Submission to the Joint Standing Committee on Foreign Affairs, Defence and Trade

The business of aid in the Indo-Pacific

8 May 2014

About the Global Compact Network Australia

The United Nations Global Compact is the world’s largest corporate sustainability / corporate social responsibility initiative, with over 8,000 business signatories including a number of Australia’s leading companies. The UN Global Compact is a strategic policy initiative for businesses that are committed to: (1) aligning their operations and strategies with ten universally-accepted principles in the areas of human rights, labour standards, the environment and anti-corruption; and (2) supporting broader UN goals including the post-2015 sustainable development agenda.

The business-led Global Compact Network Australia (GCNA) gives an Australian voice to the UN Global Compact, and through its activities builds the capacity of Australian businesses in relation to responsible business practices and sustainable development. The GCNA also works with other Global Compact networks around the world, particularly through the Indo-Pacific region, to provide Australian businesses with access to expertise and on-the-ground business and stakeholder connections in overseas jurisdictions where they operate.

The private sector’s role in sustainable development

Successful, sustainable development requires collaboration by all stakeholders – governments, civil society, business and others. As the world’s main source of economic activity, the private sector has a central role to play, including through job creation, the adoption of inclusive business models, capacity building, infrastructure development and support for health and education programs. The UN Global Compact framework encourages businesses, as a primary driver of development, to ensure that their activities and the broader market advance in ways that benefit economies and societies.

The UN Global Compact’s Post-2015 Business Engagement Architecture (Attachment 1) illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society. It reinforces the importance of private sector activities being rooted in respect for fundamental principles such as those advanced by the UN Global Compact, including human rights and labour standards, environmental protection, and transparency and anti-corruption, to ensure positive outcomes for businesses and communities.
Empowering women as key drivers of sustainable development

Fully engaging and including women at all levels of economic activity is critical to achieving inclusive economic growth and sustainable development, ensuring more stable societies and supporting long-term business value.

The Women’s Empowerment Principles (Attachment 2), an initiative of the UN Global Compact and UN Women, represent the first global set of practical business principles focused exclusively on how business can contribute to the empowerment of women in the workplace, marketplace and community, including through enterprise development, supply chain practices, community initiatives and advocacy. Since their launch, the Women’s Empowerment Principles have been a major catalyst for dialogue and action by business in this space. They provide a platform through which the Australian Government could help ensure that any expansion of the private sector’s role in development has positive outcomes for women, men, children and communities.
What other governments are doing

A number of other donor governments – including the governments of Belgium, Finland, France, Germany, Netherlands, Norway, Sweden, Switzerland and the United Kingdom – support and promote the UN Global Compact and/or their respective country's Global Compact Network, including through representation on network boards or steering committees; making financial contributions; co-convening workshops, forums, training and other activities; and promoting the UN Global Compact and its principles to the private sector.

Recommendations

If the Australian Government intends to take steps to expand the role of the private sector in promoting development in the Indo-Pacific region, it is important from a risk perspective to ensure that Australian businesses operate in a responsible manner (e.g. to avoid being implicated in negative human rights impacts or poor labour practices, environmental degradation or corruption). The UN Global Compact offers the global best practice framework for business engagement in development which can help reduce such risks while enhancing the outcomes and positive impacts of private sector involvement.

It is recommended that the Australian Government's approach to expanding the role of the private sector in promoting economic growth and reducing poverty in the Indo-Pacific region be underpinned by a clearly articulated expectation that Australian businesses operate in accordance with fundamental principles in the areas of human rights, labour standards, the environment and anti-corruption, such as those advanced by the UN Global Compact.

It is specifically recommended that the Australian Government:

1. Promote the UN Global Compact framework to Australian businesses; and
2. Engage with and support the UN Global Compact and the Global Compact Network Australia to build the capacity of Australian businesses in relation to sustainable development and the specific issues of human rights, labour standards, the environment and anti-corruption.

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Attachments:

2. Women's Empowerment Principles (UN Global Compact and UN Women, 2004)
Attachment 1

*Building the Post-2015 Business Engagement Architecture*

UN Global Compact
BUILDING THE POST-2015 BUSINESS ENGAGEMENT ARCHITECTURE
The Post-2015 Business Engagement Architecture is the culmination of over a decade of experience by the UN Global Compact in engaging business on corporate sustainability globally. It draws on insights gathered during a series of globe-spanning consultations on the Post-2015 development agenda and was developed in collaboration with Global Compact LEAD companies.

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Designer: Nilou Safavieh
AN OPEN INVITATION

The Post-2015 Business Engagement Architecture is designed as an invitation to organizations, initiatives and networks working globally to engage business on sustainable development to join forces with the UN Global Compact, the World Business Council for Sustainable Development (WBCSD), the Global Reporting Initiative and other like-minded organizations to promote and support corporate commitments and actions that advance UN goals. This collaboration is based on a common understanding that i) corporate sustainability strategies must be rooted in respect for universal principles such as those advanced by the UN Global Compact in the areas of human rights, labour, environment and anti-corruption; ii) that companies must adopt transparent processes for communicating to their stakeholders, applying standards such as those developed by the Global Reporting Initiative; and iii) that corporate sustainability initiatives, platforms and networks, while focused on business, should also integrally involve key stakeholder groups.
The Post-2015 Business Engagement Architecture illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society. Each of these building blocks must be further strengthened and connected through comprehensive and collective effort if they are to help take corporate sustainability to scale and turn business into a truly transformative force in the Post-2015 era. Individual companies, corporate sustainability organizations, Governments, investors, business schools, civil society, labour and consumers all have a role to play in scaling up business action, and should be able to identify those areas in which they need to do more.

**Corporate Sustainability**
Central to the Architecture is a new corporate sustainability philosophy and orientation rooted in three dimensions – (i) respecting universal principles; (ii) taking action to support broader UN goals; and (iii) engaging in partnerships and collective action at the global and local levels. Maximizing the business performance in these three domains will require a level of corporate leadership and governance not yet realized. This new global orientation for business also encompasses an expanded definition of corporate sustainability, to mean a company’s delivery of long-term value in economic, social, environmental and ethical terms.

**Drivers and Incentives**
The "business case" for corporate action on sustainability issues has been significantly strengthened over the last decade, driven by very corporate developments in a number of areas. These include the strengthening of society-based drivers, reflecting changing norms and expectations for responsible business behavior through community groups, Governments and business education initiatives, for example. Similarly, market-based drivers have been strengthened as sustainability increasingly impacts a company’s ability to attract and retain customers, investors, employees and business partners. A new global development agenda provides opportunities to further strengthen these drivers, reflecting changing norms and expectations for responsible business behavior through community groups, Governments and business education initiatives.

**Sustainable Development Goals**
- Inclusive growth
- Social equity and progress
- Environmental protection

**Long-term Business Goals**
- Revenue growth
- Productivity growth
- Risk management

**Platforms for Action and Partnership**
- Technology-powered partnership hubs
- Local activities and initiatives
- Business and investor collaboration

**Drivers**
- Market-based
- Society-based

**Scales up**
- Transparency and Accountability
- Public records of commitments to principles and goals
- Measurement practices, reporting standards, certification schemes
- Platforms for Action and Partnership
- Local networks and platforms

**Platforms for Action and Partnership**
Platforms for Action and Partnership are especially promising component of the Architecture in the Platforms for Action and Partnership, which can help optimize and scale-up corporate sustainability efforts as well as contribute to corporate participation in the broader multi-stakeholder efforts to achieve UN goals. These supporting elements include various forums and platforms that enable companies and other stakeholders to work together – by geography, sector and/or issue. Such initiatives may be key to facilitating the type of partnerships and collective action without which systemic challenges cannot be overcome. Country-level sustainability networks and initiatives, are growing rapidly (the UN Global Compact now counts 300 such Local Networks and 65 WBCSD Regional Networks exist), providing compelling engagement opportunities and facilitating collective action at the local level where many sustainability challenges play out.

**Sustainability Development Goals and Long-term Business Goals**
Businesses contribute to the advancement of sustainable development goals by implementing corporate sustainability strategies that advance inclusive economic growth, social equity and progress, and environmental protection. Those same strategies and practices are increasingly understood to contribute to revenue growth, resource productivity and risk management, reflecting the fact that businesses that integrate sustainability into their strategies and operations are increasingly finding themselves in positions of long-term strength. Enhancing understanding of the overlap between public and private interests is key to motivating more companies to engage and take action.

**Transparency and Accountability**
Building on more than a decade of experience of engaging business around UN priorities, it is clear that the Architecture must incorporate a set of robust accountability measures in order to ensure that progress towards them is real. The availability of public registries for commitments, relevant standards and certification schemes, and appropriate reporting mechanisms will be important in order to transparently and accurately track progress.

**Progress Review**
To keep the Architecture dynamic and relevant, it will be important to periodically review the achievements made by the business community, identify gaps and redefine priorities and strategies with respect to all the main building blocks.
The Corporate Sustainability movement is growing in every region of the world. Every year, more companies place responsible business practices and sustainability objectives at the heart of their business strategy. Companies are increasingly helping to tackle the world’s most pressing problems through their core businesses, and realizing benefits and opportunities from doing so. There is a growing recognition that, in a globalized world, general prosperity can only be built on the foundations of collaboration between public and private sectors. Reflecting these developments, the UN Global Compact currently has nearly 8,000 business signatories, each of whom has made a public commitment to respect ten universal principles in the areas of human rights, labour, environment and anti-corruption and to take action in support of broader United Nations objectives – such as the Millennium Development Goals (MDGs).

**THROUGH PARTNERSHIPS AND CO-INVESTMENT, THE OPPORTUNITIES CAN BE FULLY REALIZED FOR THE BENEFIT OF ALL**

**A HISTORIC OPPORTUNITY**

With the MDGs set to expire in 2015, a new global sustainable development framework is under construction, which is expected to define priorities and approaches for the next era. UN Member States are currently working on a new set of Goals to be adopted in 2015. Simultaneously the Secretary-General is leading the efforts for shaping the UN partnership agenda that will bring in a larger set of actors from business, the investment community, philanthropy, civil society and academia in support of the UN Goals. This Post-2015 development agenda presents a historic opportunity for the international community to mobilize companies to more effectively advance global priorities. And it presents a golden opportunity for the international business community to elevate their missions and strategies to align with the Post-2015 vision, producing outcomes that benefit the global society and economy – and drive business success. Indeed, it is unmet economic, environmental and social needs that are propelling this new agenda – creating new market opportunities for companies meeting these needs with sustainable products and innovative business models.

In a globe-spanning series of consultations, surveys and focused discussions conducted by the UN Global Compact over the past year, business participants identified a set of global priorities for the Post-2015 era – covering the economic, social and environmental realms of sustainable development. These suggested priorities are all areas in which there is enormous potential for the private sector to advance. However, it requires the scale and intensity of corporate sustainability globally to be significantly enhanced. And it demands a new leadership paradigm that places collaboration and co-investment at its core.
A NEW LEVEL OF COLLABORATION
The pieces are in place for such coordinated action on a level never before seen. Over the past decade, all major stakeholder groups – including business, investors, Governments, UN entities, civil society, and labour – have developed orientations, strategies and capacities in relation to sustainable development in the broadest sense of the term. With respect to business, a very important development has been the creation of a large variety of global sustainability initiatives and platforms as well as local initiatives and capacities, which means that the opportunities and resources now exist to truly scale up efforts.

In order to fully realize the benefits and outcomes – and contribute to sustainable development in the most meaningful ways – companies will need to move beyond first-mover approaches and embrace partnerships and collective action initiatives that unite business peers, often for the first time, as well as other stakeholders. This collaboration requires engagement and co-investment by a broader group of business partners and key stakeholders to further strengthen the various global and local initiatives and platforms that have been developed. Through partnerships and the pooling and sharing of resources, these opportunities can be fully realized for the benefit of all. In other words, corporate leadership in the new era will mean working with others on an entirely new scale.

To that end, this publication presents a Post-2015 Business Engagement Architecture, laying out the priorities for how to motivate and support global business in realizing its full potential to advance sustainable development through action, collaboration and co-investment.
ADVANCING GOALS FOR BUSINESS AND SOCIETY

As companies, markets and economies become more global and interdependent, businesses are becoming more cognizant of the growing overlap between public and private interests. Companies realize that their ability to prosper and grow depends on the existence of a prosperous and sustainable society, and that social deprivation and ecological destruction can have negative material impacts on supply chain, capital flows, and employee productivity.

In other words, there is a growing understanding of the convergence between the priorities of the United Nations and those of the international business community on an ever-widening range of global issues and challenges. Helping to manage shared risks through responsibility strategies and collective action will thus deliver positive outcomes for both society and business.

MOTIVATED BY POSITIVE OUTCOMES FOR BUSINESS AND SOCIETY

At the same time, it is increasingly clear to many companies that helping to address the unmet needs in the economic, social and environmental spheres of sustainable development is both the “right thing to do” and the way to venture into new markets and create new business opportunities. Already today, business solutions exist to address issues such as climate change, energy and water access, sanitation, agriculture, education and health in a profitable way, and leading companies are developing new business models with the potential to lift millions of people out of poverty while building new markets.

Understanding the opportunity to advance sustainable development goals remains in itself a strong motivation for business to integrate sustainability into strategies and operations. But increasingly, those same strategies are motivated by a conviction that they are key to the realization of the long-term business goals of the individual corporation by contributing to revenue growth, resource productivity and risk management.

For inspiration on how to better understand, measure and communicate how corporate sustainability strategies advance long-term business goals by contributing to growth, productivity and risk management, see the “Value Driver Model”. A guidance document was developed by Global Compact LEAD in collaboration with the UN-supported Principles for Responsible Investments (PRI), which includes a detailed look at the Value Driver Model as well as examples of companies that have made significant progress in their efforts to quantify the financial value of corporate sustainability.

In a globe-spanning series of consultations, thousands of UN Global Compact participants offered their views on global development priorities they consider central to any future development agenda. The illustration above reflects a series of highly focussed discussions within Global Compact LEAD which identified recommendations on issue prioritization and framed the themes into four overarching categories: Inclusive Growth, Human Needs and Capabilities, the Resource Triad and the Enabling Environment.¹

Another illustration of active business involvement to achieve global priorities is WBCSD’s Action2020.² Informed by science, Action2020 provides a framework for delivering business solutions at scale and outlines nine priority areas of natural and social capital: climate change, nutrient elements, ecosystems, harmful substances, water, basic needs and rights, skills and employment, sustainable lifestyles, and the 4Fs (food, feed, fiber and biofuels). The overlap between Action2020 and the Post-2015 Issue Priorities emphasizes the potential of business to bring about meaningful change.²

¹ This set of issues was included as part of UN Global Compact’s Post-2015 Development Agenda submission to the United Nations Secretary-General in June 2013.
A number of factors in recent years have helped motivate more and more corporate leaders to take action that advances sustainable development, continuously strengthening the “business case” for corporate sustainability.

The drivers – dynamic and always changing – can be understood in two broad categories: society-based drivers and market-based drivers. Society-based drivers, such as policies established by Governments and expectations created by civil society, continue to provide a strong motivation for corporations to reduce the negative impacts they may have on society and on the environment and to adopt more responsible business practices.

Increasingly, some of the most important drivers of corporate sustainability are to be found within the markets themselves. The sustainability-related requirements and preferences expressed by business partners and investors, as well as the increasing engagement of employees and consumers, directly affect and relate to a company’s core business and related strategies. These drivers are poised to gather greater force in the coming era.

With an understanding of these drivers – and in the construct of the Architecture – comes the opportunity for different stakeholder groups to enhance and strengthen their efforts in ways that further bolster the incentives for companies to become more responsible and sustainable. To that end, the Post-2015 development agenda – and the momentum this may provide for global efforts to fight poverty and advance sustainable development – can be leveraged. It may, for example, provide a timely opportunity for Governments to further spread policies that create positive incentives for companies to become more sustainable. Additionally, it may provide a unique opportunity to further educate and empower consumers around the world to advance sustainable development.

The following summarizes the eight principal society-based and market-based drivers and, importantly, how they are, or may be, evolving:

**CIVIL SOCIETY EXPECTATIONS**
This driver is growing and evolving in sometimes unexpected ways. First, groups and even individuals representing civil society and communities are vastly more networked and organized via technology. Second, rising expectations are coming not just from large international non-governmental organizations (NGOs), but increasingly from linked-in grassroots organizations and highly localized communities. Third, there is a growing willingness to partner and engage with the business community — i.e., a shift to solution-finding. This last element reflects, in turn, an expectation that business will proactively seek out and address stakeholder concerns, recognizing that benefits flow to both society and to business when concerns are anticipated and mitigated through dialogue and collaboration.

**NATURAL RESOURCE SCARCITY**
Humankind’s growing pressure on the natural environment and related resources has been made abundantly clear in recent years, and include the effects of climate change; water stress; and general ecosystem and biodiversity deterioration. At the same time, business has begun to understand the extent to which they rely on such resources either directly or via their supply chains – which is resulting in new efforts to value natural capital and to also better understand the linkages between environmental resources.
**GOVERNMENT POLICIES**
One of the most significant trends in relation to corporate sustainability is the increasing involvement of the public sector, both in terms of regulation and soft policies to require or encourage better business practices. These actions include national laws requiring sustainability disclosure and incorporating international instruments on corporate conduct; retooling procurement and investment policies; embarking on new forms of public-private partnerships; and encouraging and recognizing enlightened business practices. As well, Governments are increasingly adopting or considering pricing and other policies – especially in relation to natural capital – to create incentives for more responsible corporate behaviour.

**ENLIGHTENED BUSINESS LEADERS**
There is perhaps no better example of this driver than the UN Global Compact, which began with the endorsement of approximately 40 companies and today includes the commitment of nearly 8,000 chief executive officers. Increasingly, these enlightened leaders are spurring a race-to-the-top in terms of encouraging the fence-sitters to act, while also provoking the competitive spirit of even the most advanced corporate performers. At the same time, rising numbers of business schools, through the Principles for Responsible Management Education (PRME) are unleashing a new generation of business managers, steeped in global issues and stakeholder concerns.

**REQUIREMENTS FROM BUSINESS PARTNERS**
As corporate sustainability has gone mainstream, more and more companies are scrutinizing their supply chains and business partners to ensure that commitments to principles of sustainability are shared within their own business ecosystem. This helps align policies and practices in order to mitigate the risk of poor performance – and possibly social and environmental harm – by business partners. At the same time, such harmonization is likely to present new collective action opportunities – uniting like-minded organizations in solutions-oriented partnerships.

**CUSTOMER PREFERENCES AND EXPECTATIONS**
In markets around the world, more and more consumers are voicing their concerns around the policies and practices of the companies whose products and services they purchase. “Ethical consumerism” is undoubtedly a growing force, and will certainly present challenges – and business opportunities – for companies across a range of industries. How companies design and develop products and services, and communicate this to consumers, are sure to be critical questions in the coming era. As well, consumers will undoubtedly expect companies to demonstrate that they are going beyond do-no-harm policies – i.e., contributing to the achievement of global goals.

**EMPLOYEE DEMANDS/MOTIVATIONS**
Consumers are employees, and vice versa. Closely linked to the growth of ethical consumerism is the rising chorus of employees and workers placing expectations – and, in some cases, demands – on the policies and practices of their employers. These motivations range from employees in search of better immediate working conditions and wages, to employees seeking “pride of association” in working for a company that is a sustainability leader. Such passionate employees can also be a force for change beyond the immediate workplace walls.

**INVESTOR REQUESTS**
A new generation of “responsible investors” is already beginning to alter the corporate landscape, and promises more of this in the coming years and decades. Initiatives such as the UN-supported Principles for Responsible Investment and Carbon Disclosure Project have mobilized institutional investors representing many tens of trillions of US dollars in assets. These long-term oriented investors are requesting more and more information on how investee companies are managing environment, social and governance issues.
Corporate Sustainability refers to a company’s delivery of long-term value in economic, social, environmental and ethical terms. This focus on long-term value carries with it both responsibilities and opportunities.

ENSURING RESPECT FOR UNIVERSAL PRINCIPLES
Fundamentally, all companies have a responsibility to operate in accordance with universal principles such as those of the UN Global Compact. In practice, this means making sure that a company identifies, prevents, mitigates and accounts for any negative impacts it may have on society and the environment by incorporating these universal principles into the appropriate corporate strategies, policies and procedures, and by establishing a culture of integrity and compliance. In particular, risk assessment processes should consider risks to society and environment arising from company activities, rather than solely risks to the company itself, albeit mitigating such risks can often also mitigate reputational, legal and financial risks to the company. Responsibility for implementation of universal principles must be integrated throughout the organization, with efforts also made to secure the same high standards among suppliers and other business partners.

TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES
In addition to the baseline responsibility to respect human rights and other universal principles in the areas of labour, environment and anti-corruption, companies are increasingly realizing opportunities to utilize their core competencies in support of global sustainability goals in ways that also contribute to the profitability and viability of the business. To understand the full potential of corporate sustainability, the exciting developments occurring within leading compa-

THE CASE FOR PUBLIC COMMITMENTS TO PRINCIPLES AND GOALS
Annually, thousands of chief executives participating in the UN Global Compact publicly confirm and reconfirm their commitment to universal principles. This sends a strong message of integrity and responsibility to business partners and other stakeholders. Internally, commitments help shape and define a company’s sustainability strategy, and can provide an anchor even through changes at the leadership level.

While goal-setting is standard business practice in areas such as production and sales, only a minority of the most committed and advanced corporations apply the same practice to sustainability issues, and even fewer make such sustainability goals public. Establishing specific and time-bound targets for the company can, however, be an effective tool to drive performance and can facilitate the integration of sustainability priorities into performance evaluations and performance-based remuneration structures. Externally, it complements a principle-based approach by illustrating to stakeholders how the company is committed to support the advancement of specific sustainable development goals.
A NEW LEADERSHIP AGENDA
For sustainability to be deeply integrated into a company’s strategy and operations, its prioritization must be driven from the very top of the organization. Without the firm belief of executive management that adopting sustainable corporate practices is not only the right thing to do from a compliance and business ethics perspective, but also the best thing to do from a financial perspective, corporate sustainability typically remains isolated from core business activities and is, at best, considered a necessary cost of doing business.

Whereas the importance of chief executive commitment to sustainability is often well understood, the focus on the critical role of Boards of Directors is a newer phenomenon. Corporate boards, or equivalent governance entities, must take responsibility for the implementation of and reporting on corporate sustainability, as they do for corporate financial and business performance. Importantly, boards are uniquely positioned to integrate sustainability into executive recruitment and remuneration, paving the way for sustainability outcomes to be linked to compensation across the entire leadership spectrum.

Fully engaging senior leadership and directors – and actively communicating this within corporate culture – offers the opportunity to maximize performance and sends a strong signal to individual business managers across geographies that corporate sustainability is a business priority.

LOCAL AND GLOBAL ENGAGEMENT
Beyond their individual actions, companies can benefit from engaging in relevant issue platforms, sector initiatives and local networks as described in the next section.

Sharing and learning among peers within a trusted environment can help accelerate efforts to appropriately manage sustainability risks and opportunities. Partnerships with other companies and stakeholders can improve the likelihood, or reduce the costs, of achieving sustainability goals. Collective action can help companies overcome systemic barriers and create an enabling environment that rewards corporate sustainability leadership. More fundamentally, co-investments in platforms and initiatives aim to bring corporate sustainability to scale, and can help build prosperous and sustainable societies in which business can grow and succeed.

For a more detailed account of the responsibility of companies to respect universal principles, see the UN Global Compact Ten Principles in the areas of human rights, labour, environment and anti-corruption, which enjoy universal consensus and are derived from UN Declarations and Conventions.
http://unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html

Further inspiration on corporate sustainability leadership along the four dimensions briefly described here is provided in the Blueprint for Corporate Sustainability Leadership. The Blueprint roots the twin concepts of respect and support in the objectives of the UN Global Compact and makes the case for integrating these objectives into corporate strategies through CEO commitment and leadership, board adoption and oversight, stakeholder engagement and enhanced transparency and disclosure.
http://www.unglobalcompact.org/HowToParticipate/Business_Participation/blueprint_for_corporate_sustainability_leadership.html

Also see the Guiding Principles on Business and Human Rights: Implementing the United Nations, “Protect, Respect and Remedy,” Framework. It affirms the duty of Government to protect against human rights abuses, while highlighting the responsibility of companies to respect human rights and the need of victims to have access to effective remedy.
http://www.business-humanrights.org/UNGuidingPrinciplesPortal/Home
Business co-investment and collaboration – even with competitors where needed – will be key to scaling up corporate sustainability. A proliferation of networks and initiatives has emerged in the past decade designed to spur action and support collaboration among companies. The likelihood of corporate sustainability becoming a truly transformative movement is vastly enhanced by the existence of these platforms, which together represent the cornerstone of the business engagement architecture. Examples of such organizations include the UN Global Compact, Global Reporting Initiative, World Business Council for Sustainable Development, World Economic Forum, and Business for Social Responsibility. Each of these initiatives have had a significant impact on corporate thinking and sustainability practices. Organizations like these, and many others, facilitate collaboration and collective action among companies and other stakeholders on the basis of issue, sector, and/or geography. Technology-powered partnership platforms can add scale to such efforts by facilitating more effective matchmaking and sharing of information.

**UN-LED MULTISTAKEHOLDER PARTNERSHIPS**

The Secretary-General has taken the lead on engaging business and investors along with governments, philanthropy and civil society in achieving UN Goals. In particular, the platforms to advance women’s and children’s health, sustainable energy, and food and nutrition security – Every Woman Every Child, Sustainable Energy for All and the Zero Hunger Challenge – have crystallized opportunities, energized business and scaled up engagement and investments from all participants.

**ISSUE PLATFORMS**

Recent years have witnessed the growth of global platforms and initiatives that focus on a particular sustainability challenge. Examples of such issue platforms include the United Nations, Caring for Climate, Sustainable Energy for All, CEO Water Mandate, and Women’s Empowerment Principles initiatives; the World Business Council for Sustainable Development’s Global Electricity Initiative; the World Economic Forum’s Partnering Against Corruption Initiative; WWF’s Water Stewardship Programme; The Solidaridad Network; the MDG Health Alliance; and the UNEP Finance Initiative, the United Nations-supported Principles for Responsible Investment and the Equator Principles. These platforms allow the establishment of standards and norms, help define best practice, and facilitate learning and sharing among participating companies and organizations. In addition, they spur innovation and provide recognition to companies that are leading efforts to tackle the issue, thus mitigating the first-mover disadvantage that may still exist with respect to certain practices. Issue platforms also facilitate matchmaking for partnerships, both among like-minded businesses and other stakeholders. Finally, they can help organize the business community around an issue in order to improve the enabling environment for making systemic changes.

Issue platforms represent one of the key means by which companies can together collaborate with relevant stakeholders, address systemic challenges, and truly scale up their efforts. With the launch of new global business engagement initiatives on education and peace in September 2013, platforms exist today to support companies in aligning their activities on all of the likely Post-2015 issues. The Post-2015 development agenda presents an opportunity to further engage issue platforms in global solutions-delivery and encouraging the creation of new initiatives – while also finding ways for different initiatives to coordinate learning and activities for even greater impact.

**BUSINESS SECTOR INITIATIVES**

Companies in various industries or sectors are increasingly working together to jointly tackle sustainability issues specific to their sector. The emergence of some of these sector initiatives has demonstrated the potential of lifting up the entire sector, for instance through Responsible Care (chemicals), Global Mining Initiative, Electronic Industry Citizenship Initiative, Fair Labor Association (apparel and textiles), Extractive Industries Transparency Initiative, Global Sustainable Tourism Council and the BSR Guiding Principles on Access to Healthcare.
Business sector initiatives are critical parts of the Architecture for several reasons. For any given company, the most practical examples for how to improve corporate sustainability are likely to come from companies in the same industry. Some industries are systematically important to development and sustainability in lower-income countries; examples include agri-business, extractive industries and banking/financial services. In cases where there are trade-offs between short-term financial goals and taking actions to support sustainable development, resulting in high first-mover costs, collective “pre-competitive” action by all companies in an industry may be the only option for leveling the playing field and implementing important changes.

Sector initiatives can play a significant role in helping to deliver widespread sustainability solutions. Through their direct activities, as well as their often extensive global supply chains, industry groups can begin to more firmly connect their strategies, standards and targets to broader development objectives – ensuring that they play an integral part of the international effort to achieve global sustainable development.

**LOCAL INITIATIVES AND NETWORKS**
The vast majority of business decisions and actions take place at the local level, dealing with local challenges and involving local stakeholders. Sustainable development requirements and priorities will vary by location. Hence, country and local-level initiatives and networks (such as Global Compact Local Networks) are an essential component of the Business Engagement Architecture.

Local initiatives and networks can offer significant opportunities and support for companies, including understanding local challenges and opportunities that may require business model adaptation and translating universal principles to the local context. Additionally, Local Networks can facilitate dialogue with community stakeholders and between Governments and the business community about national and local sustainable development priorities, and the role of corporate sustainability in addressing them. Such networks also provide a platform for networking and partnering with like-minded peers, and for dialoging with key stakeholders including civil society and Government.

Many local initiatives and networks are already operational, some associated with national and local business associations and some associated with global corporate sustainability organizations (e.g., Global Compact Local Networks). Where multiple local corporate sustainability networks exist, they should coordinate closely and perhaps even consider merging (while continuing to affiliate with multiple global organizations). In light of the magnitude of global challenges, local networks will need to increase their capacity to create and facilitate partnerships between corporations and the public sector that are capable of systemic changes across a country or industry sector.

It is expected that Member States of the United Nations will develop national objectives and related targets for the Post-2015 era. National strategies should be developed with an eye towards actively involving the business community, and nurturing and leveraging local initiatives that can assist in the realization of sustainable development goals in the coming years and decades.

**TECHNOLOGY-POWERED PARTNERSHIP HUBS**
Partnerships can rely on technology to deliver significant multiplier effects. With the Internet penetrating every part of the world as an indispensable communication and information channel, technology-powered platforms – typically online initiatives – unite parties around specific projects and solutions that can be rapidly scaled up. In general, technology platforms can be sector, issue and/or geography focused, and they enable companies to share knowledge, partner and scale-up efforts while reducing transaction costs.

One example is the UN Global Compact Business Partnership Hub, launched in September 2013. Utilizing digital technology and map-based analytics, the Hub is an online platform that unites parties around specific projects and solutions on issues such as water and sanitation, climate change, anti-corruption and social enterprise concepts. The goal is to achieve positive outcomes at the local level that can be rapidly scaled up. Two additional examples of technology-driven platforms include the UN-supported Principles for Responsible Investment’s Engagement Clearinghouse, an online tool designed to unite investors with respect to incorporating and implementing key environmental and social considerations, and business.un.org, a website that matches business resources with needs from UN organizations.
Platforms to support and facilitate business action and partnerships must be balanced by an appropriate set of accountability measures. To build trust and be considered a credible partner in the Post-2015 era, companies should be transparent about their social and environmental impacts, and be accountable for how their business activities create or deplete value for society and what they are doing to improve their performance. This is best accomplished by improving transparency around sustainability performance and the commitments that companies make, and by establishing standards for companies to credibly and effectively communicate to stakeholders on their efforts to implement those commitments.

A new global web platform allows companies to submit voluntary commitments aligned with sustainable development goals - provided they include measurable and time-bound targets - can be found at http://business.un.org/commitments. While many additional features are still to be added in advance of 2015, it is already possible to browse and search commitments that have been made, including those put forward by business in advance of Rio+20.

PUBLIC RECORDS OF COMMITMENTS TO PRINCIPLES AND GOALS

It is vital that more companies increase transparency and communicate more openly about their sustainability responsibilities and performance. As an important first step, a consolidated global effort must be made to continue to grow the population of companies publicly committed to universal principles, and to make such records easily accessible and searchable. The stakeholders of the nearly 8,000 companies with a public commitment to the UN Global Compact’s ten principles are, for example, in a much better position to hold those companies accountable to high standards for human rights, labour practices, environmental stewardship and anti-corruption.

In a similar fashion, indelible records of corporate commitments that include specific and time-bound targets aligned with one or more sustainable development responsibilities and goals can support stakeholders in keeping companies accountable to the promises made and performance achieved. To make this happen at a scale comparable to the challenges ahead, a single global web platform – anchored at the United Nations – is now in place, with a number of different organizations involved in mobilizing and validating commitments. Beyond the immediate impact on accountability, a registry of corporate commitments to support the advancement of sustainable development goals will help facilitate the review of progress made by business overall and enable benchmarking within individual industries and sectors.
MEASUREMENT PRACTICES
Measuring, for example, a company’s total greenhouse gas emissions or its “poverty footprint” is a very challenging and complex exercise. But if done in a credible manner, it not only allows for useful benchmarking across companies, but more fundamentally helps the company demonstrate the reality of its commitment to sustainability and allows its stakeholders to truly grasp the contribution that the company is making to support important societal goals.

For each of the priority areas of the Post-2015 agenda, a set of key performance targets suitable for companies in different sectors and geographies should thus be identified alongside guidelines for data collection and aggregation.

REPORTING STANDARDS
Over the last two decades, non-financial reporting has grown exponentially and is now widely recognized as a chief transparency measure for companies committed to sustainability. As such, signatories to the UN Global Compact are required to produce an annual Communication on Progress, typically a sustainability or integrated report, providing the company’s stakeholders with an account of its economic, social, environmental and governance efforts – including a description of the strategies, policies and procedures in place to continuously improve its performance. Similarly, companies registering commitments with time-bound targets aligned with sustainable development goals on the United Nations platform are required to annually update their stakeholders on the progress made.

An important part of the Post-2015 Business Engagement Architecture, specifically as it relates to transparency and accountability, is therefore a set of reporting standards and frameworks that guide companies in determining what and how to report as related to their economic, social, environmental and governance performance and impact. With the Global Reporting Initiative (GRI) and a framework for integrated reporting currently under development by the International Integrated Reporting Council, there is much to build on. Priorities for the Post-2015 era include the further alignment among various standards and frameworks, adaptation to a new set of sustainable development goals, and better understanding of the best approach to external assessment. Most importantly, the priority should be to have the application of standards for sustainability reporting and integrated reporting become as ubiquitous as the use of accounting standards.

CERTIFICATION SCHEMES
Like reporting standards, certification schemes provide an important tool allowing companies to communicate to its stakeholders about sustainability priorities and progress in a credible manner. But unlike reporting standards, they typically apply to a specific product or service, rather than the entire organization, and are designed to enable simple but credible communication to consumers.

For certification schemes to drive company performance and accountability in a Post-2015 era, the associated standards for social, environmental and governance performance must continue to be on par with the most advanced corporate practices and the effectiveness and credibility of assurance processes must continue to improve. Additionally, some level of consolidation of standards and labels seems to be required in certain areas to increase recognition and uptake by consumers, and thus increase the effectiveness of certification as an accountability tool. In other areas to be covered by the Post-2015 development agenda, companies and relevant stakeholders may need to agree on new certification schemes, establish relevant standards and design adequate assurance processes.
To maximize the contribution of business to the Post-2015 Agenda, it will be important to periodically review progress and reflect on past experiences and, on that basis, adjust priorities and approaches. This reflexive dynamic should be built into all levels of the Architecture. Issue platforms, sector initiatives and local networks all have an important role to play in sharing experiences and contributing innovation and best practices in terms of motivating and facilitating corporate sustainability action and partnerships.

Global corporate sustainability organizations like the UN Global Compact, the World Business Council for Sustainable Development and the Global Reporting Initiative have a particular role to play in regularly taking stock of the overall progress made by business in advancing development and sustainability performance. To capture progress reported by companies and distil insights from the business engagement platforms, initiatives and networks, a new annual review of the Post-2015 Business Engagement Architecture is needed. Such a report could also generate recommendations for the continuous strengthening of the Architecture and feed into the broader Post-2015 development agenda progress review likely to be adopted by Governments.
The finance industry has an especially pivotal role to play in the contribution of business and investment to the Post-2015 agenda.

In recent years, a range of financial market sub-sectors have emerged to incorporate environmental, social, governance as well as broad development concerns into investment decision-making. Adopting terms such as “responsible investment”, “sustainable finance” and “impact investing”, these efforts share an understanding that global and local sustainability challenges can pose significant investment risk if not managed properly.

Institutional and retail portfolio investors, banking and project finance providers, insurance underwriters, and foundations and philanthropic organizations are supported through a number of market enablers. These include stock exchange-mandated (or suggested) inclusion of sustainability standards and practices in market information; investment issue platforms; capacity-building “gates”; and matchmaking “hubs” to build market infrastructure and advance impact investing.

There are investment business opportunities as well, both in terms of efficiently managing these risks and developing related investment products and innovations, such as: specialized sustainability funds (e.g., clean-tech); impact bonds; climate and crop insurance; and micro-finance and micro-insurance programmes. Thus, these rapidly evolving investor movements seek to generate and secure long-range financial returns while also contributing to sustainability solutions. Examples include:

• The UNEP Finance Initiative, with over 200 institutions, including banks, insurers and fund managers, and UN-supported Principles for Responsible Investment, representing asset managers and asset owners with well over US $30 trillion in capital;
• The Equator Principles, a coalition of banking and similar financial institutions incorporating environmental and social risk into project finance transactions, covering over 70 per cent of all international project finance debt in emerging markets;
• The Principles for Social Investment, a set of guidelines to encourage social investment by foundations and other organizations that help communities meet their development needs in a sustainable manner; and
• The Principles for Sustainable Insurance, a sustainability framework for the development of innovative risk management and insurance solutions.

With respect to the area of foundations and philanthropy – major providers of capital and funding largely in the form of grants and giving – it is estimated that many tens of billions of dollars are directed each year to support sustainable development projects.

Finally, and importantly, foreign direct investment (FDI) by corporate sources reached $1.6 trillion in 2012, and is close to recovering the 2007 peak of $2 trillion. This is also arguably a source of private sustainability financing – provided such investment decisions are rooted in universal sustainability principles. In addition to “sustainable FDI”, corporate entities have an opportunity to contribute to private sustainability financing by ensuring that their own managed investment assets – e.g., corporate pension funds – incorporate the tenets of responsible investing.

In sum, private sustainability finance holds enormous potential to contribute to the broad implementation efforts in the Post-2015 future.
REALIZING THE ARCHITECTURE

TOP PRIORITIES FOR ALL STAKEHOLDERS:
• Voice public support for the adoption of an ambitious Post-2015 development agenda, including
  the formulation of specific goals and the recognition of an important role for business based on
  commitments to principles and goals coupled with public reporting.
• Intensify partnerships and explore new collaborations to maximize impacts;
• Co-invest in global and local platforms, initiatives, and resources to scale-up and advance busi-
ness engagement on global priorities.

COMPANIES:
• Respect the universal principles of the UN Global Compact – over and above minimum regula-
  tory requirements in countries of operation – and make a public commitment to do so;
• Maintain ongoing and inclusive dialogue with stakeholders and experts to identify, prevent,
  mitigate and account for sustainability impacts to society and environment from business
  activities;
• Align business strategies, models and R&D priorities with global sustainability responsibilities
  and set targets to support the achievement of specific sustainable development goals;
• Integrate sustainability into governance mechanisms and corporate culture, creating the right
  incentives for management and employees to make the company more sustainable;
• Report on progress to stakeholders in an open and transparent manner and integrate sustain-
  ability information into communication with customers and investors, applying relevant report-
  ing standards such as the Global Reporting Initiative, respected measurement practices and
  certification schemes;
• Leverage channels to communicate corporate sustainability performance to investors and,
  where relevant, adopt a responsible investment policy for corporate pension funds;
• Undertake sustainability due-diligence and set clear expectations before signing partnership
  contracts in order to encourage partners throughout the value chain to uphold minimum stan-
  dards and advance sustainable practices;
• Intensify engagement in issue platforms and sector initiatives in order to scale-up and ad-
  vance business engagement on sustainability issues and, as relevant, help overcome systemic
  challenges;
• Engage in local networks and initiatives, actively sharing best practice and learnings with local
  business community and providing operational support and resources, as appropriate;
• Engage in partnerships with other businesses and stakeholders that can have transformative
  impacts – moving beyond an ad-hoc project focus.

INVESTORS AND FINANCE PROVIDERS:
• Subscribe to and respect relevant principles, such as the Principles for Responsible Invest-
  ment (PRI) for asset owners and managers, Equator Principles for project finance providers,
  and the Principles for Sustainable Insurance;
• Ask companies to provide material information on the integration of sustainability into busi-
  ness strategy and corporate governance structures, based on credible reporting standards and
  subject to certification;
• Support the growth of impact investing, through the development and marketing of sustain-
  ability funds and innovative financing products to support sustainable development activities;
• Find opportunities to increase access to finance and financial services for the poor.
GOVERNMENTS:
• Take all steps to fulfill the duty to protect human rights and fundamental freedoms of individuals and to overcome violence and establish peaceful and stable conditions which are necessary for the private sector to deliver economic and related social benefits integral to broad sustainable development;
• Commit to fundamental norms of multilateral trade so that business can more effectively disseminate technologies and innovations that create market opportunities and jobs;
• Build effective policy frameworks and incentives to support and accelerate solutions towards sustainability. Create an enabling environment for corporate sustainability, incentivizing the right kind of behaviour through different various policies and mechanisms;
• Support private sector engagement in voluntary initiatives, platforms and networks that promote corporate sustainability based on universal values, such as those of the UN Global Compact, through actions that include awareness raising, developing tools and incentives, and funding;
• Encourage companies to enhance accountability and transparency through publicly disclosing sustainability practices – especially in an integrated fashion – and by applying frameworks such as the Global Reporting Initiative (GRI);
• Provide seed capital for innovative new issue platforms and sector initiatives and support the operational strengthening of local sustainability initiatives and networks;
• Actively involve the business community in dialogue on the setting and achievement of national sustainability goals and priorities;
• Ensure that state-owned enterprises become leaders in corporate sustainability, particularly with respect to governance, transparency and accountability;
• Apply responsible investment principles and best practices to sovereign wealth funds and other pools of public funds, such as pension funds, development banks and official foreign exchange reserves.

CIVIL SOCIETY:
• Participate in ongoing dialogue with business, assisting in identifying social, environmental and governance risks arising from their activities, collaborating in finding solutions; and reviewing public disclosures by business;
• Engage in partnership with business on common priorities, lending expertise and reach to support corporate efforts, strategy and reporting of impacts and results;
• Participate in and strengthen local networks, issue platforms and sector initiatives;
• Support the development and dissemination of standards for measurement, reporting and certification of corporate sustainability;
• Report publicly to stakeholders on the organization’s work to advance sustainable business practices.

BUSINESS SCHOOLS:
• Internalize the Principles for Responsible Management Education (PRME);
• Partner with companies and business schools through collaborative platforms to develop curricula and research programmes that provide current and future business leaders with the necessary mindsets, skills and knowledge to lead companies to more sustainable outcomes.
Attachment 2

Women’s Empowerment Principles
UN Global Compact and UN Women
1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.
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WOMEN’S EMPOWERMENT PRINCIPLES

EQUALITY MEANS BUSINESS

A Partnership Initiative of UN Women and the UN Global Compact Office

Second Edition 2011
**Empowering women** to participate fully in economic life across all sectors and throughout all levels of economic activity is essential to:

- Build strong economies;
- Establish more stable and just societies;
- Achieve internationally-agreed goals for development, sustainability and human rights;
- Improve quality of life for women, men, families and communities; and
- Propel businesses’ operations and goals.

Yet, ensuring the inclusion of women’s talents, skills, experience and energies requires intentional actions and deliberate policies. The Women’s Empowerment Principles, a partnership initiative of UN Women and UN Global Compact (UNGC), provide a set of considerations to help the private sector focus on key elements integral to promoting gender equality in the workplace, marketplace and community.

Enhancing openness and inclusion throughout corporate policies and operations requires techniques, tools and practices that bring results. The Women’s Empowerment Principles, forged through an international multi-stakeholder consultative process, provide a “gender lens” through which business can survey and analyze current practices, benchmarks and reporting practices.

Informed by real-life business practices, the Principles help companies tailor existing policies and programmes—or establish needed new ones—to realize women’s empowerment. The Principles also reflect the interests of governments and civil society and support interactions among stakeholders as achieving gender equality requires the participation of all actors. As a leader in gender equality, UN Women brings decades of experience to this partnership effort with the UN Global Compact, the world’s largest corporate citizenship initiative with more than 8,000 business participants and other stakeholders involved in more than 135 countries.

In an increasingly globalized and interconnected world, utilizing all social and economic assets is crucial for success. Yet, despite progress, women continue to confront discrimination, marginalization and exclusion, even though equality between men and women stands as a universal international precept—a fundamental and inviolable human right. Nearly all countries have affirmed this value through their recognition of the standards contained in international human rights treaties, which articulate for states a broad range of civil, political, economic, social and cultural rights. Distinctive documents highlight a spectrum of state responsibilities and human rights protections for women, indigenous peoples, children, workers and people with disabilities. Additionally, internationally agreed-on documents such as the Beijing Platform for Action adopted by all 189 countries at the UN Fourth World Conference on Women in 1995 and the Millennium Declaration adopted by 189 countries in 2000, contribute to the overarching human rights framework.¹

These international standards illuminate our common aspiration for a life where the doors of opportunity are open to all. Where people can live free from violence, exercise legal redress and expect states to live up to their obligations to respect and protect the human rights of women, men and children and provide appropriate government services such as education and health.

These Conventions inform national law and help shape common values adopted by institutions throughout the world. Business leaders, working in close association with their peers, with governments, nongovernmental organizations and the United Nations², seek to apply these international standards that uphold an individual’s rights through their specifically designed policies and programmes. Their corporate commitment, reflected through the company’s mission statement and supported through public reporting on policies and practices, attests to the growing realization of how important these values are to business and their communities.³

While much has been accomplished through the integration of principles and actions on corporate responsibility, diversity and inclusion, the full participation of women throughout the private sector – from the CEO’s office
to the factory floor to the supply chain – remains unfulfilled. Current research demonstrating that gender diversity helps business perform better signals that self interest and common interest can come together. UN Women, the UN Global Compact, other leading UN agencies, the World Bank and the World Economic Forum, reinforce these findings. Governments also recognize that women’s inclusion drives development, and acknowledge that achieving the Millennium Development Goals and national economic and development plans requires rapidly moving towards gender equality.

In a globally interdependent political, social and economic environment, partnerships play an increasingly vital role to:

- Create a vibrant business environment involving a broad spectrum of actors, collaborators, contributors and innovators to open opportunities for women and men; and

- Enable the active and interactive participation of governments, international financial institutions, the private sector, investors, nongovernmental organizations, academia and professional organizations to work together.

In the spirit of partnership, UN Women and the UN Global Compact offer the Women’s Empowerment Principles in the hope that using them as a targeted “gender lens” inspires and intensifies the efforts to bring women in at all levels. 

*Equality does mean business.*
Women’s Empowerment

1 **Leadership Promotes Gender Equality**
   - Affirm high-level support and direct top-level policies for gender equality and human rights.
   - Establish company-wide goals and targets for gender equality and include progress as a factor in managers’ performance reviews.
   - Engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality.
   - Ensure that all policies are gender-sensitive – identifying factors that impact women and men differently – and that corporate culture advances equality and inclusion.

2 **Equal Opportunity, Inclusion and Nondiscrimination**
   - Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men.
   - Ensure that workplace policies and practices are free from gender-based discrimination.
   - Implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors.
   - Assure sufficient participation of women – 30% or greater – in decision-making and governance at all levels and across all business areas.
   - Offer flexible work options, leave and re-entry opportunities to positions of equal pay and status.
   - Support access to child and dependent care by providing services, resources and information to both women and men.

3 **Health, Safety and Freedom from Violence**
   - Taking into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health.
   - Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and prevent sexual harassment.
   - Strive to offer health insurance or other needed services – including for survivors of domestic violence – and ensure equal access for all employees.
   - Respect women and men workers’ rights to time off for medical care and counseling for themselves and their dependents.
   - In consultation with employees, identify and address security issues, including the safety of women traveling to and from work and on company-related business.
   - Train security staff and managers to recognize signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.

Women’s Empowerment Principles

1. Nondiscrimination
2. Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men.
3. Ensure that workplace policies and practices are free from gender-based discrimination.
4. Implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors.
5. Assure sufficient participation of women – 30% or greater – in decision-making and governance at all levels and across all business areas.
6. Offer flexible work options, leave and re-entry opportunities to positions of equal pay and status.
7. Support access to child and dependent care by providing services, resources and information to both women and men.
Principles

4 Education and Training
■ Invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas, and encourage women to enter nontraditional job fields.
■ Ensure equal access to all company-supported education and training programmes, including literacy classes, vocational and information technology training.
■ Provide equal opportunities for formal and informal networking and mentoring.
■ Articulate the company’s business case for women’s empowerment and the positive impact of inclusion for men as well as women.

5 Enterprise Development, Supply Chain and Marketing Practices
■ Expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs.
■ Support gender-sensitive solutions to credit and lending barriers.
■ Ask business partners and peers to respect the company’s commitment to advancing equality and inclusion.
■ Respect the dignity of women in all marketing and other company materials.
■ Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation.

6 Community Leadership and Engagement
■ Lead by example – showcase company commitment to gender equality and women’s empowerment.
■ Leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.
■ Work with community stakeholders, officials and others to eliminate discrimination and exploitation and open opportunities for women and girls.
■ Promote and recognize women’s leadership in, and contributions to, their communities and ensure sufficient representation of women in any community consultation.
■ Use philanthropy and grants programmes to support company commitment to inclusion, equality and human rights.

7 Transparency, Measuring and Reporting
■ Make public the company policies and implementation plan for promoting gender equality.
■ Establish benchmarks that quantify inclusion of women at all levels.
■ Measure and report on progress, both internally and externally, using data disaggregated by sex.
■ Incorporate gender markers into ongoing reporting obligations.
Principles into Practice:

Companies from around the world already furnish concrete examples of how they advance women’s empowerment. The examples that follow, matched to each of the seven distinct Women’s Empowerment Principles, showcase actions and policies to learn from and emulate; they derive from the large collection of company-submitted examples titled, Companies Leading the Way: Putting the Principles into Practice.

1 Leadership Promotes Gender Equality

- An international mining group headquartered in the UK, commissioned a resource guide on how to engage women and community groups as a major policy directive of its business operations.
- A company assessment at the highest level by a global accounting and consulting firm determined that the company was losing out on business by failing to attract and retain highly skilled female professionals and, on the basis of these findings, worked to change company culture and policies through leadership and board involvement.
- The leadership of an East Asian apparel manufacturer implemented an integrated, comprehensive approach to women’s empowerment through programmes recognizing female employees’ accomplishments and supporting women’s advancement in the company through wide-ranging education, training and safety initiatives.

2 Equal Opportunity, Inclusion and Nondiscrimination

- To retain and attract more qualified women, an Eastern European microfinance group initiated a broad-based data collection and analysis exercise, followed up with recommendations on the treatment of its female employees.
- In an effort to close gender-based pay gaps, a global insurance group dedicated 1.25 million Euros over three years.
- A large financial services company in Australia offers a parental leave policy that provides a total of two years parental leave for the primary care giver, which can be taken flexibly, rather than on a full-time basis.
- To support diversity and inclusion, a multinational steel company established a special committee comprised of management and women workers that identifies concerns of female employees and in response organizes trainings and programmes.

3 Health, Safety and Freedom from Violence

- Building on a company-initiated study to determine the economic benefits to companies of employee health awareness, a large apparel company partners with health education professionals to offer trainings to employees on reproductive and maternal health, disease prevention and access to care.
- Recognizing the need to support working parents, a Kenyan communications company offers free on-site day care and an in-house physician, in addition to comprehensive medical coverage that includes pre- and post-natal care.
- Two Spanish companies offer victims of domestic violence job placement services specifically tailored to their needs to ease transition to the workplace.
- A Sri Lankan apparel manufacturer demonstrates its commitment to creating and maintaining a safe and healthy work environment – and recognition of the differential needs of its female and male employees – through a range of targeted policies and programmes, including special care for pregnant employees, and systematic risk assessments and monitoring of its plants, processes and equipment.
Company Examples

4 Education and Training
- To open opportunities for women’s career advancement in IT fields, a US-based multinational technology company maintains strategic partnerships with women’s organizations in many of the countries where it operates, to promote education and training and recognize women’s accomplishments in IT.
- A large European airline company reaches out to youth through education projects to break down the barriers that traditionally limit women to certain jobs in the industry and men to others.
- A large financial services company in Australia offers numerous initiatives aimed at supporting women in business, including an online platform to help Australian women connect with other women in business internationally to share information, research and career advice.
- A Chinese international transport company established special employee committees to identify and design programmes and information tailored to the distinct needs and interests of female workers.

5 Enterprise Development, Supply Chain and Marketing Practices
- Recognizing the expanding role of women entrepreneurs, a large UK-based bank launched specialized financial services, microfinance opportunities and business loans and also provides an online resource center for women entrepreneurs running small and medium-sized enterprises.
- A Swedish manufacturer helps women producers of raw materials in developing countries to trade directly with the manufacturer, thus improving their income by reducing the number of intermediaries in the supply chain.
- To make the scope of violence against women visible to an international public, a global advertising company partnered with a UN organization to develop a public awareness campaign using television and the internet.

6 Community Leadership and Engagement
- A large international cosmetics company launched and sold products to raise funds for community-based organizations working to end domestic violence around the world.

7 Transparency, Measuring and Reporting
- A multinational mining company with operations in Ghana implemented a gender mainstreaming programme to encourage female employees to assume greater responsibility within the mine and connect to the local community.
- A US-based multinational apparel manufacturer awards grants to community-based organizations working to empower women in localities where it does business.
How to Make & Measure

The following suggestions align with each of the seven Women’s Empowerment Principles and indicate approaches on how to make and measure progress. However, the most powerful assessment tools derive from an organization’s own culture and objectives, matched with a clear measurement framework. While we share common goals, the routes to get there will, by necessity, be diverse.

1 Leadership Promotes Gender Equality

Define clearly company’s strategic case for advancing gender equality within the organization and in its field.

Establish a high-level task force to identify priority areas, establish benchmarks and monitor company progress.

Include company-wide goals for progress towards gender equality in job descriptions and performance reviews.

**THINGS TO CONSIDER...**

- Is the stated commitment to advancing equality and promoting nondiscrimination and fairness prominently featured on the company’s website, in company recruiting materials and corporate sustainability reports?
- Is there a designated board-level individual who champions the organization’s gender equality policies and plans?
- Are there trainings, including for male leaders, on the importance of women’s participation and inclusion?
- Does the company’s annual report or sustainability report include leadership statements on reaching gender equality goals?

2 Equal Opportunity, Inclusion and Nondiscrimination

Prominently publicize an explicit company statement that prohibits gender-based discrimination in hiring, retention policies, promotion, salaries and benefits.

Design recruitment initiatives that reach out to more women.

Review and analyze remuneration of all employees by gender, employee category and job title.

Ensure equal opportunities for women to lead on important assignments and task forces.

Survey employees to elicit the views of women and men towards company policies on equal opportunity, inclusion, nondiscrimination and retention.

**THINGS TO CONSIDER...**

- Are sufficient numbers of women – 30 percent or greater – being recruited and interviewed? Do interview panels have sufficient numbers of women participating?
- What is the retention rate for female employees by employee category and job title compared to male employees?
- Has the company designed flexible work options that incorporate the specific and different needs of women and men?
- Are there accessible channels for filing grievances on gender-based discrimination, harassment and violence?

3 Health, Safety and Freedom from Violence

Prominently publicize the company’s zero tolerance policy and provide ongoing training.

Undertake a gender-sensitive inventory of health and safety conditions.

Survey employees to elicit the views of women and men on health, safety and security issues.

Tailor company health and safety policies to serve the distinctive concerns and needs of women and men, including pregnant women, people with HIV/AIDS, people with disabilities and other vulnerable groups and provide the resources to implement them.

**THINGS TO CONSIDER...**

- Is safety and other equipment the appropriate size for both women and men?
- Are there separate toilets and, if necessary, changing facilities for both women and men?
Progress

- Are company grounds adequately lit?
- Are female health care professionals available in company-provided health services?

4 Education and Training

Train and educate employees, particularly male staff, on the company’s business case for women’s empowerment.

Offer career clinics and mentoring programmes for women’s career development at all stages.

Promote training programmes tailored for women.

**THINGS TO CONSIDER...**

- What is the distribution between women and men of training and professional development opportunities?
- How many hours of training do women and men participate in annually, analyzed by job category and title?
- Are the demands of employees’ family roles considered when scheduling trainings and education programmes?

5 Enterprise Development, Supply Chain and Marketing Practices

Prominently publicize an executive level policy statement on the organization’s support for gender equality practices in its supply chain.

Identify a ‘women’s enterprise champion’ within the organization to target women-owned enterprises and help develop their capacity to become quality suppliers.

Request information from current and potential suppliers on their gender and diversity policies and include these in criteria for business selection.

**THINGS TO CONSIDER...**

- Does the company perform analyses of its existing supply chain to establish the baseline number of suppliers that are women-owned enterprises?
- How many of the company’s suppliers have gender equality policies and programmes?
- What is the ratio of women-owned enterprises compared to other suppliers?
- How does the company record complaints regarding its portrayal of women and girls in marketing and other public materials, and how does it act on these concerns?

6 Community Leadership and Engagement

Define company community engagement initiatives that empower women and girls.

Encourage company executives to undertake community consultations with local leaders—women and men—to establish strong ties and programmes that benefit all community members.

Craft a community impact analysis that marks the specific impacts on women and girls when establishing or expanding presence in a community.

**THINGS TO CONSIDER...**

- What initiatives are supported by the company to promote equality in the community and how many women and girls, men and boys do they reach?
- Does the company survey participants through focus groups or written comments for feedback?
- Does the company review its criteria and policies that determine community engagement activities against results and community feedback?
- Are women’s contributions to their communities recognized and publicized?

7 Transparency, Measuring and Reporting

Report annually, by department, on company gender equality plans and policies, using established benchmarks.

Publicize findings on company efforts towards inclusion and advancing women through all appropriate channels and pre-existing reporting obligations.

Include monitoring and evaluation of company gender equality goals into ongoing performance indicators.

**THINGS TO CONSIDER...**

- Does tracking along the benchmarks for advancing women demonstrate that the company is moving positively?
- What opportunities exist throughout the company for review, analysis and discussion of performance?
Where Women Stand: Facts and Figures

Women at Risk

- More people have been lifted out of poverty in the last 50 years than in the previous 500; yet more than 1.2 billion still subsist on less than $1 per day. According to some estimates, women represent 70% of the world’s poor.

- The International Fund for Agriculture and Development (IFAD) reports that in the developing world, the percentage of land owned by women is less than 2%.2

- According to U.S. Government-sponsored research completed in 2006, approximately 800,000 people are trafficked across national borders annually. Approximately 80% of transnational trafficking victims are women and girls and up to 50% are minors.3

- An estimated 72% of the world’s 33 million refugees are women and children.4

- Every minute somewhere in the world a woman dies due to complications during pregnancy and childbirth.5

Violence against Women

- The most common form of violence experienced by women globally is physical violence inflicted by an intimate partner. On average, at least 6 out of 10 women are beaten, coerced into sex or otherwise abused by an intimate partner in the course of their lifetime.6

- It is estimated that, worldwide, 1 in 5 women will become a victim of rape or attempted rape in her lifetime.7

- Women experience sexual harassment throughout their lives.

Between 40% and 50% of women in the European Union reported some form of sexual harassment in the workplace.8

- The cost of intimate partner violence in the United States alone exceeds US$5.8 billion per year: US$4.1 billion is for direct medical and health care services, while productivity losses account for nearly US$1.8 billion.9

- In Canada, a 1995 study estimated the annual direct costs of violence against women to be approximately Can$1.17 billion a year. A 2004 study in the United Kingdom estimated the total direct and indirect costs of domestic violence, including pain and suffering, to be £23 billion per year or £440 per person.10

Women and HIV/AIDS

- The AIDS epidemic has a unique impact on women, exacerbated by their role within society and their biological vulnerability to HIV infection – more than half of the estimated 33 million people living with HIV worldwide are women.11

- The prevalence of violence and of HIV/AIDS is interrelated. Women’s inability to negotiate safe sex and refuse unwanted sex is closely linked to the high prevalence of HIV/AIDS. Women who are beaten by their partners are 48% more likely to be infected with HIV/AIDS12.

Women at Risk

- According to a 2011 Deloitte report urging the public and private sectors to reap this benefit by investing in women and bringing them into leadership positions. The report highlighted the growing power of women consumers – already controlling roughly US$20 trillion of total consumer spending globally and influencing up to 80% of buying decisions.13

- A 2011 report from the International Labour Organization (ILO) and Asian Development Bank (ADB) revealed that a gender equality gap in employment rates for women as compared to men cost Asia $47 billion annually – fully 45% of women remained outside the workplace compared to 19% of men.14

In 2007, Goldman Sachs reported that different countries and regions of the world could dramatically increase GDP simply by reducing the gap in employment rates between men and women: the Eurozone could increase GDP by 13%; Japan by 16%; the US by 9%.15

Women and Education

- About two-thirds of the estimated 776 million adults – or 16% of the world’s adult population – who lack basic literacy skill are women.16 In developing countries, nearly 1 out of 5 girls who enroll in primary school does not complete her primary education.

- The Women’s Learning Partnership (WLP) estimates that worldwide, for every year beyond fourth grade that girls attend school, wages rise 20%, child deaths drop 10% and family size drops 20%.17
Gender Terms

Empowerment
Empowerment means that people - both women and men – can take control over their lives: set their own agendas, gain skills (or have their own skills and knowledge recognized), increase self-confidence, solve problems, and develop self-reliance. It is both a process and an outcome.

Gender
Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender is relational and refers not simply to women or men but to the relationship between them.

Sex
Sex refers to the biological characteristics that define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both, but these characteristics generally differentiate humans as females and males.

Gender Equality
Gender equality describes the concept that all human beings, both women and men, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born female or male.

Gender Equity
Gender equity means that women and men are treated fairly according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women.

Gender Perspective/“Gender Lens”
A gender perspective/“gender lens” can be defined as a focus that brings a framework of analysis in order to assess how women and men affect and are affected differently by policies, programmes, projects and activities. It enables recognition that relationships between women and men can vary depending on the context. A gender perspective takes into account gender roles, social and economic relationships and needs, access to resources, and other constraints and opportunities imposed by society or culture, age, religion, and/or ethnicity on both women and men.

Gender Analysis
Gender analysis is a systematic examination of the different impacts of development, policies, programmes and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others.

Gender-Sensitive Indicator
An indicator is a pointer. It can be a measurement, a number, a fact, an opinion or a perception that focuses on a specific condition or situation, and measures changes in that condition or situation over time. The difference between an indicator and a statistic is that indicators should involve comparison with a norm. Gender-sensitive indicators measure gender-related changes in society over time; they provide a close look at the results of targeted gender-based initiatives and actions.

Sex-Disaggregated Data
Sex-disaggregated data can be defined as data that is collected and presented separately on women and men. It is quantitative statistical information on the differences and inequalities between women and men. There is widespread confusion over, and misuse of, the terms “gender-disaggregated data” and “sex-disaggregated data”. Data should necessarily be sex-disaggregated but not gender-disaggregated since females and males are counted according to their biological difference and not according to their social behaviours. The term gender-disaggregated data is frequently used, but it should be understood as sex-disaggregated data.

Gender Mainstreaming
Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, such that inequality between women and men is not perpetuated.

Sources:
- United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), 2004; UNESCO GENIA Toolkit for Promoting Gender Equality in Education; and ITC-ILO Training Module: Introduction to Gender Analysis and Gender-Sensitive Indicators Gender Campus, 2009
**ENDNOTES**

1 Gender equality has been recognized as a human right since the establishment of the United Nations. The 1948 Universal Declaration of Human Rights (UDHR) and the 1976 international covenants on Civil and Political Rights (CPR) and Economic, Social and Cultural Rights (ICESCR) all contain clear statements on the right of women to be free from discrimination. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted by the General Assembly in 1979, obliges signatories to undertake actions to ensure gender equality in both the private and public spheres and to eliminate traditional stereotypes on the roles of the sexes. Importantly, governments at the 1995 Fourth UN World Conference on Women in Beijing, laid out specific actions to attain the equality and empowerment standards set by CEDAW, in the Beijing Platform for Action. For more information on legal instruments and other relevant international standards, conventions and recommendations of the International Labour Organization (ILO). While ILO instruments are applicable to both women and men, there are a number which are of specific interest for women workers. See the ILO Bureau for Gender Equality and the ILI Library online Resource Guide – Gender Equality in the World of Work: http://www.ilo.org/public/english/support/lib/resource/subject/gender.htm.

2 Employees’ and workers’ rights are addressed by numerous international standards, conventions and recommendations of the International Labour Organization (ILO). While ILO instruments are applicable to both women and men, there are a number which are of specific interest for women workers. See the ILO Bureau for Gender Equality and the ILI Library online Resource Guide – Gender Equality in the World of Work: http://www.ilo.org/public/english/support/lib/resource/subject/gender.htm.

3 Founded in 2000, the UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. See: www.unglobalcompact.org.


4 Over the past 10 years, there has been an increase in business’ attention to corporate responsibility and sustainability reporting through a variety of mechanisms. One example is the UN Global Compact requirement on annual Communications on Progress (see: http://www.unglobalcompact.org/COP/index.html). Another example is the global sustainability reporting framework developed by the Global Reporting Initiative (GRI), which sets out principles and indicators that organizations can use to measure and report their economic, environmental and social performance. In 2008-09, the GRI worked with the International Finance Corporation (IFC) and the World Bank to develop a new GRI Sustainability Reporting Project that aimed at addressing the gap between gender and sustainability reporting, culminating in the resource document, ‘Embedding Gender in Sustainability Reporting, a practitioner’s guide’ to help organizations worldwide create opportunities for women, adopt best practices in sustainability reporting, and improve companies’ bottom lines. See: http://www.globalreporting.org/CurrentPri-

orities/GenderandReporting/.


5 Additional examples supporting the business case for gender equality include two recent studies on gender diversity and corporate performance by McKinsey and Company, conducted in partnership with the Women’s Forum for the Economy & Society. Their research demonstrated the link between the presence of women in corporate management positions and companies’ organizational and financial performance, suggesting that the companies where women are most strongly represented at board or top-management level are also the companies that perform best. Further research on female leadership showed that behaviors more often applied by women reinforce a company’s organizational performance on several dimensions, and will be critical to meet the expected challenges companies will face over the coming years. See ‘Women Matter: Gender diversity, a corporate performance driver’ (2007) and ‘Women Matter 2: Female leadership, a competitive edge for the future’ (2008).


6 The “multiplier effect” of gender equality has been increasingly acknowledged. Studies continue to show that lowering the social, economic and political barriers faced by women and girls extends education, decreases child mortal-

ity and vulnerability to HIV and AIDS. Women’s greater labour force participation reduces poverty through increased productivity and earnings. Conversely, systematic discrimination against women and girls will make it impossible for many to meet the poverty and other targets of the Millennium Development Goals (MDG) and the Millennium Development Goal 3 is to promote gender equality and empower women, and is one of eight MDGs drawn from the Millennium Declaration, that was adopted by 189 Governments in 2000. The MDGs address the world’s main development challenges, and have time-bound and measurable targets accompanied by indicators for monitoring progress, with a timeline for achievement by 2015. Growing concern that the MDGs will not be met is accompanied by growing recognition that achievement of gender equality is critical to achievement of all other MDGs. See: http://www.un.org/millenniumgoals/ and http://mdgs.un.org/unsd/mdg/Resources/Static/Products/Prog-


WHERE WOMEN STAND: FACTS AND FIGURES


erty%20Statistics.doc.


sues/violence_against_women/facts_figures_vio-

lence_against_women_2007.pdf].

6 Ibid.

7 Ibid.


9 Ibid.


port_pp29_62_en.pdf


13 Women and labour markets in Asia: Rebal-


lang--en/WCMS_154846/index.htm

14 Goldman Sachs Group, Inc. 2007. ‘Gender Inequality, Growth and Global Ageing’


WOMEN’S EMPOWERMENT PRINCIPLES

CEO Statement of Support Engages Business Leaders and Companies

The Women’s Empowerment Principles’ CEO Statement of Support (see below) enables business leaders to commit publicly to align company policies to advance gender equality. By signing, CEOs signal their intention to integrate and implement the Women’s Empowerment Principles from the board room, to the workplace, along the supply chain to the community.

Global Compact. The Principles present seven steps that business and other sectors can take to advance and empower women.

Equal treatment of women and men is not just the right thing to do – it is also good for business.

The full participation of women in our enterprises and in the larger community makes sound business sense now and in the future. A broad concept of sustainability and corporate responsibility that embraces women’s empowerment as a key goal will benefit us all. The seven steps of the Women’s Empowerment Principles will help us realize these opportunities.

We encourage business leaders to join us and use the Principles as guidance for actions that we can all take in the workplace, marketplace and community to empower women and benefit our companies and societies. We will strive to use sex-disaggregated data in our sustainability reporting to communicate our progress to our own stakeholders.

Please join us.

We, business leaders from across the globe, express support for advancing equality between women and men to:

- Bring the broadest pool of talent to our endeavours;
- Further our companies’ competitiveness;
- Meet our corporate responsibility and sustainability commitments;
- Model behaviour within our companies that reflects the society we would like for our employees, fellow citizens and families;
- Encourage economic and social conditions that provide opportunities for women and men, girls and boys; and
- Foster sustainable development in the countries in which we operate.

Therefore, we welcome the provisions of the Women’s Empowerment Principles – Equality Means Business, produced and disseminated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations

1A Consultores, S. Coop
AAK - AarhusKarlshamn AB
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Accenture
Access Bank plc
Acovisa Industria e Comercio de Aços
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Alcatel-Lucent
Alguas, S.L.
Allen Arthur Robinson
Andaluzia de Montajes Eléctricos y
Teléfonicos, S.A. (Ametel, S.A.)
AREVA
Aria Foods aruba
Arup Australasia (Ove Arup & Partners
International Ltd.)
Atlantic Grupo d.d.
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Charles & Keith International Pte Ltd.
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Chu B. Lavor Bank
C.I.D. (Chemical Industries Development)
Cinde Soluciones S.L.
CING Technologies
Coca-Cola HBC Croatia
Cognizant
como il faut
Compañía de Pesca de Recursos Minerales
(GPRM)
Copl (Companhia Paranaense de Energia)
Corporación Salud del Mesrisme I La Selva
Dainius.
Dentu.
Dean’s Beans
Delotte Croatia
Delotte Iceland
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Elettro (Centrais Eléctricas Brasileiras, S.A.)
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Elettro Cepel (Centro de Pesquisas de
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Elettro Chaff (Companhia Hidro Eléctrica
do São Francisco)
Elettro Distribuição Acre
Elettro Distribuição Amapa
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Elettro Elétronuclear (Elettro Termoelétrica, S.A.)
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Elétricas, S.A.)
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S.A.)
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(Embrapa)
Endesa S.A.
Endesa Ámsterdam
Endesa Brasil
Endesa Cachoerí
Endesa Chile S.A.
Endesa CIEEN
Endesa Coelce
Endesa Costa Rica S.A.
Endesa Fortaleza
Endesa Grupo Colombia (Codensa & Engesa)
ENISA Industrias Avanzadas, S.A.
Esteu & Young
Eskom Holdings Limited
ESTRATEGIA Consulting
Euskaltel, S.A.
FCC Construcción
Ferrovial Industria y Comercio S.A.
Finnair plc
Fomento de Construcciones y Contratas, S.A.
(Gruo FCC)
Gamesa Corporación Tecnológica, S.A.
Geolog International B.V.
Gesproenergia S.L.
Gavaram Quality Envelopes Limited
Grameen Solutions Limited
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Grupo Gesor
Grupo Gesar
Grupo Metal System, S.A.
Gutiérrez Rozas y Asociados
Hartmann, Ltd.
Heidrick & Struggles
Hidroeléctrica El Chocon S.A.
Hortonii Commercial & Industrial Co., Ltd.
Hospitai Monciao, S.A.
Hospital Pilato
Hrvatski Telekom
INCCA Sistemas Ltda – ME
Indra
Infotexs Technologies Limited
INGEGAL, Ingeniería de la Calidad y el Medio
Ambiente S.L.
Instituto de Crédito Oficial
Islandbanki
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Jardican S.L.U.
JSL, Stainless Ltd.
Kaffitas
The Kansai Electric Power Co., Inc.
Kao Corporation
Kowa Co., Ltd.
KPMG Spain
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Legalitas Quality Assurances (L.O.A.)
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Resona Holdings, Inc.
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TIMA International Gmbih
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Tota
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United Nations Federal Credit Union
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Val Rocha Engenharia Ltda
VISS Insurance Ltd.
The Westpac Group
World Bank Group
Yves Saint Laurent

The number of WEPS signing companies continues to grow. The frequently updated list is available at: http://aigo.org/dl/dwds.

To receive a CEO Statement of Support information on how you can get involved email: womens-empowerment-principles@ unglobalcompact.org
“We need all stakeholders, and in particular, we need solid linkages with the private sector, as drivers of innovation, providers of essential capital, job creators and employers. UN Women together with the UN Global Compact launched the Women’s Empowerment Principles to do just that — providing a seven-step blueprint to empower women in the workplace, the marketplace and the community. They offer a tool for a results-based partnership with the global and national business community, and they align with the evidence that empowering women is a strategy for a healthier bottom line.”

MICHELLE BACHELET, EXECUTIVE DIRECTOR, UN WOMEN

“...The Women’s Empowerment Principles are subtitled Equality Means Business because the full participation of women benefits business, and indeed, all of us. Informed by leading businesses’ policies and practices from different sectors and around the world, the Principles offer a practical approach to advance women, and point the way to a future that is both more prosperous and more fair for everyone.”

GEORG KELL, EXECUTIVE DIRECTOR, UN GLOBAL COMPACT OFFICE

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women’s equal participation in all aspects of life, focusing on five priority areas: increasing women’s leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women’s economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system’s work in advancing gender equality. www.unwomen.org

Launched in 2000, the United Nations Global Compact is both a policy platform and a practical framework for companies that are committed to sustainability and responsible business practices. As a multi-stakeholder leadership initiative, it seeks to align business operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption and to catalyze actions in support of broader UN goals. With over 7,000 signatories in more than 135 countries, it is the world’s largest voluntary corporate responsibility initiative. www.unglobalcompact.org

The Women’s Empowerment Principles, the product of a partnership between UN Women and the UN Global Compact informed by an international multi-stakeholder consultation, are adapted from the Calvert Women’s Principles®. The Calvert Women’s Principles were originally developed in partnership with UNIFEM (now a part of UN Women) and launched in 2004 as the first global corporate code of conduct focused exclusively on empowering, advancing and investing in women worldwide.