
The WEPs GAT Tool: From Principles to Practice

Prepared for the Food Network for Ethical Trade

January 2025



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01

Introduction

BSR

Sustainable Business Network and Consultancy

Global Team of Sustainability Experts

BSR™ is a sustainable business network and consultancy focused on creating a world in which all people can thrive on a healthy planet. With offices in Asia, Europe, and North America, BSR provides its 300+ member companies with insight, advice, and collaborative initiatives to help them see a changing world more clearly, create long-term value, and scale impact.



Dr Felicity Butler

Manager,
Equity, Inclusion,
& Justice &
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The BSR Difference

Focus on Impact

We create holistic business solutions that offer the biggest opportunities for meaningful change, not just with your company, but also by working with value chain partners, markets, policymakers, and systems.

A Diverse Team of Experts

Our passionate, committed team of sustainability leaders is comprised of people from diverse backgrounds, and experience working in companies, NGOs, academia, government, and consulting. This array of talent enables us to provide the expertise and insight to help companies navigate the critical sustainability issues they face.

 [Check out BSR's Our People video >>](#)

Seeing the Connections

We make connections between issues, and between your business and the wider social context. This global mindset informs our effort to provide you with holistic strategies which consider impacts on a diverse range of stakeholders.

Focus on Action

We provide honest advice and insight that translates your ambitions into credible action. We articulate the strategic business value of our recommendations, while still emphasizing the importance of values. Our guidance will always look for opportunities to collaborate, to support public policy solutions, and encourage transparency and accountability.



BSR's Women's Empowerment Work

We catalyze business action to advance gender equality and empower women to exercise their rights to be free from violence, participate fully in the global economy, access healthcare, and achieve financial security.

Design and Deliver Impactful Women's Empowerment Strategies

- Assess partners' women's empowerment performance, set priorities and develop and execute a strategy to drive women's advancement, including applying UN Women's Empowerment Principles.
- Develop gender-sensitive policies and guidelines, including effective programs related to recruitment and retention, procurement, product and services development, and corporate investments.

Build empowering supply chains for women workers

- Mainstream gender into supplier management systems, including codes of conduct, scorecards, etc.
- Conduct supply chain and/or regional specific needs assessment on challenges and opportunities.

Tackle systemic challenges facing women globally

- Provide thought leadership and analysis on emerging issues including the intersection of gender and climate, the future of work and automation and its impacts on women.

BSR's Gender Experience, Expertise, and Global Partner Network

BSR is a mission-driven, non-profit organization with a global network of more than 300 member companies from a range of industries and regions. We help companies with our expertise in many different areas, including gender in global supply chains, as outlined below.

Consumer Sector Experience

- Nearly **100 member companies** across key industries: apparel and lifestyle; retail; food, beverage, and agriculture; healthcare; media and entertainment; travel and tourism
- Collaboration with NGOs; academics; diverse stakeholders
- Experience across value chains: farm/field-level engagement; commodity traders; retailers
- Support on emerging issues: [10 Human Rights Priorities in FBA](#); [AI and Human Rights in retail](#); [10 Human Rights Priorities for the Luxury Sector](#)

Gender Content Expertise

- [Publicly available resources](#) for integrating diversity, equity, and inclusion in supply chain management; gender equality in codes of conduct; social audits; supply chain due diligence
- Human rights work in various commodities and regions: palm oil, shea, tobacco, cashew nuts, tea, flowers
- Decades of experience in direct engagement with rightsholders and collaboration with local partners
- Notable projects: [Financial resilience training for women in shea supply chains](#); [Italian Women in Luxury Supply Chains](#)

Global Partner Network

- BSR has extensive experience in advancing sustainability by convening companies, experts and stakeholders
- In palm oil, Action for Sustainable Derivatives includes activities to prevent and respond to gender-based violence in concessions in Indonesia
- BSR has experience bringing together industry stakeholders in shea to work together toward financial resilience for women
- Our women's empowerment program RISE has reached over 5 million workers in apparel and agriculture supply chains

Practical Tools to Integrate Gender into Due Diligence Processes

Effective gender-responsive due diligence integrates gender across all due diligence processes, conducts gender-sensitive engagement of rightsholders and stakeholders and ensures companies' remediation processes are gender responsive.

BSR
Gender Equality in Codes of Conduct Guidance
Funded by the Dutch Ministry of Foreign Affairs

www.bsr.org

Gender Equality in Codes of Conduct Guidance

BSR
The Auditor Guide to Conducting a Gender-Sensitive Audit

I. Process for Identifying and Assessing Gender-Sensitive Issues

II. Gender-Sensitive Worker Interview Techniques

III. Tips for Reporting Gender-Sensitive Issues

More guidance is available on [page 17](#)

More guidance is available on [page 26](#)

More guidance is available on [page 89](#)

Gender Equality in Social Auditing Guidance

BSR
Laudes Foundation

The Gender Data and Impact (GDI) Tool
A Tool for Conducting Gender-Responsive Due Diligence in Supply Chains

The Gender Data and Impact Tool: Gender-Responsive Due Diligence

BSR Tools for Gender-responsive Approach to the UNGPs

Here are a couple of examples of BSR tools to help companies bring a gender lens to their approach.

- Policy review gap analysis tool and ILO Convention mapping tool
- Human Rights Impact Assessment and context assessment tools integrate gender dimensions

BSR
The Business of a Better World

[Company Name]
Human Rights Policy Review
April-19

Overall score: 0/100
Weak: Overall, the Human Rights policy presents significant gaps that should be addressed to meet the expectations set out in the United Nations Guiding Principles (principles 15 and 16).

General comments: [] General recommendations: []

BSR | Gap Analysis with ILO Convention 190 Violence and Harassment in the World of Work
Source: [ILO Ending Violence and Harassment in the World of Work](#)

SUGGESTED CORPORATE PRACTICES AND MEASURES ACCORDING TO ILO CONVENTION	ILO REFERENCE	COMPANY'S CURRENT PRACTICE
Workplace Policy on Violence and Harassment		
Broad coverage of different types of workers including employees, interns, apprentices, workers whose employment has been terminated, volunteers, jobseekers, job applicants, etc.	I. Definitions and Scope, Article 1 (c)	
Scope of policy that addresses violence and harassment in the "world of work" including in the workplace; in places where workers are paid take ret breaks or meals, uses sanitary facilities; when	I. Definitions and Scope, Article 2 (various)	
The company has adopted a policy on violence and harassment in the workplace that includes...		
Zero-tolerance statement and all types of workers in scope		
Reference to corporate violence and harassment prevention programs.		
Rights and responsibilities of workers and employer, including managers and supervisors.	III. Protection and Prevention, Article 9 (a)	
Information on complaint and investigation procedures.		
Appropriate measures taken in response to communications related to violence and harassment.		

BSR
Human Rights Impact Assessment,
Interview Guide

This interview guide is for BSR to conduct an assessment of its operations' human rights risks, opportunities and the degree to which these risks may impact rights holders.

As part of the impact assessment, BSR is conducting interviews with leaders across various Company/business units to better understand the ways in which the organization operates. Interviewees are not required to work on human rights issues or even be familiar with the full human rights to participate in the interview. Rather, BSR is seeking your expertise on CompanyPharma's products, services, and management processes to map the company's against the universe of potential human rights issues outlined in the [Universal Declaration of Rights](#).

With the 2011 release of the [UN Guiding Principles on Business and Human Rights](#), stakeholder expectations to conduct human rights due diligence—including impact assessments—are rising. Findings from the assessment will help Company understand the greatest human rights risk opportunities to the company, and determine a path forward to address these.

This Interview Guide serves as a broad outline for our discussion, but is not intended to be a script. Other questions may arise during the interview, depending on points raised during conversation. Please do not feel obligated to formally prepare for the call in any way or draft responses to this guide. If relevant documents are identified that BSR doesn't already have, they will be provided after the call.

General Questions

1. What is your role at Company and how does it relate to this priority area?
2. When you think about social and human rights in your organization or the healthcare pharmaceutical industry more broadly, what issues come to mind? Which are you most concerned about?
3. What are the human rights issues that you think Company has the greatest potential impact?
4. Are you aware of your organization's responsibilities in the area of human rights? If so, how do you find this information?
5. What are the key company policies and standards that relate to your area and have to impact human rights?
6. How do you use these policies in your day-to-day work?
7. What is your perception of the awareness of these policies by those who have to implement them?

	Conflict salient	
	Yes	No
Yes	Category 1 e.g.: serious pollution of water; business relationships with conflict actors; employment of weakly trained security personnel	Category 3 e.g.: equal pay between men and women; minor labour rights issues
No	Category 2 e.g.: tensions through weak expectation management; tensions through unequal hiring policies along conflict lines; tensions between those favouring economic development and those aiming to protect traditional ways of living	

Human Rights salient

Overview of the United Nations Global Compact (UNGC) and the Women's Empowerment Principles (WEPs)

UNITED NATIONS GLOBAL COMPACT (UNGC): AN OVERVIEW

The UNGC is the world's largest corporate sustainability initiative, uniting organizations to adopt ten principles in human rights, labour, environment, and anti-corruption. Aligned with the UN Sustainable Development Goals (SDGs), it fosters collaboration and accountability for a more inclusive global economy. Participants commit to integrating these principles into their operations and reporting annually on progress.



Driving Gender Equality: BSR's Role in Advancing the WEPs and Gender Gap Analysis Tool.

- BSR and UNGC WEPs have partnered to respond to the global call for action for companies to promote gender equality and women's empowerment.
- In 2017, BSR, the UN Global Compact, and other partners led the development of the WEPs Gender Gap Analysis Tool designed to help companies close the gender gap.
- The tool is a joint project of the UN Global Compact, UN Women, the Multilateral Investment Fund of the IDB, and the Inter-American Investment Corporation, and is supported by the BSR, Governments of Japan and Germany, The Coca-Cola Company, Itaipu, and KPMG.
- BSR joined its leadership group to contribute to the promotion and uptake of the WEPs by our network of member companies.
- We have since worked closely with UNGC to continue promoting the tool and supporting the UNGC in raising awareness of the Women's Empowerment Principles (WEPs), as well as assisting Target Gender Equality (TGE) companies in developing company-specific WEPs strategies.

The Women's Empowerment Principles

Established by UN Global Compact and UN Women in 2010, the WEPS are a set of 7 Principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community.



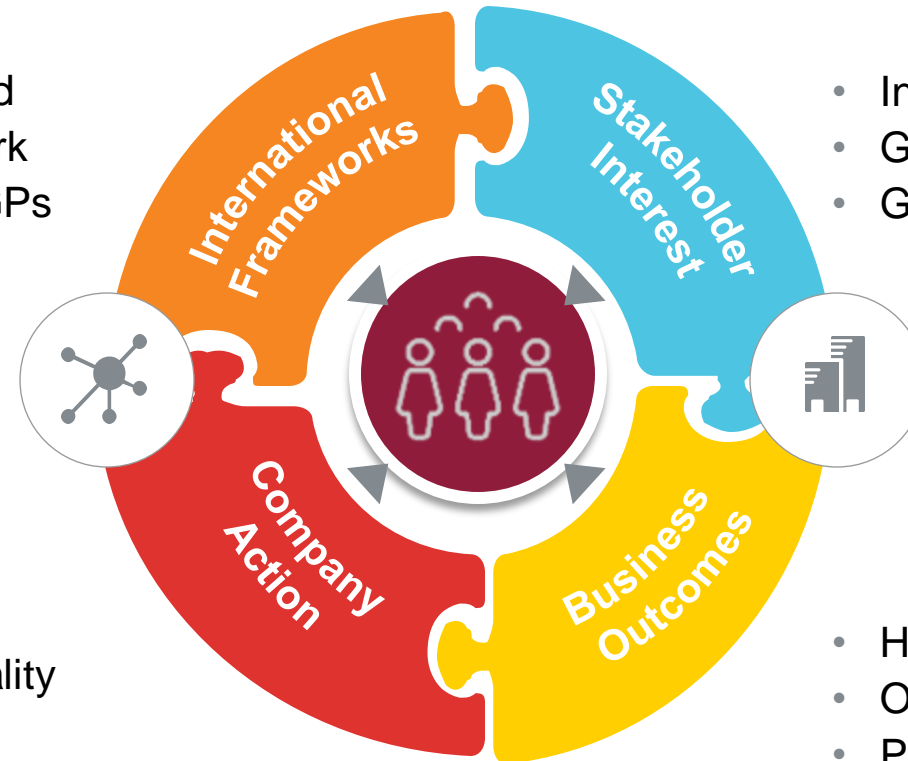
1 PRINCIPLE High-level corporate leadership	2 PRINCIPLE Treat all women and men fairly at work without discrimination	3 PRINCIPLE Employee health, well-being and safety	4 PRINCIPLE Education and training for career advancement	5 PRINCIPLE Enterprise development, supply chain and marketing practices
6 PRINCIPLE Community initiatives and advocacy	7 PRINCIPLE Measurement and reporting			

6,000+ CEOs
By endorsing the WEPs, you join a global network of like-minded companies and guidance on advancing gender equality and women's empowerment in the workplace, marketplace and community. To sign up to the WEPs visit:
<https://www.weps.org/join>

The WEPs can help you respond to the global call for action for companies to promote gender equality and women's empowerment

A Global Call for Action

- ILO Convention on Violence and Harassment in the World of Work
- Gender Dimensions to the UNGPs



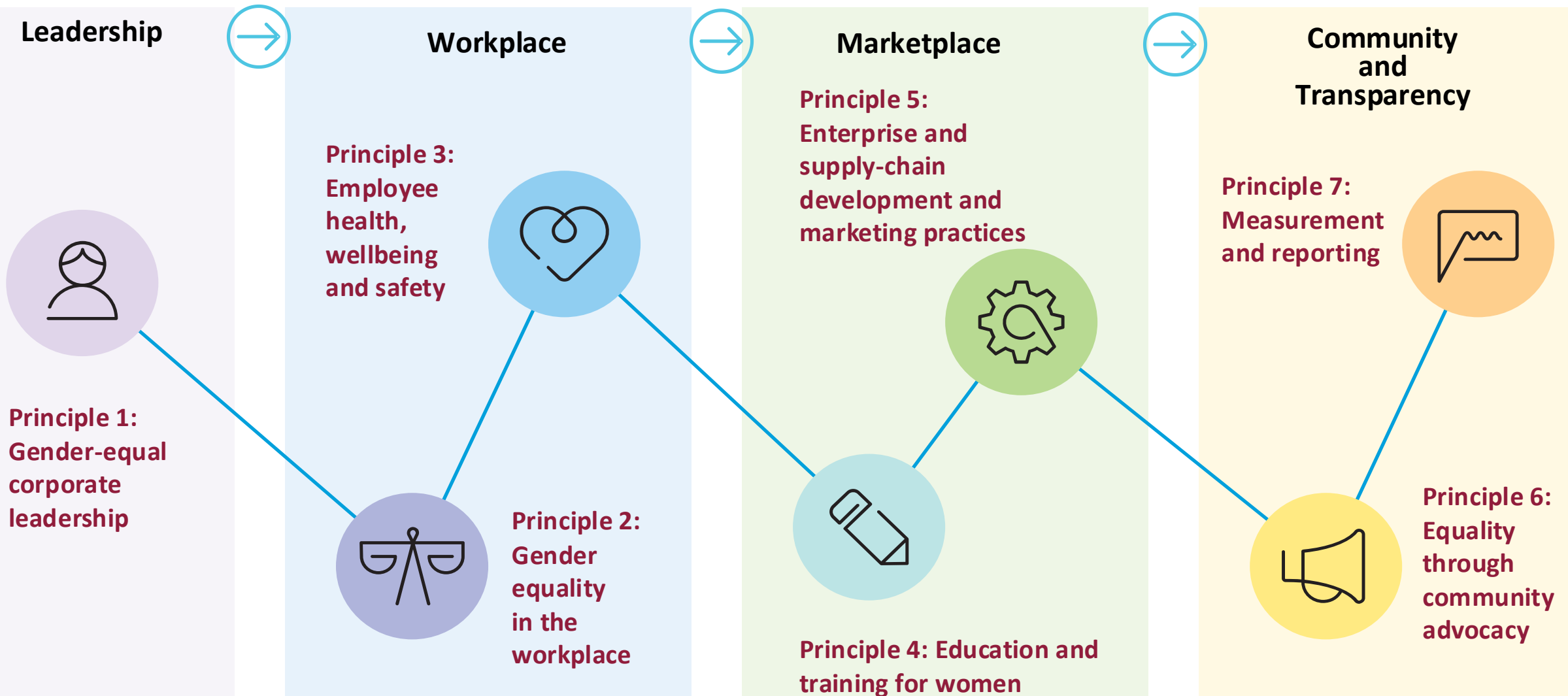
- Increasing stakeholder demands
- Greater employee engagement
- Growing consumer awareness

- Growing investment in women's empowerment and gender equality
- The Generation Equality Forum

- Higher return on equity
- Outperformance
- Potential global economy contribution

A Value Chain Approach to Women's Empowerment

The WEPs provide value chain approach to women's empowerment beginning with **leadership**. Each Principle addresses an area of the value change across **workplace**, **marketplace** and **community**.



THE WEPs JOURNEY

Adopting the WEPs involves a six-stage journey that guides companies through securing internal support, demonstrating commitment to gender equality, engaging external stakeholders, collecting data for transparency, and reporting key performance indicators. This framework helps organizations advance gender equality and track their progress effectively.



02

Understanding the WEPs Gap Tool

The WEPs Gender Gap Analysis Tool (GAT) is an easily accessible global framework

An online resource for companies to **anonymously** assess gender equality performance across the workplace, marketplace, and community.

18 Multiple Choice Questions

- Across four areas: leadership, workplace, marketplace, and community.

4 Management Stages

- Commitment, implementation, measurement, and transparency.

2,500+
Companies

- More than 2,500 companies have used the tool.

4 Partners

- The tool is a joint project of the UN Global Compact, UN Women, the Multilateral Investment Fund of the Inter-American Development Bank (IDB), and IDB Invest.

The multiple questions cover the following topics:

- Gender equality strategy
- Equal pay
- Recruitment
- Supporting parents and caregivers
- Women's health and safety
- Inclusive sourcing
- Advocacy for gender equality in communities of operation

How to use the WEPs GAT Tool

Register

Visit <https://weps-gapanalysis.org/accounts/register/> and create an account.

STEP 1

STEP 2

Begin the Assessment

Access the questionnaire and answer the questions. Provide information about your company's policies, practices, and performance on each principle.

STEP 3

Review the results

Once you've completed the assessment, the tool will generate a customized report that highlights strengths and areas for improvement for each principle.

STEP 4

Develop an Action Plan and Implement

Use the Action Planning Tool to develop a gender action plan to address gaps highlighted in the results, and implement gender-responsive policies and practices.

Reassess and update

Report against the WEPs M&E Framework to review progress and take corrective measures as needed.

STEP 5

Example of Questions: The four management stages are integrated within all questions

14. Does your company encourage suppliers and vendors to advance performance on gender equality?

- No**, our company currently does not have an approach, but:
 - We are interested in learning more.
 - We plan to take steps in the next year.
 - Some of our country offices or business units have taken steps.
 - None of the above.
- Yes**, our company encourages suppliers or vendors to advance performance on gender equality.
- Not Applicable**, The company does not have suppliers or contract vendors

Commitment

- Has a supplier or vendor code of conduct that explicitly states support for gender equality

Implementation

- Encourages suppliers and vendors to have a gender equality strategy or policy that addresses: nondiscrimination, equal pay for equal work, and health and safety of women workers
- Has robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for women and girls
- Undertakes due diligence or assessments to identify human trafficking in its supply chain
- Incorporates gender equality expectations in supplier communications
- Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender equality
- Encourages and works with suppliers to adopt policies and practices that support quality health and hygiene for both male and female workers
- Works with suppliers to develop a corrective action plan if gender equality risks or challenges arise

Measurement

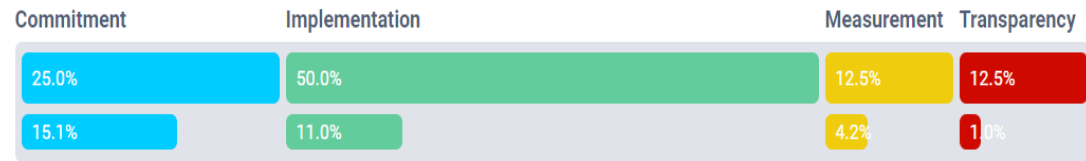
- Encourages suppliers to set and measure targets and benchmarks on gender equality

Transparency

- Includes gender equality criteria in standard auditing protocols, supplier scorecards, or other supply chain management tools
- Includes gender-specific questions in supplier self-assessments

Interpreting Tool Outputs and Results

The results generated at the end of the assessment is your maturity level. Your score for each question will show your level by theme while highlighting areas for improvement.



Company Y

Beginner - 22%
Current Score

Apr 29, 2019
Last Evaluation

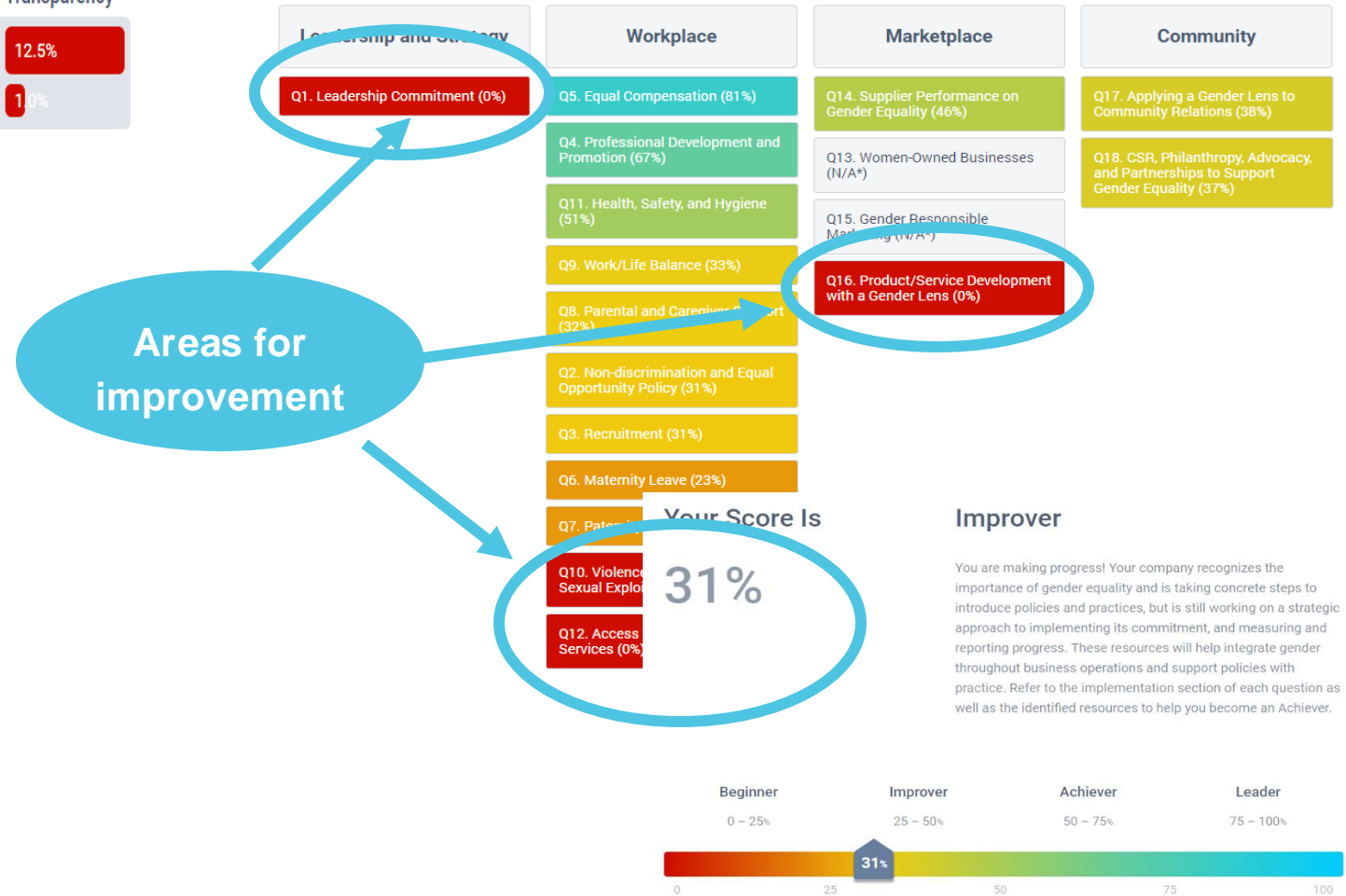
HISTORY

Your Previous Scores

Date	Score	Results
Apr 29, 2019	Beginner - 22%	View Results

Your Subsidiaries Scores [View Combined Results](#)

Company X		
Date	Score	Results
Nov 30, 2018	Beginner - 11%	View Results





2 PRINCIPLE
Treat all women and men fairly at work without discrimination

Treating all employees fairly at work aligns with international human rights principles. It also translates to better talent acquisition, higher employee retention and satisfaction, increased productivity and better decision making. Removing all forms of discrimination in corporate policies, strategies, culture and practices is a solid step forward in a company's WEPs Journey.

Main Goal:								
Indicator:								
Goal	Measures / Activities	Indicator	Baseline	Targets & Timeline				Owner



Treat all women and men fairly at work without discrimination

Treating all employees fairly at work aligns with international human rights principles. It also translates to better talent acquisition, higher employee retention and satisfaction, increased productivity and better decision making. Removing all forms of discrimination in corporate policies, strategies, culture and practices is a solid step forward in a company's WEPs Journey.

Main Goal: Establish a workplace culture of equal opportunity and non-discrimination

Indicator: Improved score on workplace related questions in WEPs Gender Gap Analysis Tool and higher % of women represented across all levels

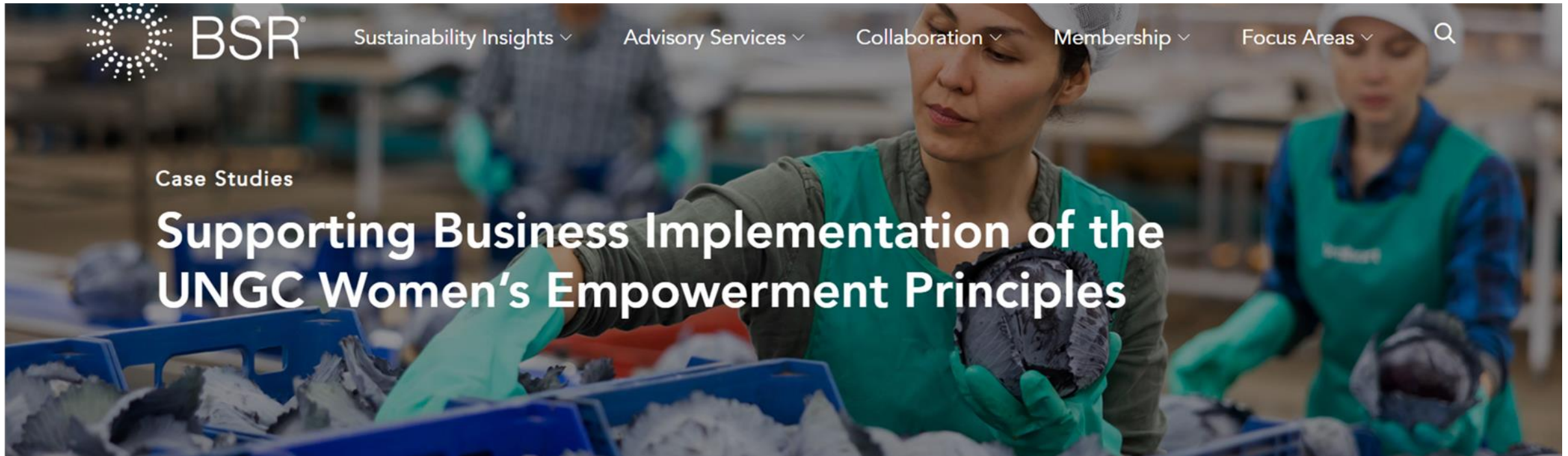
Goal	Measures / Activities	Indicator	Baseline	Targets & Timeline				Owner
				3 months	6 months	12 months	24 months	
Ensuring equal pay for work of equal value by 2025	<ul style="list-style-type: none"> - Undertake a job evaluation following ILO Guidance - Establish an equal pay policy - Adjust pay discrepancies by adapting salary ranges and establishing objective criteria 	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Results of pay analysis from October 2023	Complete job evaluation and pay gap audit	Launch equal pay policy draft for feedback Policy to include objective criteria and transparency for salary ranges in hiring and promotion	Adjust pay discrepancies based on outcomes of job evaluation and pay gap audit	Establish a monitoring and evaluation system to measure pay discrepancies on an ongoing basis	Department Head, Human Resources together with Equal Pay Committee
Increase the participation of women in historically underrepresented areas to 30% by 2027	<ul style="list-style-type: none"> - Analyze areas of low representation and set specific hiring goals increasing pool of candidates through partnerships - Develop and promote training and mentoring programs for women already working in these departments 	<ul style="list-style-type: none"> - Percentage of women in IT, Innovation and Engineering Departments - Percentage of new hires and turnover per gender in these departments 	baseline at the end of 2022 of 18%	Review whether pay gap audit and job evaluation brings additional insight for IT, Innovation and Engineering Departments	Initiate partnerships with external women's associations to amplify job postings Conduct survey on needs for mentorship programme	Develop a concept for a mentorship programme based on survey feedback - either in house or in external partnership, and launch pilot	Make at least 5% progress towards the goal set and decide on how to bring mentorship programme to scale	Department Heads of IT, Innovation and Engineering in coordination with Department Head, Human Resources
Tackling unconscious bias	<ul style="list-style-type: none"> - Conduct review of talent management system through an external consultant - Design unconscious bias training for all employees - Host specific sessions with male employees 	<ul style="list-style-type: none"> - # of training hours conducted - qualitative feedback after trainings - scores and feedback on inclusion from annual employee survey - # incidents of discrimination reported 	compared to incident count, training hours and employee survey of 2022	Start design of trainings and test the concept with a focal group	Hiring completed of external consultant to conduct review of talent management system	Analyze feedback from talent management system review with specific attention to Innovation and Engineering Departments (in line with goal above)	<ul style="list-style-type: none"> - Launch training series for all employees - Identify future opportunities and priorities based on results from external talent management review 	Department Head, Sustainability in coordination with Department Head, Human Resources (considering hiring a Manager focused on Diversity & Inclusion)

03

From Principles to Practice – Applying Insights into Strategy

HOW BSR HELPS

- Offer services to help companies interpret tool results, prioritize investments, design strategies, and measure impact.
- Work with UNGC to provide an introductory session on the WEPs, followed by a second session on transitioning results into strategy.
- Provide companies with a benchmarking template to compare practices with peers.
- Offer one-on-one guidance on using assessment results to drive progress.



Building a Robust Women’s Empowerment Strategy



A **vision** is an aspirational description of what the company would like to achieve or accomplish.

Themes or pillars can be used to capture the priority issues or focus areas

A **commitment** includes the qualitative principles a company is committed to upholding as it advances women’s empowerment.

While goals and KPIs are closely related, **goals** indicate the desired outcome while **KPIs** help to measure whether a company is on track to meet those goals.

Programs and partnerships should help the company meet the desired goals and KPIs

NO NEED TO REINVENT THE WHEEL



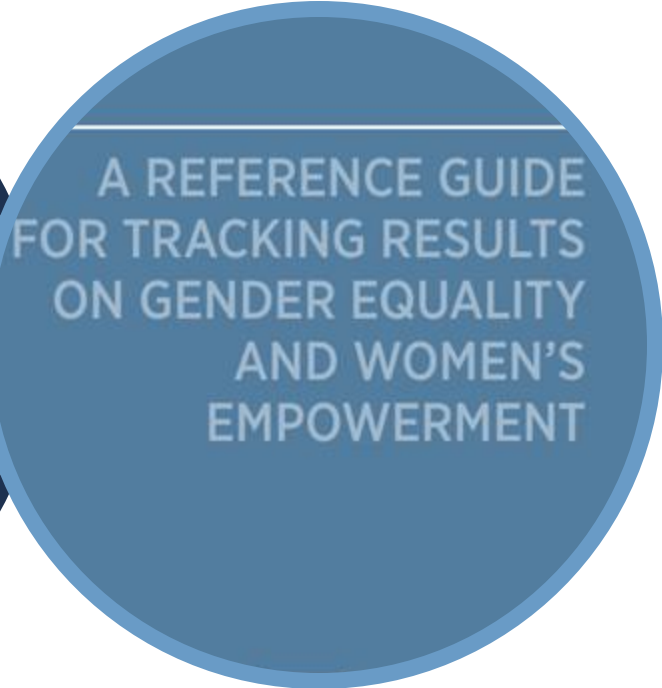
The Principles are your map



Your Tool results are your traffic signs



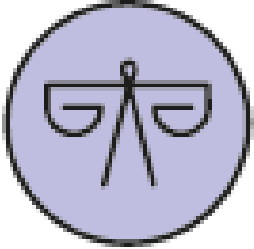
The case studies are your drive and inspiration



The Reference Guide is your manual

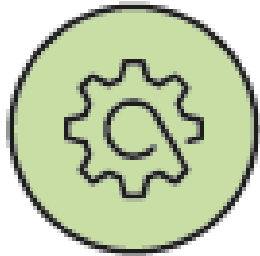
WEPs in Practice

Here are three examples of how brands and suppliers have made progress towards WEPs principles.



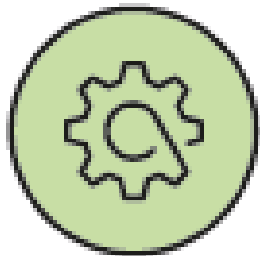
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination

CHANEL Since signing the WEPs in 2015, the company has collaborated with EDGE to enhance gender equality through talent development, policies, and pay practices. In 2018, the company became a pioneer in the luxury sector by offering at least 14 weeks of fully paid parental leave for all new parents, regardless of gender, and even in countries with lower legal requirements. This inclusive policy promotes equal flexibility for both women and men, challenging stereotypes around family responsibilities.



Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

ITALPREZIOSI After signing the WEPs in 2020, the company began evaluating practices among its partners, inviting them to complete an optional Empower Your Counterpart questionnaire for detailed insights beyond aggregated data on women's representation. The company aims to enhance data accuracy and relevance by incorporating feedback from counterparts, with recent additions including questions on WEPs signing, tracking gender in supply chains, and using its Chain of Information website to improve gender equality practices.



Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

JULIE SANDLAU As a WEPs signatory, the company has adopted a strategy of focusing on one principle each year. In 2022, it selected Principle 5 and implemented a know-your-counterpart process to address gender issues in its supply chain. A supplier mapping exercise, which included questions about ownership, uncovered significant gender gaps.

Thank you

BSR™ is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR™ develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

For questions, please reach out to: Ashley Lin: alin@bsr.org



Appendix

Service Offerings | Gender

The full suite of member services include consultancy tools, resources, a gender framework for codes of conduct and social audits, and expertise needed to implement and advance social justice throughout business operations.

Assessments



BSR offers various gender assessments to identify and assess impacts of business practices and policies in the operations and value chains of companies.

Strategies



BSR works with companies to develop gender strategies and goal setting. We offer support in strategy development, benchmarking against other peers, and bespoke services to close the gender gap.

Implementation



BSR provides implementation support through training, tool development, and capacity building.

Cross-cutting Areas of Work

BSR can help companies address the following key issues in our three focus areas: assessments, strategies, and implementation.

- Diversity, Equity, Inclusion and Accessibility (DEIA)
- UNGC Women's Empowerment Principles (WEPs)
- Women's inclusion in value chains
- GBV in supply chains
- Closing the gender pay gap and Living Wage
- Gender gap

Personalized Support for Members on Issues Related to Gender

BSR membership companies can opt for a Member Engagement Option. This will give them access to the member services highlighted below, which can be tailored to any of the gender cross-cutting areas of work highlighted in the previous slide.

Using Member Service

- Member requests can be ad hoc (questions, urgent need for support or review) or a planned deliverable at a set time during the membership year.
- These requests are small in scope, can concern any of BSR's focus areas or industries, and can be resolved in 4 to 8 hours of work by BSR specialist teams.

Examples of Member Service

- **Quick research / scan** to answer a reporting, regulatory, ESG question related to gender pay equity gap, gender-responsive purchasing practices
- **Guidance** on gender-related standards, regulations, frameworks, trends – and providing snapshot resources
- **Policy reviews** on codes of conduct with a gender-sensitive lens
- **Industry snapshots** on one issue of interest such as GBV
- **Training sessions** with internal stakeholders on DEI or gender transformative procurement
- **Review of position papers / public statements** to anticipate stakeholder reactions
- **Polecat analysis** tailored to the company or industry

UNGC Women's Empowerment Principles Resources

- [Women's Empowerment Principles](#)
- [WEPs Brochure](#)
- [WEPs Gender Action Plan Template](#)
- [WEPS Creating a Gender Action Plan Module](#)
- [WEPs Transparency and Accountability Framework](#)
- [WEPs Resources](#)
- [WJI Emerging Practices Advancing Gender Equality In The Watch & Jewelry Industry](#)
- [Gender Responsive Procurement In The Watch And Jewelry Industry](#)