WE Women by Lindex

LINDEX

05 MAY 2021

Objectives

Today we will introduce a new project on improving the gender perfomance of your buiness

Why focus on female workers?	We will provide an **overview of "WE Women "** and the **business case for investment** in female workers and gender equality
Why focus on female workers?	We will introduce the **assessment toolbox**, which is a self-assessment tool to help **understand your business' current gender performance** and identify **opportunities for improvement**
Why focus on female workers?	We will discuss discuss how we can **build the capacity of you and your management team** to come up with an **action plan** on integrating gender in your human resource and business performance system

WE Women by Lindex

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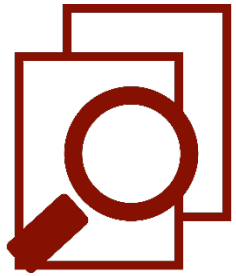
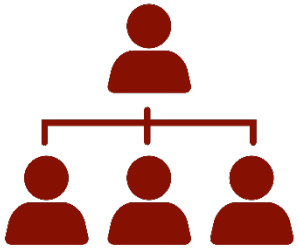
- The ”WE Women” was launched to provide long-term benefits to women workers and business. The objectives are:

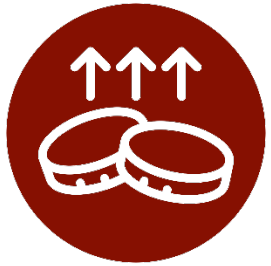
Promote more gender equal and inclusive workplaces



Support suppliers in conducting an assessment on their gender performance



Encourage leadership and management style that is inclusive for women



Enhance business incentive for gender equality

What WE Women by Lindex does for suppliers

To integrate gender equality into supplier management systems, the brand is launching an assessment toolbox for their suppliers to measure the gender performance of their business operations.

The toolbox is not an audíting tool. It is a tool to help suppliers start a journey to build more gender equal workplaces.

The toolbox will help strengthen HR systems, policies, business performance, and traing and professional development programs.

The brand will work towards building the capacity of suppliers management teams to enhance the teams to and committee´s abilities to implement their gender action plan.

Using the toolbox, management will develop a gender action plan

The business case for investing in female workers and gender equality

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Why invest in gender equality?

Investing in the female talent in your factory can lead to many business benefits

Increased productivity	Increased productivity	Increased productivity
Participants undergoing the PACE Program had higher productivity of 15%	Female workers undergoing skills training had **higher work efficacy** (27% to 59%) Retention rates are **31 percent higher** for trained female workers	A more diverse leadership pool means **greater diversity in thinking and strategies for your business**

WE Women by Lindex assessment toolbox

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Introduction to the assessment toolbox

The toolbox measures suppliers´ gender performance of their human resource and management systems in the following five areas:

- Establish high-level corportat leadership for gender equality
- Treat all women and men fairly at work
- Ensure the health, safety, and well-being of all women and men workers
- Promote education, training, and professional development for women
- Measure and report on progress and achieve gender equality

Establish high-level corporate leadership for gender equality

Corporate leadership for gender equality

The commitment through leadership can cascade action throughout the business. It sends a signal to the everyone in your business that **gender equality is a priority**

Why is corporate leadership important?

- When senior management and owners give attention to gender equality, it sets **the model behavior** for all employees to follow
- Corporate leadership defines, embodies, and represents the **culture and values of your business**.
- For gender equality to be integrated, it needs to **be treated in the same way as any other strategic business objective** with the business case, goals, and measures of success

Corporate leadership for gender equality

In our toolbox , we developed four questions to help you assess your factory´s corporate leadership for gender equality.

- Does your factory have a **strategic/operational plan** that includes **high-level gender equality related objectives**?
- Has your factory made a **public statement on its respect for gender equality and non-discrimination**?
- Has your factory **undertaken stakeholder consultation** to develop its gender targets, strategy, evaluate performance, and generate feedback on workplace gender culture?
- Has your factory **undertaken a gender assessment** of all of its policies?

Corporate leadership for gender equality

- What can we do about it?
  - Including the **business case for gender equality** as part of its **company performance plans**
  - Introducing the **business case for gender equality** in **internal communication** to all employees
  - Including respect for **gender equality in your code of conduct**
  - Senior management to **recognize the accomplishments** of women workers
  - Holding **regular consultations** with workers and managers on **to review gender strategy and targets** and to discuss the state of gender equality in your workplace

Equal treatment of women and men (non-discrimination)

Equal treatment of women and men (non-discrimination)

Reviewing and strengthening your existing **policies and systems** can ensure that both women and men have **equal opportunity** to flourish

What is preventing equal opportunity?

- **Gender pay gaps** exist in almost all workplaces because how competencies are valued, the concentration of women in specific jobs, and stereotypes about women's capabilities
- **Family responsibilities** make it difficult for women to transition back into work in the factory – most of the family responsibilities fall on mothers as opposed to fathers
- **Women are underrepresented in management positions** due to perceptions about women's abilities and aspirations

Equal treatment of women and men (non-discrimination)

In our toolbox, we developed four questions to help you assess your factory's progress towards equal treatment of women and men (non-discrimination)

- What are your factory's policies and practices in identifying and addressing gender wage gaps?
- What is your factory's policy on paid maternity and paternity leave?
- What is the percentage of women in management positions? (line supervisors and above)
- Does your factory have initiatives to promote women in management-level positions?

Equal treatment of women and men (non-discrimination)

What can we do about it?

- Conduct and analyze gender pay gaps in your workplace, and share findings with employees
- Provide 16 weeks of maternity leave to employees and to encourage fathers to take leave by providing paid paternity leave
- Proactively recruit female talent, especially existing talent in your workplace, to managerial positions
- Provide training and other support (i.e. fast-track systems) to women to encourage their uptake of managerial positions

Ensure the health, safety, and well-being of all women and men workers

Health, safety and well-being of all workers

Workplaces that invest in the health, safety, and well-being of workers should consider that the **specific needs of women workers**. This is especially important in the RMG factories where the majority of workers are women.

What are the specific needs of women in terms of health, safety and well-being?

- Women have specific health needs, for instance, in the area of **reproductive health** (menstruation and family planning) and maternal health (pre- and post-natal health, breastfeeding)
- Women take on the lion's share of **family responsibilities**, including **childcare** and **care for dependents**
- Women are more likely than men to experience s**exual harassment in the workplace**, not only from their managers, but from security staff

Health, safety and well-being of all workers

In our toolbox, we developed five questions to help you assess your factory´s progress towards promoting health, safety and well-being of women and men workers.

- Does your factory's health and safety policy consider the implications of gender and biological, including sexual and reproductive, differences between women and men?
- Do new mothers have access to day-care centre with quality early childhood development services and breastfeeding or pumping facilities?
- Does your factory have an operational level grievance mechanism for employees with complaints related to gender discrimination and sexual harassment?
- Are the factory's security staff, including contractors and sub-contractors, trained on human rights including gender and security considerations?
- What is the factory's policy for allowing employees time off to fulfill caring responsibilities, including to attend healthcare and school-related appointments with dependents?

Health, safety and well-being of all workers

What can we do about it?

- Strengthen health and safety policies to consider the needs of women workers
- Ensure that on-site medical services and facilities can cater to the specific health needs of women workers
- Provide an on-site day care centre that also has breastfeeding facilities
- Strengthen employee grievance mechanisms related to gender-based discrimination and sexual harassment
- Provide designated leave for workers, both women and men, to meet family responsibilities
- Train security staff, including contractors and sub-contractors on gender and security

Promote education, training and professional development for women

Education, training and development for women

Providing training opportunities for women can allow them to do their jobs at their full potential.

Why should we invest in development female talent in our workplace?

- To nurture female leadership, women require access to training needed to **develop the necessary skills and confidence**
- A more skilled and talented workforce can lead to **productivity gains for your factory**
- An investment in talent can **increase motivation and dedication** to your factory, thereby reducing attrition

Education, training and development for women

In our toolbox, we developed three questions to help you assess your factory's progress towards providing education, training, and development for women workers:

- What is your factory's approach to **gender sensitization training**?
- What is your factory's approach to **improve the basic literacy**, including health and financial literacy, and numeracy of employees?
- What is your factory's approach to **improve women employee's access to peer networks** and **gender-sensitive career counselling**?

Education, training and development for women

What can we do about it?

- **Strengthen health and safety policies** to consider the needs of women workers
- Ensure that **on-site medical services and facilities** can **cater to the specific health needs** of women workers
- Provide an **on-site day care centre** that also has **breastfeeding facilities**
- Strengthen employee **grievance mechanisms** related to gender-based discrimination and sexual harassment
- Provide **designated leave for workers**, both women and men, **to meet family responsibilities**
- **Train security staff**, including contractors and sub-contractors **on gender and security**

Measure and report on progress to achieve gender equality

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Measure and report progress on gender equality

To ensure continuous progress towards an inclusive workplace, you and your team should **regularly monitor and report on your impact** as well as sharing successes and challenges.

Why is it so important to monitor and report on impact?

- Just as with any other business performance goals, we **set milestones** to make sure that we are on track
- Measuring impact is a way for us to **see what's working, what's not**, and how to **further improve**
- Sharing impact with employees and external stakeholders **shows your firm commitment** to gender equality

Measure and report progress on gender equality

In our toolbox, we developed four questions to help you measure and report on progress in achieving gender equality.

- What is your factory's approach to **communicating your gender policy, action plan, and progress** to employees?
- Has your factory **collected and analyzed sex-disaggregated data of your workforce** to develop the action plan and track performance?
- What is your factory's approach to **organizing your oversight of the implementation** of gender equality and non-discrimination policy, strategy and plan?
- Has your factory set a **financial benchmark for resource allocation** and source tracking mechanism for implementation of the gender equality and non-discrimination policy, strategy, and plan?

Measure and report progress on gender equality

What can we do about it?

- Communicate your gender policy and action plans to all employees and to external stakeholders
- Collect sex-disaggregate data to set targets, including data on:
  - Business operation
  - Skills development
  - Wages and work hours
  - Pregnancy and parenthood
  - Menstruation
  - Harassment
- Form a cross-departmental team to oversee the implementation of the gender equality and non-discrimination policy
- Report impact to relevant committees including the PC, health and safety, etc.
- Set a financial benchmark to allocate resources to implement the policy, strategy, and plan

What do the scores mean?

The scores in the toolbox

Although this is **not an auditing or compliance tool**, the assessment uses a points system to help you and your team track progress and to develop an action plan.

There are a total of 20 indicators. The toolbox uses a 4-point scale:

- **Missing:** Score of 0
- **Approaches requirements:** Score of 1
- **Meets requirement:** Score of 2
- **Exceeds requirement:** Score of 3

A supplier can earn a maximum score of 60

No supplier will have the perfect score from the beginning. The assessment is meant to be an on-going journey towards an inclusive workplace

What are your immediate thoughts and reactions?

Our capacity-building for you and your team

Capacity-building for you and your team

To support you and your team to implement the assessment toolbox, our service provider will conduct two types of trainings:

- **Training for senior management**
- **Training for management representatives** (including committee members)

We aim to achieve the following through the capacity-building activities:

- Provide the **skills needed to conduct a self-assessment** and measure progress
- Build an **understanding of gender performance** and the importance of gender equality
- Secure **buy-in from all levels of management**
- Develop skills to conduct **gender planning, training, and programming**
- Develop **skills to measure outcomes**

What does the capacity-building look like?

We would like your assistance in coming up with a capacity-building plan that works best for you and your team. We have some questions for you:

Content of training

- What are the key topics that we need to cover?
- What types of skills-building do we need to address?

Modality of training

- With **4.5 days** for senior management, and **5.5 days** for management and committee members, how would you like the training days structured?

Who should be in the training

- In each of the designated sessions, who should be involve in the training?

Content of training

Contents of training

We have identified the following **topics** to include in the training to provide you and your team a **foundational understanding** of gender equality and non-discrimination:

- **Gender:** what are gender norms? How does this affect women and men workers differently? What are barriers for women and men workers in the workplace?

- **Health:** what are the differences in women and men's health? What is the relevance for our workplace? What does this mean for our on-site facilities (i.e. clinic, day care centre, breastfeeding/pumping facilities)?

- **Safety:** why does sexual harassment happen? Why is it an issue at work? What is the High Court Order and what are the roles and responsibilities of the employer?

Content of training: Skills-building

We have identified the following areas for **skills-building** in the training:

- Deep dive into the indicators
- Policies and workplace systems strengthening
- Internal engagement
- Gender planning and budgeting
- Training, developmental programs, and other activities implementing
- Monitoring and reporting

Modality of training

Modality of training

We understand the time constraints that you and your team face. This is why we want your feedback on **how you would prefer to see the trainings delivered**.

- Reflect on how you want to see the **senior management** as well as the **management training** structured
- We all have different learning styles. We would also like to hear from you what we can do to maximize your gains from our capacity-building activities.

Who are we training?

Who are we training?

When we say senior management and management (including committee members), we may have different perspectives on who should be included.

In your opinion, who should we include in the trainings for:

- Senior management
- Management, including committee members

What´s next?

From an assessment to an action plan

Although you and your team will lead the assessment and form an action plan using the toolbox, Lindex, GIZ, BSR, and the service provider will give support to you.

Review the assessment toolbox internally – invite the committees and relevant management staff do do so, ask questions if you have any

Participate in capacity-building activities – the service provider will give trainings to senior management and management/committee teams.

Attend peer activities – the brand will organize activities with the 10 suppliers to share their experiences.

Develop an action plan – the service provider will work closely with you, your committees and management team in coming up with a plan

Throughout this process, we encourage you and your team to provide feedback to us on the tools, the trainings and the sharing sessions.

Success factors for suppliers

There are various factors that will help us ensure that WE Women is a success:

- ✓ Firm commitment from senior management
- ✓ Keeping an open mind
- ✓ Documenting successes and challenges
- ✓ Encouraging internal discussions
- ✓ Providing feedback to brands

Thank you for participating!