure that they have a basic understanding of gender norms and how they play a role in impacting their workplace. They will also enter discussions about how gender norms affect our lives outside of the workplace, including the unequal distribution of care and household responsibilities. Please note that in all the activities, the debrief/concluding discussions will relate directly to the workplace policies and mechanisms currently in place.

This training will be **6 hours in total** (including a lunch and a break).

Activity	Description	Toolbox/Indicators covered
Introduction to the training (15 minutes)	An overview of the training and objectives.	
Overview of the Project (15 minutes)	A discussion on the reasons for developing the toolbox, the business case for investing in women, and the concept of gender performance. This will be brief, as we will have a more in-depth discussion on the toolbox towards the end of the training.	Overview of the toolbox
Ground rules and expectations **(15 minutes)**	Participants will develop a set of ground rules and come up with a list of expectations from the training – we will focus on what they expect to gain from the trainings to help them implement this toolbox.	
Our ideal workplace **(30 minutes)**	This is an opportunity for participants to come up with the qualities in an ideal workplace. What are the expectations for senior	Section 2 (non-discrimination)

	management, middle management, and workers?	
Gender norms (an introduction) **(20 minutes)**	Participants will begin a discussion about gender norms, roles and responsibilities, and expectations through icebreaking games.	Indicator 7 and 8
Break (10 minutes)		
Male and female workers and supervisors – Ideal and Reality **(45 minutes)**	Participants enter a discussion on how our gender norms affect the expectations we have for female and male workers and supervisors. Participants will think about the assumptions we make of workers and supervisors based on their gender.	Section 2 (non-discrimination), Indicator 7 and 8
The way we use our time **(60 minutes)**	Our home life has a direct impact on our work life. Participants will engage in an exercise to think about the differences in time use between women and men, with a focus on the unequal care and household responsibilities. They will also talk about the need to take leave in special circumstances to take care of relatives and dependents who are ill. We will link the discussions to workplace policies on maternity and paternity, as well as on-site ECD facilities. We will also discuss the implications for other policies such as family leave.	Indicators 6, 7, 8, 10, 13, 14
Lunch (60 minutes)		
Barriers to women in leadership: putting ourselves in their shoes **(45 minutes)**	Tying the last three activities on gender together, participants will reflect on the challenges preventing women from taking up leadership positions: gendered assumptions about women's and men's capabilities and as leaders, assumptions about women's aspirations, the attitude of a woman's family, peers, and friends on her taking on leadership/supervisory roles at work, differentiated opportunities, etc.	Section 2 (non-discrimination), Indicator 7 and 8

Our role in promoting gender equality (45 minutes)	After reflecting on and discussing the gender inequalities facing women workers, participants will reflect on what they are currently doing to support women workers. They will also reflect on the actions they can take in the workplace to address this. We will reiterate the importance of gender performance and the toolbox. Specifically, we will cover indicators related to women in leadership position, policies to promote work-life balance for women and men, and ECD systems to help alleviate women's care responsibilities.	Indicator 1, 2, 6, 7, 8, 10, 13, 14
Conclusion (15 minutes)	To conclude, participants will go around the room sharing one thing they learned about gender, and one thing they learned about their role as senior management, and one commitment they would like to take up to support female workers and promote gender equality in their workplace.	

Day 2: Focusing on women workers' well-being

The second day will focus specifically on two other thematic areas of the toolbox: (1) health and safety and (2) harassment in the workplace. As with Day 1, each of the topic/thematic discussions will relate directly to existing policies and mechanisms in place.

This training will be **6 hours in total** (including a lunch and a break).

Activity	Description	Toolbox/Indicators covered
Introduction to the training **(10 minutes)**	An overview of the training and objectives, specifically, the two thematic topics of health and safety, and building a respectful workplace (that is harassment-free). In the introduction, we will present the business case for promoting women's access to health in the workplace.	
Women's health needs **(60 minutes)**	We will focus on specific health issues that face women workers including menstruation, pregnancy, and malnutrition. We will focus on how these health needs of women workers affect them at work.	Indicator 9, 15
Our current health systems **(30 minutes)**	Building off the activity on women's health needs, we will discuss and critically reflect on the existing health management system on-site. They will reflect on what they are currently doing to provide for women's specific health needs, and identify any areas that they may want to improve on.	Indicator 9, 15
Break (10 minutes)		
Business responsibility to prevent harassment **(25 minutes)**	To transition into a discussion about harassment, we will introduce participants to the High Court Order and the obligations for businesses. We will also discuss the responsibility for businesses to prevent harassment and violence that occurs outside of the workplace (in the home, and in the community). This will be discussed	Indicator 11 and 12

	in the context of the ILO Convention, and changing expectations from international buyers.	
The business case for preventing harassment **(20 minutes)**	We will briefly present the business case for addressing harassment and promoting a safe working environment.	Indicator 11 and 12
Ways to be hurt in relationships and its consequences **(65 minutes)**	The participants will learn about the different forms of violence: physical, psychological, and sexual. They will also discuss about what constitutes sexual harassment.	Indicator 11 and 12
Lunch (60 minutes)		
A day in the life of a female worker: risks of harassment **(30 minutes)**	Participants will engage in a mapping exercise to look at the different forms of harassment (and violence more broadly) facing women workers in an average day. The focus will be on the workplace, particularly, on relationships between supervisors/workers as well as between security/workers.	Indicator 11 and 12
Putting ourselves in the shoes of female workers **(40 minutes)**	In this roleplay exercise, management will play several scenarios of female workers experiencing different forms of harassment or grievances in the workplace. They will use the roleplays to think about challenges that may exist even if there are formal policies and mechanisms to prevent and address harassment as well as promoting equality in the workplace. Based on the roleplays, the management will reflect on policies, mechanisms, and other actions factories can take to address and prevent harassment, especially in context of the High Court Order. Factory management will also be encouraged to think of their role in going beyond the workplace and in addressing and preventing violence beyond.	

Conclusion (10 minutes)	We will conclude the day by reflecting on the roles and responsibilities of the workplace on female workers' well-being, particularly in the context of health and also in preventing and addressing violence and harassment.	

Day 3: A toolbox to improve gender performance

After founding an understanding of gender issues in the RMG sector (discrimination, absence of women in leadership positions, health and safety, and harassment), we will reintroduce the toolbox to show how each of the indicators can help promote gender equality.

In contrast to the first two days of training, this will be focused mostly on understanding the indicators in the toolbox, followed by an introduction to the operationalization of the toolbox.

As both Day 3 and 4 are focused on operationalizing the toolbox and the skills are meant to accumulate over the two days, it is recommended to have the third and fourth day of training consecutively.

Due to the wealth of content to cover during the third day, the training will run **a total of 7 hours** (including a lunch and a break).

Activity	Description	Outcomes
Recap and introduction (20 minutes)	We will have a brief recap of the issues facing women workers from the previous trainings – gender inequality (absence of women in leadership positions and opportunities), health and safety, and harassment. An overview of the training and objectives. The introduction will also revisit the premises and rationale behind the toolbox (as a reminder). This introduction will cover the concept of gender performance.	Participants will recall the key barriers to gender equality for female workers
Walkthrough the toolbox: Sections 1 – 5 (part 1) (210 minutes)	We will walk through each and every single indicator of the toolbox. This session will allow for Q&A, particularly on how management can measure and self-evaluate under the different indicators. We will link back to some of the gender issues we discussed in the previous trainings. (Facilitators will add a break as necessary)	Understanding of the indicators and how to conduct a self-assessment (measurements for each indicator)
Reviewing our current gender performance	The participants will review their current gender performance as per the five sections of the toolbox.	The participants will have a practical demonstration of

(Part I): What we are doing in our factory (30 min for exercise and 30 min for presentation and discussion)	Depending on the number of participants, they may be divided into smaller groups (and each of them will cover one section). This activity allows participants to reflect on the following: What are we already doing? Who is responsible for these tasks/initiatives? The facilitator will help participants see that although the toolbox is extensive, they already have some structures and initiatives in place they can further develop.	how the toolbox is meant to be used.
Reviewing our current gender performance (Part II): Priority areas for our factory (20 min for exercise and 40 min for presentation and discussion)	After going through the toolbox and looking at what they are doing well so far, participants are asked to work individually (or in small groups) to identify the top three issues that they need to work on (and identify the related indicators). After individual work, they will then share their top three issues. Based on this, the facilitator will help identify common areas highlighted by participants and follow-up with a discussion to understand why these are the areas (and whether participants agree/disagree).	Initial identification of priority areas to address out of the 20 indicators
Conclusion (10 minutes)	The participants will conclude by each reflecting on the indicator (to their mind) that they think is the most important to address. They will also	

Day 4: Implementing the toolbox

This training will focus on implementation of policies, particularly the need to support policy and mechanisms such as training and awareness raising. As well, to successfully implement the Toolbox, there needs to be some form of monitoring and assessment framework which would help with situational analysis and identifying what is working or not.

After being introduced to the different strategies to implement the Toolbox from policy to training, participants will develop an action plan.

Due to the wealth of content to cover, the training will run **a total of 7 hours** (including a lunch and a break).

Activity	Description	Toolbox/Indicators covered
Recap **(10 minutes)**	A recap of Day 3's training, and a reminder of the five sections of the toolbox.	
Utilizing your existing talents **(40 minutes)**	Building on the past two exercises (what they are currently doing to promote gender equality, and what they need to address immediately), the purpose of this activity is to get management to think of how they can promote gender equality as a team. They will reflect on the need to should mobilize the different committees and management teams in place for this endeavor. For instance, even in the process of policy review, they can engage the expertise of the different staff and talents they have already in their workforce. Management will brainstorm, as a group, on the existing committees and roles and responsibilities of staff including welfare officers, HR officers, factory clinic staff, and even workers' representatives (also PHEs). The management will come up with a mapping of existing roles and responsibilities of key staff. Then, the management team will brainstorm additional ways to utilize their expertise and formal	Map detailing the responsible committees/managers/staff on overseeing indicators of the toolbox; understanding the importance of formalizing the roles and responsibilities as part of the JD

	functions to think about which areas of the toolbox they could cover. Management is encouraged to look at the existing organigram of their business.	
Reviewing factory policies (Part I): How do we start? **(70 minutes)**	Participants will begin by being asked to share all the policies that they think are relevant in covering the 20 indicators in the toolbox. They will be provided the steps required to conduct a review of existing policies. They will be walked through the key ingredients of a good grievance mechanism, gender equal policies, gender sensitive OSH policies, etc. (borrowing from existing trainings from Better Work)	Understanding of the basic methodology and thinking behind policy review; understanding the key components of policies on issues such as grievance, gender equality, OSH, hiring, etc.; understanding the importance of formalizing the roles and responsibilities as part of the JD
Break (10 minutes)		
Reviewing factory policies (Part II): An exercise **(60 minutes)**	After going through an introduction on how to conduct a policy review, senior management will be divided into smaller groups (i.e. pairs) to work on three of their existing policies (if it does not exist, they can come up with the most important components to include in their new policy): (1) sexual harassment and grievance mechanisms, (2) gender and occupational safety and health, and (3) HR policies on hiring and promotion. Each pair will be responsible for applying what they have just learned on reviewing policies and what they have reflected on in the first two days on the specific challenges facing female workers. They will practice coming up with revision suggestions as a pair. They will then present their suggestions to the group, in which, the group is encouraged to also provide their additional feedback on other possible suggestions.	Practice conducting an assessment on their existing policies; understanding the importance of formalizing the roles and responsibilities as part of the JD

An introduction to workplace systems strengthening tools **(30 minutes)**	The participants will be introduced to a series of existing toolkits that can help provide additional support in both policy review and systems strengthening. Participants will also be shown existing case studies to further the support the use of the tools, and if possible, draw learnings.	Familiarity with the wide range of existing tools
Lunch (60 minutes)		
From policy to practice: what are some challenges? **(60 minutes)**	The participants will build off of their policy review sessions and reflect on some of the potential implementation challenges for policies. The participants will be presented different scenarios showing that even if you have policies and mechanisms in place, there may be challenges in implementation. The scenarios would be: Filing a sexual harassment when the HR manager and responsible staff have no sensitivity training Workers are unaware of on-site facilities and workplace policies on work-life balance A female talent retention program is implemented but no female workers are willing to take up supervisor/management positions afterwards Depending on the size of the group, these can be case studies that are "read out" to the group to discuss. If possible, these scenarios can be acted out in a roleplay, followed by a guided discussion to understand the underlying challenges.	Understanding that there are gaps between policy and implementation; defined list of possible actions to support policy implementation; understanding that there is a need to provide training for managers to implement the policies; understanding there is a need to educate workers so they are aware of existing policies and mechanisms
Investing in female talent **(30 minutes)**	This will be an overview of the different ways to support the career and professional development of female workers. While training and skills	Understanding the training and support needed by female workers to excel both at home and at work

	development is an obvious option, the participants will also be asked to think about the invisible barriers such as norms in the factory (on working with a female supervisor/manager, expectations on how female/male supervisors should act), norms at home (what their family may think). After brainstorming on some of the potential challenges, they will identify ways to mitigate them.	
Monitoring and assessment: from situational analysis to on-going evaluation **(40 minutes)**	The participants will discuss the importance of monitoring and assessing the state of gender equality in their workplace. They will reflect on how this plays a role in (1) situational analysis, (2) on-going evaluation, and (3) promoting successful practices and improving on unsuccessful ones. The facilitators will introduce the different ways to monitor gender performance (gender equality metrics), which can be done by factory management. They will also talk about ways to monitor gender performance by speaking to relevant staff, including workers. They will be introduced to the use of surveys, interviews, and focus group discussions. They will also discuss how to interpret and use the data collected. They will also conclude by reflecting on ways to discuss ways to incorporate gender equality into high-level strategic/operational plan.	Understanding of monitoring and assessment tools including surveys, interviews, and FGDs; understanding of the importance of collecting feedback as part of situational analysis and on-going monitoring of the toolbox implementation; familiarity with incorporating gender performance into strategic/operational planning
Conclusion **(20 minutes)**	The participants will reflect on all their learnings in day 3 and 4 on operationalizing the toolbox. They will also reflect on the next steps they need to take to start. As homework, before the joint session with middle management, they will be asked to take an action	

	plan template to fill out. They will individually think of all the policies they think need to be revised, as well as additional activities like training for management and workers, awareness raising, and monitoring and assessing impact. They will be asked to bring this template to the half-day joint session to discuss as a group on a collective action plan.	

Half-day joint session

After completing four days of training (and five days for supervisors and committee members), all participants will convene together in a half-day joint session. To keep the participants to a group of 25 at most, select participants from the middle management and committee training will be selected to join this session.

The aim of the half-day joint session is for the two teams to share their key learnings from the trainings. They will then have an opportunity to share, as a group, their ideas on the most important issues to tackle in the workplace in order to promote gender equality and inclusion. They will also share their draft action plan and reflect on the similarities and differences. Towards the end of the joint session, they will come up with an action plan together.

The joint session will take 3 hours in total.

Activity	Description	Outcomes
Icebreaker: the importance of teamwork **(15 minutes)**	The participants will engage in a game where they are divided into two teams. They will be asked to form the longest chain, and they can use any materials they can get their hands on (i.e. scarfs, books). The goal of the game is to show the importance of teamwork, especially in a factory setting.	
Reflections on our learnings **(20 minutes)**	Participants will have an opportunity to each share one key learning they have from the trainings and how this learning affects their role as managers/committee members.	
Presenting our key issues and action plans **(30 minutes – 15 minutes to prepare, and 15 minutes for presentation)**	Each peer group will identify two participants to present the key issues identified in the previous trainings. They will explain some of the reasons as to why these issues were selected. They will then present their action plan and how they will address said issues.	

	Each peer group will present, followed by a joint discussion on the similarities and differences.	
Developing a joint action plan **(95 minutes)**	The peer groups will work together as one to develop an action plan. First, they will highlight the policy areas that they have identified that needs revision or supporting measures. They will then work through each policy together to decide on action points to following, including who is responsible. Second, they will check whether there are any missing issues (from the key issues) in the action plan. Followed by checking whether or not all indicators are covered in the action plan. This is followed by a discussion on immediate next steps, including ways to consult workers' representatives on the action plan.	Development of a joint action plan with clear roles and responsibilities that all are agreeing to.
Conclusion (20 minutes)	The facilitator will close the joint session (and last training) by summarizing the main messages. During this conclusion, participants will be able to ask any questions they may still have.	

Training for middle management and management committee representatives

Middle management and management committee representatives will receive 5.5 days of training in total.

The targeted participants in this training are:

- Production Managers
- HR Officers
- Compliance and CSR Officers
- Welfare Officers
- Management committee members of health and safety committee, anti-harassment committee, participation committee)
- Selected supervisors currently in committees/soon to be selected for the committees

Day 1: What does it mean to be a good manager?

To begin, participants will be provided a high-level overview of the WE Women.

The focus of the first day of training is to provide managers with leadership and management skills. They will engage in various participatory activities to build essential skills such as communications and stress management. They will also reflect on their roles as managers and what they can do to promote a more positive workplace.

Total training time: 315 minutes

Activity	Description	Toolbox/Indicators covered
Introduction to the training (15 minutes)	An overview of the training and objectives.	
Overview of the Project (15 minutes)	A discussion on the reasons for developing the toolbox, the business case for investing in women, and the concept of gender performance. This will be brief, as we will have a more in-depth discussion on the toolbox towards the end of the training.	Overview of the toolbox
Ground rules and expectations (15 minutes)	Participants will develop a set of ground rules and come up with a list of	

	expectations from the training – we will focus on what they expect to gain from the trainings to help them implement this toolbox.	
Ideal and reality: workers and supervisors (60 minutes)	Participants will reflect on the expectations for both workers and managers in a factory (including senior management). They will discuss the expectations that is set out in their workplace, and some of the challenges in meeting these expectations. The participants will think of how it is not always possible for us to meet expectations.	
Active listening and its benefits (20 minutes)	Participants will engage in a fun activity to show why it's important to listen to each other. They will explore the value of listening skills as a vital part of interpersonal communication – this is especially important in a factory setting.	Understanding of active listening as part of communication
Body language – it's really powerful (30 minutes)	Participants will reflect on how we use our bodies to communicate, even without using words.	Understanding of using our physical body to communicate
Attack, Avoid, and Manipulation (45 minutes)	Participants will learn to distinguish amongst three forms of communication styles: attack (aggressive), avoid (passive), and manipulation (passive-aggressive). They will reflect on how these are used in everyday communication, and how these are not the most helpful ways to communicate.	Understanding of unhelpful communication that we use everyday
Using "I" statement (40 minutes)	The participants will practice using "I"	Understanding of the benefits of using "I"

	statements, or speaking assertively. They will reflect on how it feels to use an "I" statement, and how it feels as the recipient of an "I" statement (in contrast to the previous three ways of communicating).	statements; practice using "I" statements
Understanding stress at home and at home (30 minutes)	Participants will begin by engaging in the "balloon game". They will blow up balloons of different sizes, and this represents the different stress levels we may have. Like a balloon, if we bottle up all our stress, we will have an outburst in one way or another. After this short game, participants will map out the sources of stress both at home and at work. They will look at how this inter-relate, and how stress at work feeds into the home, and vice versa. They will also reflect on some of the negative behaviours that can occur as a result of stress.	
Effective stress management (30 minutes)	Participants will discuss effective ways of managing stress. They will brainstorm on the many different strategies.	
Conclusion: why are communication skills important for managers? (15 minutes)	The training session would end by reflecting on the importance of communication skills, especially for managers. They will share a commitment they will make in terms of improving the way they communicate in the workplace.	

Day 2: Why is gender equality a business issue?

The participants will engage in a series of gender sensitization activities to ensure that they have a basic understanding of gender norms and how they play a role in impacting their workplace. They will also enter discussions about how gender norms affect our lives outside of the workplace, including the unequal distribution of care and household responsibilities.

Activity	Description	Toolbox/Indicators covered
Introduction to the training **(15 minutes)**	A review of the learnings from the previous trainings.	
Gender norms (an introduction) **(20 minutes)**	Participants will begin a discussion about gender norms, roles and responsibilities, and expectations through icebreaking games.	Indicator 7 and 8
Power over, power to, power within **(20 minutes)**	This activity will allow participants to reflect on the way we can exert power over someone (in a negative way). As well, we can use power for good, for instance, to empower others.	
Male and female workers and supervisors – Ideal and Reality **(45 minutes)**	Participants enter a discussion on how our gender norms affect the expectations we have for female and male workers and supervisors. Participants will think about the assumptions we make of workers and supervisors based on their gender.	Section 2 (non-discrimination), Indicator 7 and 8
The way we use our time **(60 minutes)**	Our home life has a direct impact on our work life. Participants will engage in an exercise to think about the differences in time use between women and men, with a focus on the unequal care and household responsibilities. This will open up to questions about other	Indicators 6, 7, 8, 10, 13, 14

	forms of care and responsibilities at home that women may have, for instance, in taking care of relatives or dependents who are ill. We will link the discussions to workplace policies on maternity and paternity, as well as on-site ECD facilities. Here, given the audience, we will place an emphasis of what this means when workers need to ask for leave to address their responsibilities.	
Men, Women, and things **(45 minutes)**	(Adapted from Promundo HMD) The participants will be provided a series of images of objects/activities that relate to household tasks and workplace tasks. If it is a big group of participants, they can be divided into smaller groups and do the exercise separately. They will be asked who is currently completing these tasks (at home, or in the workplace), and whether women and men are better at the given tasks. They will reflect on the why certain tasks are assigned by gender. They will also reflect on why these tasks, whether at home or at work, are currently fulfilled by one gender only.	
Our role in promoting gender equality **(45 minutes)**	After reflecting on and discussing the gender inequalities facing women workers, participants will reflect their role as managers and supervisors in combating this.	

	They will also reflect on the actions they can take in the workplace to address this.	
Conclusion (15 minutes)	Participants will reflect on their key learnings.	

Day 3: Focusing on women workers' well-being

The third day will focus specifically on two other thematic areas of the toolbox: (1) health and safety and (2) harassment in the workplace. As with Day 2, each of the topic/thematic discussions will relate directly to existing policies and mechanisms in place.

Activity	Description	Toolbox/Indicators covered
Introduction to the training **(15 minutes)**	An overview of the training and objectives, specifically, the two thematic topics of health and safety, and building a respectful workplace (that is harassment-free).	
Managers and workers' well-being: What is our role? **(40 minutes)**	We will engage in a participatory activity to discuss the roles and responsibilities of managers and supervisors in promoting workers' well-being, particularly female workers' well-being. This is an activity to get buy-in from management and supervisors to acknowledge that they have a responsibility and role to play in taking care of workers' well-being, particularly in the area of health and in promoting an inclusive and harmonious working environment.	
Women's health needs **(60 minutes)**	We will focus on specific health issues that face women workers including menstruation, pregnancy, and malnutrition. We will focus on how these health needs of women workers affect them at work. The discussion will also lead to a reflection on the existing policies and systems in place in the factory on meeting the	Indicator 9, 15

	health needs of female workers.	
Our current health systems **(30 minutes)**	Building off the activity on women's health needs, we will discuss and critically reflect on the existing health management system on-site. They will reflect on what they are currently doing to provide for women's specific health needs, and identify any areas that they may want to improve on.	Indicator 9, 15
Abuse at home **(50 minutes)**	The participants will reflect on the forms of abuse facing female workers at home.	Indicator 11 and 12
O Sipho or an icebreaker	An icebreaker will be use to provide relief between two difficult activities.	
Abuse at work **(50 minutes)**	The participants will reflect on the forms of abuse facing female workers at work.	Indicator 11 and 12
Skills for support **(40 minutes)**		
Putting ourselves in the shoes of female workers (40 minutes)	In this roleplay exercise, management will play several scenarios of female workers experiencing different forms of harassment or grievances in the workplace. They will use the roleplays to think about challenges that may exist even if there are formal policies and mechanisms to prevent and address harassment as well as promoting equality in the workplace. Given the participants, they will conduct roleplays in scenarios that they may face (i.e. the role of	

	particular managers and of supervisors).	
Addressing harassment in our workplace (45 minutes)	The concluding discussions will centre around policies, mechanisms, and other actions factories can take to address and prevent harassment, especially in context of the High Court Order. Factory management will also be encouraged to think of their role in going beyond the workplace and in addressing and preventing violence beyond.	
Conclusion (20 minutes)	We will conclude the day by reflecting on the roles and responsibilities of the workplace on female workers' well-being, particularly in the context of health and also in preventing and addressing violence and harassment. To prepare for Day 4's training, management and committee members will be given some homework to do. They will be asked to reflect on the existing policies and systems in place to promote gender equality, access to health services, and to prevent and address harassment. They will be asked to bring the relevant policies to next training, and be ready to present to the group their roles and responsibilities in implementing said policies.	

Day 4: A toolbox to improve gender performance

After founding an understanding of gender issues in the RMG sector (discrimination, absence of women in leadership positions, health and safety, and harassment), we will reintroduce the toolbox to show how each of the indicators can help promote gender equality.

Activity	Description	Outcomes
Recap and introduction **(20 minutes)**	We will have a brief recap of the issues facing women workers from the previous trainings – gender inequality (absence of women in leadership positions and opportunities), health and safety, and harassment. An overview of the training and objectives. The introduction will also revisit the premises and rationale behind the toolbox (as a reminder). This introduction will cover the concept of gender performance.	Participants will recall the key barriers to gender equality for female workers
Walkthrough the toolbox: Sections 1 – 5 (part 1) **(180 minutes)**	We will walk through each and every single indicator of the toolbox. We will link back to some of the gender issues we discussed in the previous trainings. As this is a training for management, the focus will slightly differ from the training for senior management. Supervisors and management will think more critically about how they can use their position in the factory to support the pursuit of each of the indicators. (Facilitators will add a break as necessary)	Understanding of the indicators and understanding of the importance of each indicators
Reviewing our current gender performance (Part I): What we are doing in our factory **(30 min for exercise and 30 min for presentation and discussion)**	The participants will review their current gender performance as per the five sections of the toolbox. Here, the participants will bring their homework and they will have time to prepare a presentation on how the relevant policies promote gender equality, and what their specific roles are (i.e. as the welfare	The participants will have a practical demonstration of how the toolbox is meant to be used.

	officer, or participation committee member).	
Reviewing our current gender performance (Part II): Priority areas for our factory **(60 minutes for discussion)**	Building off of the previous exercise, participants will have an opportunity to review the different policies and mechanisms. They will be encouraged to have an open discussion on the successes and challenges of implementing the relevant policies and mechanisms. They will be asked to identify areas of improvement.	Initial identification of priority areas to address out of the 20 indicators
Conclusion (10 minutes)	The participants will conclude by each reflecting on the indicator (to their mind) that they think is the most important to address. They will also	

Day 5: Implementing the toolbox

This training will focus on implementation of policies, particularly the need to support policy and mechanisms such as training and awareness raising. As well, to successfully implement the Toolbox, there needs to be some form of monitoring and assessment framework which would help with situational analysis and identifying what is working or not.

After being introduced to the different strategies to implement the Toolbox from policy to training, participants will develop an action plan.

Due to the wealth of content to cover, the training will run **a total of 7 hours** (including a lunch and a break).

Activity	Description	Toolbox/Indicators covered
Recap **(10 minutes)**	A recap of Day 3's training, and a reminder of the five sections of the toolbox.	
Reviewing factory policies (Part I): How do we start? **(70 minutes)**	Participants will begin by being asked to share all the policies that they think are relevant in covering the 20 indicators in the toolbox. They will be provided the steps required to conduct a review of existing policies. They will be walked through the key ingredients of a good grievance mechanism, gender equal policies, gender sensitive OSH policies, etc. (borrowing from existing trainings from Better Work)	Understanding of the basic methodology and thinking behind policy review; understanding the key components of policies on issues such as grievance, gender equality, OSH, hiring, etc.
Reviewing factory policies (Part II): An exercise **(60 minutes)**	After going through an introduction on how to conduct a policy review, participants will be divided into smaller groups (i.e. pairs) to work on three of their existing policies (if it does not exist, they can come up with the most important components to include in their new policy): (1) sexual harassment and grievance mechanisms, (2) gender and occupational safety and health, and (3) HR policies on hiring and promotion. Each pair will be responsible for applying what they have just learned on reviewing policies and what they have reflected on in the first two	Practice conducting an assessment on their existing policies

	days on the specific challenges facing female workers. They will practice coming up with revision suggestions as a pair. They will then present their suggestions to the group, in which, the group is encouraged to also provide their additional feedback on other possible suggestions. As part of this groups' objectives, they will also be asked to think about the resources they would require from senior management in order to implement the policies and mechanisms.	
An introduction to workplace systems strengthening tools **(30 minutes)**	The participants will be introduced to a series of existing toolkits that can help provide additional support in both policy review and systems strengthening. Participants will also be shown existing case studies to further the support the use of the tools, and if possible, draw learnings.	Familiarity with the wide range of existing tools
From policy to practice: what are some challenges? **(60 minutes)**	The participants will build off of their policy review sessions and reflect on some of the potential implementation challenges for policies. The participants will be presented different scenarios showing that even if you have policies and mechanisms in place, there may be challenges in implementation. The scenarios would be: Filing a sexual harassment when the HR manager and responsible staff have no sensitivity training Workers are unaware of on-site facilities and workplace policies on work-life balance A female talent retention program is implemented but no female workers are willing to take up supervisor/management positions afterwards	Understanding that there are gaps between policy and implementation; defined list of possible actions to support policy implementation; understanding that there is a need to provide training for managers to implement the policies; understanding there is a need to educate workers so they are aware of existing policies and mechanisms

	These scenarios can be acted out in a roleplay, followed by a guided discussion to understand the underlying challenges.	
Investing in female talent **(30 minutes)**	This will be an overview of the different ways to support the career and professional development of female workers. While training and skills development is an obvious option, the participants will also be asked to think about the invisible barriers such as norms in the factory (on working with a female supervisor/manager, expectations on how female/male supervisors should act), norms at home (what their family may think). After brainstorming on some of the potential challenges, they will identify ways to mitigate them.	Understanding the training and support needed by female workers to excel both at home and at work
Monitoring and assessment: from situational analysis to on-going evaluation **(40 minutes)**	The participants will discuss the importance of monitoring and assessing the state of gender equality in their workplace. They will reflect on how this plays a role in (1) situational analysis, (2) on-going evaluation, and (3) promoting successful practices and improving on unsuccessful ones. The facilitators will introduce the different ways to monitor gender performance (gender equality metrics), which can be done by factory management. They will also talk about ways to monitor gender performance by speaking to relevant staff, including workers. They will be introduced to the use of surveys, interviews, and focus group discussions. They will also discuss how to interpret and use the data collected. They will also conclude by reflecting on ways to discuss ways to incorporate gender equality into high-level strategic/operational plan.	Understanding of monitoring and assessment tools including surveys, interviews, and FGDs; understanding of the importance of collecting feedback as part of situational analysis and on-going monitoring of the toolbox implementation; familiarity with incorporating gender performance into strategic/operational planning

Conclusion **(20 minutes)**	The participants will reflect on all their learnings in day 4 and 5 on operationalizing the toolbox. They will also reflect on the next steps they need to take to start. As homework, before the joint session with middle management, they will be asked to take an action plan template to fill out. They will individually think of all the policies they think need to be revised, as well as additional activities like training for management and workers, awareness raising, and monitoring and assessing impact. They will be asked to bring this template to the half-day joint session to discuss as a group on a collective action plan.	