

Women in UK Manufacturing 2024

Annex 1: International review of best practices and frameworks



About this annex

This annex is part of the Women in UK Manufacturing 2024 report, it provides a comprehensive overview of international best practices and frameworks designed to promote gender equality and women's empowerment, with a focus on the manufacturing sector. Covering both private and public sectors, the annex offers valuable guidance for creating inclusive and equitable workplaces. This report was funded by IfM Engage and Cambridge Industrial Innovation Policy in support of the Women in Manufacturing UK initiative.

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Introduction

This annex is part of the *Women in UK Manufacturing 2024* report¹. It provides a comprehensive overview of international best practices and frameworks designed to promote gender equality and women's empowerment, with a focus on the manufacturing sector. Covering both private and public sectors, the annex offers valuable guidance for creating inclusive and equitable workplaces.

The content is structured into two main sections:

1. **Resources relevant for the private sector:** [Table 1](#) and [Table 2](#).
2. **Resources relevant for government and research organisations:** [Table 3](#) and [Table 4](#).

Each section compiles key tools, guidelines, certifications, and recommendations developed by international organisations, governments, and trade associations. The review covers initiatives from major global bodies like the United Nations and the International Labour Organisation, along with country-specific programmes from the UK, France, Ireland, Singapore, the USA, Australia, Italy and Canada. These resources present practical approaches for advancing gender equality in areas such as workplace policies, leadership, supply chains, and institutional transformation.

Each resource is accompanied by an overview of its key features and highlights of its recommended actions or principles. While not exhaustive, this compilation serves as a starting point for organisations seeking to improve their gender equality efforts, providing insights into best practices that can be adapted to various local contexts.

¹ Castañeda-Navarrete, J., Roupakia, Z., Döme, V. and Anzolin, G. (2024). *Women in UK Manufacturing 2024: addressing labour shortages and bridging the gender gap*.

1. Resources relevant for the private sector

TABLE 1. RESOURCES FOR WOMEN'S EMPOWERMENT AND GENDER EQUALITY IN THE PRIVATE SECTOR DEVELOPED BY INTERNATIONAL ORGANISATIONS

Name	Organisation	Type of resource	Overview	Highlights
BS ISO 538000 2024-05 Guidelines for the promotion and implementation of gender equality and women's empowerment (2024)	British Standards - International Organisation for Standardisation	Standards	A six-step methodology to adapt and implement gender equality: (i) analysis of the organisation's status, (ii) identify stakeholders, (iii) identify relevant gender equality issues and their potential impacts, (iv) prioritise gender equality issues, (v) draw up the gender equality action plan, (vi) engage external stakeholders.	<ul style="list-style-type: none"> Detailed list of relevant information and indicators needed to assess the organisation's status on gender equality. Governance guidelines, including the appointment of gender advisor(s) and/or gender focal point(s). Guidelines for the provision of gender-responsive goods and services and gender-responsive budgeting. Guidelines for gender-inclusive internal and external communication. Guideline for the development of a grievance mechanism to prevent, detect and respond to gender-based violence.
Women's Empowerment Principles (WEPs) (2010)	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), UN Compact	Principles/ Guidelines	<p>Seven key principles for businesses on how to empower women in the workplace, marketplace, and community:</p> <ol style="list-style-type: none"> Establish high-level corporate leadership for gender equality Treat all women and men fairly at work – respect and support human rights and non-discrimination 	<ul style="list-style-type: none"> Applicable to businesses of all sizes and sectors, providing flexibility in implementation according to specific needs and contexts. Companies that sign the WEPs publicly commit to advancing gender equality and can showcase their efforts on the WEPs platform. Access to tools, case studies and resources to help companies effectively implement the principles and track their progress. Deep dives into applying WEPS in practice for signatories. As of 1 March 2021, over 9,900 companies have signed and committed to implementing the WEPs. Roadmap for companies to address workplace challenges and promote gender equality across their value chain, from products and services to marketing and community engagement.

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			<ul style="list-style-type: none"> iii. Ensure the health, safety and well-being of all women and men workers iv. Promote education, training and professional development for women v. Implement enterprise development, supply chain and marketing practices that empower women vi. Promote equality through community initiatives and advocacy vii. Measure and publicly report on progress to achieve gender equality. 	<ul style="list-style-type: none"> • Detailed suggested actions for each of the principles: <ul style="list-style-type: none"> i. Embed values of gender equality into your business values, business plan and overall organisational culture. ii. Establish company-wide goals and targets for gender equality and women’s empowerment and measure progress through clear performance indicators. iii. Make managers at all levels accountable for results against these goals and targets through their performance reviews. iv. Engage and consult internal and external stakeholders in the development of company policies, programmes and implementation plans. v. Ensure that existing policies are gender-sensitive – identifying factors that impact women and men differently – and that corporate culture advances equality and inclusion. vi. Review the requirements for board membership, and other governance bodies and committees, to remove any discrimination or bias against women. vii. Pay equal remuneration, including benefits and bonuses, for work of equal value and ensure at a minimum a living wage for all women and men employees. viii. Foster an inclusive workplace culture and remove gender-based discrimination from all policies and practices. ix. Implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and the corporate board of directors. x. Offer flexible working arrangements, leave and re-entry opportunities to positions of equal pay and status. xi. Support women and men’s access to child and dependent care through services, resources and information. xii. Establish internal policies and procedures preventing all forms of violence and sexual harassment at work.

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				<ul style="list-style-type: none"> xiii. Ensure all employees' equal access to health insurance, including part-time workers, and to support services for survivors of violence and harassment. xiv. Respect women and men workers' rights to time off for medical care and counselling for themselves and their dependents. xv. Provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health. xvi. Address safety and security issues, including traveling to/from work and business trips, and train security staff and managers to recognise signs of violence against women, human trafficking, labour and sexual exploitation. xvii. Invest in workplace policies and programmes that open avenues for women's advancement at all levels and across all business areas. xviii. Encourage women to enter nontraditional job fields and revenue-generating roles. xix. Ensure equal access to and participation in all company-supported education and training programmes. xx. Provide equal opportunities for formal and informal networking and mentoring programmes. xxi. Conduct sexual harassment and unconscious bias training and awareness raising on the corporate gender equality policy and action plan. xxii. Require business partners, contractors and suppliers to adopt the WEPs. xxiii. Establish supplier diversity programmes that actively seek to expand business relationships with women-owned enterprises and support them in access. xxiv. Support gender-sensitive solutions to women's barriers to accessing financial products and services.

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> xxv. Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation. xxvi. Remove harmful gender-based stereotypes in all media and advertising and systematically depict women and men as empowered actors with progressive, intelligent and multi-dimensional personalities. xxvii. Lead by example by showcasing concrete actions to advance gender equality and women’s empowerment. xxviii. Leverage influence, alone or in partnership, to advance gender equality and collaborate with business partners, suppliers and community leaders to achieve results. xxix. Work with community stakeholders and officials to eliminate discrimination and exploitation and to open opportunities for women and girls. xxx. Promote and recognise women’s leadership in, and contributions to, their communities and ensure their active participation in community consultation. xxxi. Use philanthropy and grants programmes to support community initiatives. xxxii. Take the WEPs Gap Analysis Tool to establish a baseline for WEPs implementation. xxxiii. Develop incentives and accountability mechanisms to accelerate WEPs implementation. xxxiv. Collect, analyse and use gender statistics and sex-disaggregated data and benchmarks to measure and report results at all levels. xxxv. Report annually on progress in the implementation of the Women’s Empowerment Principles. xxxvi. Share lessons learned and good practices in the implementation of the WEPs and publish them on the WEPs website.

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<p>Women's Empowerment Principles Gender Gap Analysis Tool (2017)</p>	<p>UN Global Compact, UN Women, the Multilateral Investment Fund of the Inter-American Development Bank (IDB), IDB Invest</p>	<p>Toolkit</p>	<p>A business-driven tool designed to help companies worldwide assess gender equality performance across the workplace, marketplace, and community. It was developed in consultation with more than 170 companies, with eighteen questions based on real-life company practice, international standards, and indicators.</p>	<ul style="list-style-type: none"> • The tool evaluates a company's gender equality performance across the seven key principles of the WEPEs. • Covers four management stages — commitment, implementation, measurement, and transparency — to ensure substantive action on WEPEs. • Provides customised guidance based on the company's specific gaps and opportunities in gender equality. • Allows organisations to compare their performance against industry peers and global standards. • Ensures that all data companies enter is confidential and secure, with results shared only with the participating organisation. • The eighteen questions include: <ul style="list-style-type: none"> i. Does your company have leadership commitment and support for gender equality and women's empowerment? ii. Does your company have a non-discrimination and equal opportunity policy, either stand-alone or clearly included in a broader corporate policy? iii. Does your company have an approach to ensure non-discrimination and equal opportunity in recruitment processes? iv. Does your company have an approach to ensure non-discrimination and equal opportunity in professional development and promotion processes? v. Does your company have an approach to ensure women and men are compensated equally? vi. Does your company offer, and support paid maternity leave? vii. Does your company offer, and support paid paternity leave? viii. Does your company have an approach to support employees as parents and caregivers? ix. Does your company have an approach to accommodate the work/life balance of all employees? x. Does your company have an approach to ensure an environment free of violence, harassment, and sexual exploitation?

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> xi. Does your company have an approach to address the specific health, safety, and hygiene needs of women at work and while commuting to work? xii. Does your company have an approach to promote access to quality health services that meet the specific health needs of women employees? xiii. Does your company take proactive procurement steps to expand relationships with women-owned businesses in the value chain and when contracting vendors? xiv. Does your company encourage suppliers and vendors to advance performance on gender equality? xv. Does your company have an approach to responsible marketing that considers the portrayal of gender stereotypes? xvi. Does your company have a gender diversity and inclusion strategy? xvii. Does your company collect and analyse data to monitor progress on gender equality? xviii. Does your company communicate externally on its performance on gender equality?
<p><u>Economic Dividends for Gender Equality Certification (EDGE) (2011)</u></p>	<p>EDGE Certified Foundation</p>	<p>Certification</p>	<p>A global certification for gender equality, evaluating corporate practices and providing a benchmark for improvement. It measures gender equality performance in companies, focusing on four pillars:</p> <ul style="list-style-type: none"> i. Representation at all levels of the organisation ii. Pay equity iii. Effectiveness of policies and practices to ensure 	<ul style="list-style-type: none"> • Includes rigorous assessment criteria and benchmarking. • Offers three levels of Certification, EDGE Assess, EDGE Move and EDGE Lead, depending on the level of implementation and integration of gender equality in their practices • The certification process provides organisations with a clear roadmap for improvement, including specific recommendations for advancing gender equality in the workplace. • The certification process is based on data analysis, including statistical evaluations of gender pay gaps and employee surveys to gauge perceptions of gender equality within the organisation. • Companies are certified for up to two years. • Each of these pillars has specific indicators tracked and scored, including

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			<p>equitable career flows in terms of equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working, and organisational culture</p> <p>iv. Inclusiveness of the culture, as reflected in employees' ratings in terms of career development opportunities.</p>	<ul style="list-style-type: none"> i. Representation Junior/ Middle/ Upper/Top Management ii. Proportionate retention iii. Board composition iv. Core functions with profit & loss responsibility (Or for non-profits only, core functions with budget responsibility) v. Statistically insignificant unexplained pay gap vi. Equal pay for equivalent work vii. Recruitment and promotion viii. Leadership development, training & mentoring ix. Flexible working arrangements x. Organisational culture xi. Equal opportunities in recruitment and promotion xii. Paid fairly compared to others in similar roles xiii. Recommend working. <ul style="list-style-type: none"> • Suggested thresholds for the tracked indicators: <ul style="list-style-type: none"> i. Proportionate Retention for Women from Junior to Top Management level of 60% ii. Gender Representation – Minimum 30% of both genders at all management levels of responsibility (Junior, Middle, Upper, and Top) iii. Gender Representation – Board Composition of at least 30% of both genders iv. Unexplained Gender Pay Gap tolerance threshold of +/-5%, v. Scoring Indicators for Effectiveness of Policies and Practices of 65% vi. Scoring Indicators for the Employee Survey of 50% of both Women and Men, “Agree” or “Strongly Agree”.
<p>UNDP Gender Equality Seal for Public and Private Enterprises (2015)</p>	<p>United Nations Development Programme (UNDP)</p>	<p>Certification/ Seal</p>	<p>A certification recognising organisations for their efforts and achievements in promoting gender equality and women's empowerment. It provides a</p>	<ul style="list-style-type: none"> • A voluntary program that recognises private companies and public institutions that meet specific standards to promote gender equality and women's empowerment. • The program creates partnerships between the private sector, public sector, trade unions, and UNDP to develop public policy, encourage dialogue, and provide evidence of companies' efforts to address gender inequalities.

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			<p>benchmark for assessing gender equality performance and promotes best practices in eight dimensions:</p> <ol style="list-style-type: none"> i. Governance and strategy ii. Remuneration iii. Professional development iv. Work-life balance and care v. Recruitment and selection vi. Gender-based violence, sexual and sex-based Harassment prevention and management. vii. Marketing and communication viii. Supply chain management 	<ul style="list-style-type: none"> • The program also incentivises organisations to integrate gender into their work, which can strengthen their gender equality impact. • To implement the Gender Equality Management System, companies conduct a self-assessment, develop gender-sensitive capacities, adopt a gender equality policy and execute an action plan to eliminate inequalities in the workplace. • Certification is awarded after third-party verification, with a Gender Equality Seal (GES) granted by national governments and partners. • Companies are recognised with a bronze, silver, or gold seal based on their achievement level. • Suggested actions include: <ul style="list-style-type: none"> i. Integrate gender equality in the organisational management. ii. Detect and eliminate gender-based pay gaps. iii. Increase women’s role in decision-making at middle and upper management positions. iv. Improve work-life balance embracing a shared social responsibility. v. Integrate gender equality in the organisational management. vi. Ensure zero tolerance for sexual harassment and gender-based violence in the workplace. vii. Ensure inclusive and non-sexist communication is used internally and externally. viii. Include a gender perspective across the supply chain and include women-owned businesses.
<p>UN Women Private Sector Accountability Framework (UNW-PSAF) (2015)</p>	<p>UN Women</p>	<p>Framework/ Toolkit</p>	<p>A framework for private sector companies to enhance accountability and transparency in their gender equality efforts. A self-assessment tool providing key performance indications and a reporting mechanism for</p>	<ul style="list-style-type: none"> • Promotes transparency and accountability in corporate gender equality efforts. • The tool includes thirty-five indicators presented as questions: <ol style="list-style-type: none"> i. Has the company signed the WEPs and established targets and benchmarks in line with the seven principles? ii. Does the company's strategic plan include high-level gender equality related objectives? iii. Has the board made a public statement on its respect for gender equality and non-discrimination?

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			companies to demonstrate their commitment to gender equality.	<ul style="list-style-type: none"> iv. Has the company undertaken stakeholder consultation to develop its gender targets, strategy, evaluate performance, and generate feedback on workplace gender culture? v. Has the company undertaken a gender audit of all of its company policies? vi. Does the company have a written equal opportunity and non-discrimination policy that includes gender? vii. What are the company's policies and practices to identify and address any gender wage gap? viii. What is the company's policy on paid maternity and paternity leave? ix. What is the percentage of women on the company's board? x. What is the company's approach to build a pipeline of qualified women for management level positions? xi. Does the company's health and safety policy consider the implications of gender and biological, including reproductive, differences between women and men? xii. Are the company's security staff, including contractors and sub-contractors, trained on human rights including gender and security considerations? xiii. Does the company have an operational level grievance mechanism for employees with complaints related to gender discrimination and sexual harassment? xiv. Do new mothers have access to a breastfeeding/pumping room? xv. What is the company's policy for allowing employees time off to fulfil caring responsibilities, including to attend healthcare appointments with dependents? xvi. What is the company's approach to gender sensitisation training? xvii. What is the company's approach to boost women's representation in nontraditional fields in its industry? xviii. What is the company's approach to improve the basic literacy and numeracy of its employees?

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				<ul style="list-style-type: none"> xix. What is the company's approach to improve women employee's access to professional networks? xx. What is the company's approach to provide gender sensitive careers counselling and mentoring opportunities to employees? xxi. What percentage of procurement is currently sourced from companies owned, operated and controlled by women? xxii. What provisions does the company make to promote access to finance for women suppliers? xxiii. To what extent does the supplier code of conduct include gender criteria? xxiv. What is the company's approach to considering gender differences in access to its products and services? xxv. Does the company undertake due diligence to identify human trafficking in its supply chain? xxvi. What is the company's approach to conducting a human rights impact assessment of its direct operations? xxvii. Does the company collaborate with companies to promote wider gender equality goals? xxviii. Does the company undertake any community projects that have an explicit objective to positively impact women and girls? xxix. To what extent are gender considerations made within any community consultation process? xxx. To what extent does the company proactively engage in advocacy related to the legal constraints placed on women and girls in the countries where it operates? xxxi. What is the company's approach to publicly communicating its gender policy and strategy? xxxii. Has the company undertaken a gender baseline to determine the level of inclusion of women in its workforce, supplier base, and among customers?

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				xxxiii. What is the company’s approach to publicly reporting against its WEPs commitments? xxxiv. What is the company’s approach to organising its oversight of the implementation of the gender equality and non-discrimination policy, strategy and plan? xxxv. Has the company set a financial benchmark for resource allocation and resource tracking mechanism for implementation of the seven WEP principles?
<u>Empowering Women at Work: Company Policies and Practices for Gender Equality (2020)</u>	International Labour Organisation, UN Women	Guidelines/ Recommendations	Practical recommendations for companies to implement, focusing on five key areas: <ol style="list-style-type: none"> i. Equal pay ii. Prevention of violence and harassment iii. Work-life balance iv. Women in leadership v. Future of work. 	<ul style="list-style-type: none"> • Collection of real-world examples demonstrating how companies have successfully implemented gender equality initiatives. • Guiding principles for companies for equal pay: <ol style="list-style-type: none"> i. Ensure commitment and leadership from the top ii. Promote social dialogue and collective bargaining iii. Establish and implement a comprehensive equal pay policy iv. Measure the gender pay gap and perform gender-neutral job evaluations v. Promote pay transparency and reporting. • Guiding principles for companies for prevention of violence and harassment: <ol style="list-style-type: none"> i. Leadership and commitment to a company culture of zero-tolerance ii. Adopt, implement and monitor a workplace policy on violence and harassment iii. Promote occupational safety and health and systematic workplace assessment iv. Foster guidance, training and awareness-raising v. Mitigate the impact of domestic violence in the world of work vi. Address unequal gender-based power relations. • Guiding principles for companies for promoting work-life balance and equal share of care responsibilities: <ol style="list-style-type: none"> i. Provide maternity protection in line with or over and above international labour standards

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				<ul style="list-style-type: none"> ii. Prevent discrimination against pregnant women and workers with family responsibilities in hiring, job assignment, training, conditions of work and firing iii. Provide paid paternity leave and encourage uptake iv. Facilitate a smooth return to work after leave v. Support breastfeeding in the workplace vi. Assist with on- or near-site subsidised childcare vii. Support other care responsibilities viii. Provide flexible working arrangements ix. Extend coverage to all workers and families. • Guiding principles for companies for women leadership: <ul style="list-style-type: none"> i. Demonstrate commitment and action on the part of company leadership ii. Diversify company talent and the executive pipeline iii. Adopt a continuous improvement approach iv. Focus on communication and transparency v. Promote women’s entrepreneurship and closing the gender finance gap. • Guiding principles for companies for building a future of work that works for women: <ul style="list-style-type: none"> i. Provide gender-sensitive training with a focus on skilling, reskilling and upskilling ii. Support the entry of women and girls into STEM fields and the tech sector iii. Ensure that new technology does not perpetuate gender stereotypes iv. Support women entrepreneurs in the gig economy v. Promote the privacy and safety of women and girls in cyberspace.
Empowering Women at Work Policies and	International Labour	Guidelines/ Recommendations	Practical recommendations for companies and their supply chains	<ul style="list-style-type: none"> • Twenty-three illustrative practices of what companies can do to empower women workers in their supply chains.

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<p>Practices for Gender Equality in Supply Chains (2020)</p>	<p>Organisation, UN Women</p>		<p>to implement, focusing on six key areas:</p> <ul style="list-style-type: none"> i. Equal opportunity in employment and occupation ii. Equal pay iii. Prevention of violence and harassment iv. Work-life balance v. Women in leadership vi. Future of work. 	<ul style="list-style-type: none"> • Guiding principles for supply chains for equal opportunity in employment and occupation: <ul style="list-style-type: none"> i. Promote social dialogue and collective bargaining ii. Implement effective policies to eliminate discrimination in employment. • Guiding principles for supply chains for equal pay: <ul style="list-style-type: none"> i. Ensure commitment and leadership from the top ii. Promote social dialogue and collective bargaining iii. Establish and implement a comprehensive equal pay policy iv. Measure the gender pay gap and perform gender-neutral job evaluations v. Promote pay transparency and reporting. vi. Develop a solid methodology to determine work of equal value and review it regularly vii. Establish and implement a comprehensive equal pay policy viii. Promote pay transparency and reporting ix. Discontinue pay history requests x. Conduct regular pay equity reviews. • Guiding principles for supply chains for the prevention of violence and harassment: <ul style="list-style-type: none"> i. Establish, implement and monitor zero-tolerance and prevention policies in consultation and cooperation with workers and their representatives ii. Carry out workplace risk assessments and audits iii. Instil prevention and protection measures through guidance, training and awareness-raising. • Guiding principles for supply chains for promoting work-life balance and equal share of care responsibilities: <ul style="list-style-type: none"> i. Provide access to maternity health care, where possible ii. Provide maternity protection and family leave in line with national laws and international labour standards, whichever is more generous

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> iii. Support breastfeeding in the workplace iv. Assist with on- or near-site subsidised childcare v. Provide fair, flexible working arrangements and homeworking conditions. • Guiding principles for supply chains for women leadership: <ul style="list-style-type: none"> i. Increase the proportion of women in business leadership and management roles ii. Support women’s entrepreneurship iii. Promote gender-responsive procurement. • Guiding principles for supply chains for building a future of work that works for women: <ul style="list-style-type: none"> i. Increase financial inclusion ii. Provide digital skills training iii. Enhance climate resiliency and create sustainable infrastructure.
International Labour Organisation’s Gender Responsive Assemblies Toolkit (2018)	International Labour Organisation	Toolkit	Guidance on integrating gender equality into organisational decision-making processes. Standards for gender-responsive assemblies.	<ul style="list-style-type: none"> • Key elements: <ul style="list-style-type: none"> i. An enabling and inclusive environment for meaningful and substantive participation of women and the advancement of gender equality ii. Gender equality in participation and governance iii. Deliberations and decisions that advance gender equality. • Guidelines for each of the above elements, covering all stages—before, during, and after an assembly.
European Institute for Gender Mainstreaming Toolkits - Gender Institutional Transformation (2016)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	A thirteen-step guide to institutional transformation.	<ul style="list-style-type: none"> • Steps in the planning phase: <ul style="list-style-type: none"> i. Strengthening accountability about gender mainstreaming ii. Allocating resources to institutionalise gender mainstreaming iii. Conducting an organisational analysis iv. Developing a gender mainstreaming strategy and a working plan to institutionalise gender mainstreaming. • Steps in the implementation phase: <ul style="list-style-type: none"> i. Establishing a gender mainstreaming support structure

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> ii. Setting gender equality objectives iii. Communicating gender mainstreaming iv. Introducing gender mainstreaming methods and tools v. Developing gender equality competence vi. Establishing a gender information management system vii. Launching gender equality action plans viii. Promoting gender equality within an organisation. • Steps in the evaluation phase: <ul style="list-style-type: none"> i. Monitoring and evaluating the process of institutionalising gender mainstreaming.
<p><u>Women’s Empowerment in Global Value Chains: A Framework for Business Action to Advance Women’s Health, Rights, and Wellbeing (2016)</u></p>	<p>Business for Social Responsibility (BSR)</p>	<p>Framework/ Guidance</p>	<p>A holistic approach to women’s empowerment focusing on the structural underlying factors that hinder women’s progress, based on eight building blocks:</p> <ul style="list-style-type: none"> • Access to safe and equitable employment opportunities • Access to and control over economic resources and opportunities • Education and training • Social protection and childcare • Access to and control over reproductive health and family formation • Freedom from the risk of violence • Voice in society and policy influence • Freedom of movement 	<ul style="list-style-type: none"> • Key principles of the framework: <ul style="list-style-type: none"> i. Holistic: View women’s empowerment within the broader social, political and cultural context; address underlying factors based on the eight building blocks and the relationship between them; identify and target key influencers within communities and at work ii. Integrated: Understand how women are impacted directly and indirectly by the company along the value chain; embed gender considerations into company policies and processes at every level in the company; leverage the workplace as a place to promote change among women and men iii. Strategic: Align with core company and key drivers of short- and long-term business value; allocate resources effectively based on company’s competitive advantage; collaborate with peers and experts such as local women’s organisations. • Four-step plan to convert the principles to actions: <ul style="list-style-type: none"> i. Establish the business case: Understand how women are impacted by the company along the value chain; clarify how the company and business partners could benefit from women’s contributions along the value chain; determine how promoting women’s empowerment and equality creates value for the company and stakeholders and

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				<p>helps fulfil company values; understand how the socioeconomic context drives business action.</p> <ul style="list-style-type: none"> ii. Set priorities: Tailor the business importance criteria to reflect corporate values, impact on the company, and ability for impact; engage stakeholders to develop and rank building blocks; assess the building blocks by the stage of the value chain; explore synergies between priority issues in different parts of the value chain. iii. Identify opportunities for actions: Assess current activities and performance; consider company control, feasibility, and capacity when determining approach; identify and nurture the right partnerships. iv. Integrate and implement: Develop aspirational goals, realistic targets, and clear accountabilities; foster a culture of inclusion; measure and report meaningful gender-disaggregated data and outcomes.

TABLE 2. RESOURCES FOR WOMEN'S EMPOWERMENT AND GENDER EQUALITY IN THE PRIVATE SECTOR DEVELOPED BY GOVERNMENTS AND TRADE ASSOCIATIONS IN FRANCE, IRELAND, SINGAPORE, THE USA, AUSTRALIA AND ITALY

Name	Organisation	Type of resource	Overview	Highlights
Professional Equality Index (2019)	French Government (France)	Index/ Measurement	A mandatory tool for assessing and promoting gender equality in French workplaces, focusing on pay equity, promotions, and parental leave.	<ul style="list-style-type: none"> All companies with more than 50 employees should complete it. Includes five indicators: <ul style="list-style-type: none"> i. Gender pay gap ii. Difference in the rate of individual increases iii. Difference in the rate of promotions (only for companies with more than 250 employees) iv. Number of employees that received a pay raise following their maternity leave v. Parity among the top 10 highest salaries.
Gender Equality Certification (GEC) (2021)	Presidency of the Council of Ministers, Department for Equal Opportunities (Italy)	Certification	A national certification that encourages companies to adopt gender equality practices in employment, pay equity, and leadership roles.	<ul style="list-style-type: none"> Certification is voluntary and upon request by the company. It is valid for three years and is subject to annual monitoring. Incentives are provided to companies that complete the certification process. Six evaluation areas: <ul style="list-style-type: none"> i. Culture and strategy ii. Governance iii. Human resources processes iv. Growth opportunities and inclusion of women in the company v. Gender pay equity vi. Parental protection and work-life balance.
Charter “Let’s Feminise the Aeronautics and Space Professions” (2024)	Airemploi Association and other professional federations (France)	Charter	A charter for promoting gender equality in aeronautics and space professions.	<ul style="list-style-type: none"> Key actions include: <ul style="list-style-type: none"> i. Implement a policy promoting diversity and contribute to the observatory of gender equality in the aviation, aeronautics, space and airport sectors ii. Identify target professions to be feminised and share with the partners who have signed the Charter on an annual basis the evolution of the feminisation rate in these professions

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> iii. Sharing best practices between companies and institutions adhering to “Let’s Feminise Jobs...” in terms of diversity, combating stereotypes, promoting career paths and careers, etc.
Elevate (2021)	Business in the Community Ireland (Ireland)	Pledge	A pledge to improve diversity and inclusivity in Irish workplaces.	<ul style="list-style-type: none"> • Key actions include: <ul style="list-style-type: none"> i. Record the diversity profile of the workforce ii. Participate in a BITCI report which will publish the diversity profile of the collective workforce of all signatory companies iii. Annually develop one tangible action that ensures the recruitment or retention of diverse talent and report on the impact of this action iv. Increase ambition on the equality, diversity and inclusion agenda v. Collaborate with fellow signatories to learn and create solutions for social impact.
Uplifting women in the workforce (2021)	Singapore Business Federation (SBF) (Singapore)	Recommendations	Twelve recommendations for businesses, government, and other stakeholders to enhance women's participation and advancement in the Singaporean workforce.	<ul style="list-style-type: none"> • Company-level recommendations include: <ul style="list-style-type: none"> i. Ensure senior management buy-in ii. Adopt the relevant Tripartite Standards iii. Recalibrate processes and communicate extensively • Eco-system level recommendations include: <ul style="list-style-type: none"> iv. Pilot clustered returnship programmes v. Augment targeted peer support networks for returnees vi. Build up support and mentoring networks for the propagation of women's entrepreneurship • National-level recommendations include: <ul style="list-style-type: none"> vii. Embed inclusive terms within support policies viii. Increase support for family care leave ix. Foster a conducive environment to support women's enterprise programmes • Individual-level recommendations: <ul style="list-style-type: none"> x. Be receptive to new opportunities and pathways xi. Embrace continuous learning

Name	Organisation	Type of resource	Overview	Highlights
				xii. Communicate and manage expectations pre-emptively.
SG Women in Tech (SGWIT) Corporate Pledge (2021)	Infocomm Media Development Authority (IMDA) in partnership with the tech industry (Singapore)	Initiative/ Pledge	A flexible pledge and commitment by companies to create a conducive environment for women tech professionals.	<ul style="list-style-type: none"> • Rather than a standardised set of principles, the pledge encourages companies to tailor their commitments to their specific circumstances and needs. • Provides a list of companies and their pledges. • Companies pledged commitments across various areas: attracting, retaining, and developing women in tech talent.
In Her Own Words Breaking the Glass Ceiling Is Good for Business (2023)	Manufacturers Alliance Foundation (USA)	Recommendations	Actionable recommendations for manufacturing companies to create more inclusive workplaces	<ul style="list-style-type: none"> • Flexibility and paid family and medical leave. • Be intentional about recruiting and interviewing. • Update your mentoring program and assign sponsors. • Audit and build female bench strength. • Be transparent about career ladders, job descriptions, and salary bands. • Make intimidation, harassment, and discrimination zero-tolerance zones. • Consider incentives and data transparency. • Get leadership on board.
Manufacturing Institute's Women MAKE America 35x30 Campaign (2022)	Manufacturing Institute's Women MAKE America, Deloitte (USA)	Recommendations	Evidence to support the Women MAKE America 35x30 campaign , which aims to increase the percentage of women in manufacturing from 29% to 35% by the year 2030.	<ul style="list-style-type: none"> • Analyses progress made towards increasing women's representation in manufacturing over a decade. • Identifies opportunities for increasing female representation. • Recommendations for industry and policymakers, including flexibility, work-life balance and DEI training. • Highlights the impact of mentorship and sponsorship programs.

2. Resources relevant for government and research organisations

TABLE 3. RESOURCES FOR WOMEN'S EMPOWERMENT AND GENDER EQUALITY IN GOVERNMENT AND RESEARCH ORGANISATIONS DEVELOPED BY INTERNATIONAL ORGANISATIONS

Name	Organisation	Type of resource	Overview	Highlights
BS ISO 538000 2024-05 Guidelines for the promotion and implementation of gender equality and women's empowerment (2024)	British Standards - International Organisation for Standardisation	Standards	A six-step methodology to adapt and implement gender equality: (i) analysis of the organisation's status, (ii) identify stakeholders, (iii) identify relevant gender equality issues and their potential impacts, (iv) prioritise gender equality issues, (v) draw up the gender equality action plan, (vi) engage external stakeholders.	<ul style="list-style-type: none"> Detailed list of relevant information and indicators needed to assess the organisation's status on gender equality. Governance guidelines, including the appointment of gender advisor(s) and/or gender focal point(s). Guidelines for the provision of gender-responsive goods and services and gender-responsive budgeting. Guidelines for gender-inclusive internal and external communication. Guideline for the development of a grievance mechanism to prevent, detect and respond to gender-based violence.
European Institute for Gender Mainstreaming Toolkits - Gender Impact Assessment Toolkit (2017)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	A framework for conducting a Gender Impact Assessment (GIA) to ensure policy and legislative interventions promote gender equality, analysing the potential impact of policies on women and men.	<ul style="list-style-type: none"> Includes five steps: <ul style="list-style-type: none"> i. Definition of the policy purpose ii. Checking gender relevance iii. Gender-sensitive analysis iv. Weighing the gender impact v. Findings and proposals for improvement. Encourages engagement with various stakeholders, including civil society organisations with gender expertise.
European Institute for Gender Mainstreaming	European Institute for Gender	Toolkit	Tools and strategies to integrate gender equality considerations into procurement processes: gender-	<ul style="list-style-type: none"> Supports public sector buyers in advancing gender equality through purchasing power. Includes thirteen tools:

Name	Organisation	Type of resource	Overview	Highlights
Toolkits - Gender Procurement Toolkit (2022)	Mainstreaming (EIGE)		responsive public procurement (GRPP).	<ul style="list-style-type: none"> i. Self-assessment questionnaire about the legal, regulatory and policy frameworks ii. Overview of the legislative, regulatory and policy frameworks relevant for GRPP in the 27 EU Member States iii. Decision tree to assess the gender relevance of public contracts iv. Guiding questions for needs assessment / preliminary market consultations v. Decision tree for the choice of procedure for GRPP vi. Guiding questions for dividing contracts into lots for GRPP vii. Guiding questions for applying GRPP under the light regime – designing healthcare and social care service contracts with a gender perspective viii. Guiding questions for applying GRPP under the light regime – improving working conditions in healthcare and social care services by means of public procurement ix. Decision tree for setting GRPP selection criteria, technical specifications and/or award criteria x. Formulating GRPP award criteria xi. Bidders’ concepts to ensure the integration of gender aspects in supply chains xii. Checklist for including GRPP contract performance conditions xiii. Template for a GRPP monitoring and reporting plan.
European Institute for Gender Mainstreaming Toolkits - Gender Budgeting Toolkit (2022)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	A step-by-step approach to gender budgeting, including tools for data collection, analysis, and budgeting.	<ul style="list-style-type: none"> • Emphasises the importance of tracking resource allocation to achieve gender equality goals. • Includes eleven tools: <ul style="list-style-type: none"> i. Connecting the EU Funds with the EU’s regulatory framework on gender equality ii. Analysing gender inequalities and gender needs at the national and sub-national levels

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> iii. Operationalising gender equality in policy objectives (in Partnership Agreements) and specific objectives/measures (in Operational Programmes) iv. Coordination and complementarities between the EU Funds to advance work-life balance v. Defining partnerships and multilevel governance — identifying relevant partners, the role of gender experts and the composition of monitoring committees vi. Developing quantitative and qualitative indicators for advancing gender equality vii. Defining gender-sensitive project selection criteria viii. Tracking resource allocations for gender equality in the EU cohesion policy funds ix. Mainstreaming gender equality in project design x. Integrating a gender perspective in monitoring and evaluation processes xi. Reporting on resource spending for gender equality in the European Union Funds.
European Institute for Gender Mainstreaming Toolkits -Gender Equality in Academia and Research Toolkit (2022)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	Practical strategies for addressing gender gaps in academia and research	<ul style="list-style-type: none"> • Emphasises the importance of gender mainstreaming in curriculum development and research design. • There are two different step-by-step guides: one for research organisations, universities, and public bodies and one for funding bodies. • Includes six steps: <ul style="list-style-type: none"> i. Getting started ii. Analysing and assessing the state of play in the institution iii. Setting up a Gender Equality Plan iv. Implementing a Gender Equality Plan v. Monitoring progress and evaluating a Gender Equality Plan vi. What comes after the Gender Equality Plan?

Name	Organisation	Type of resource	Overview	Highlights
European Institute for Gender Mainstreaming Toolkits - Gender Institutional Transformation (2016)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	A thirteen-step guide to institutional transformation.	<ul style="list-style-type: none"> • Steps in the planning phase: <ol style="list-style-type: none"> i. Strengthening accountability about gender mainstreaming ii. Allocating resources to institutionalise gender mainstreaming iii. Conducting an organisational analysis iv. Developing a gender mainstreaming strategy and a working plan to institutionalise gender mainstreaming. • Steps in the implementation phase: <ol style="list-style-type: none"> v. Establishing a gender mainstreaming support structure vi. Setting gender equality objectives vii. Communicating gender mainstreaming viii. Introducing gender mainstreaming methods and tools ix. Developing gender equality competence x. Establishing a gender information management system xi. Launching gender equality action plans xii. Promoting gender equality within an organisation. • Steps in the evaluation phase: <ol style="list-style-type: none"> xiii. Monitoring and evaluating the process of institutionalising gender mainstreaming.
European Institute for Gender Mainstreaming Toolkits -Gender Equality Training (2016)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	A twelve-step guide for commissioning authorities on ensuring the quality of gender equality competence development initiatives.	<ul style="list-style-type: none"> • Planning phase: Preparing the ground for an effective gender-equality competence development initiative: <ol style="list-style-type: none"> i. Assess the needs for gender competence development initiatives ii. Integrate gender competence development initiatives into the broader equality strategy iii. Ensure that sufficient resources have been allocated to implement the initiative and its follow-up iv. Write good terms of reference v. Select a good trainer. • Implementation phase: Setting up a gender-equality competence development activity that responds to the organisation’s needs and roles

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> i. Engage in the gender learning needs assessment ii. Actively participate in the design of the gender competence development initiative iii. Encourage people to attend the activity iv. Plan and implement a monitoring framework and procedures. • Evaluation and follow-up phase: Securing long-term outcomes <ul style="list-style-type: none"> i. Set up an evaluation framework ii. Assess the long-term impacts of training iii. Give space and support to participants to implement new knowledge.
OECD' Toolkit for Mainstreaming and Implementing Gender Equality 2023 (2023)	Organisation for Economic Co-operation and Development (OECD)	Toolkit	Practical guidance for governments, parliaments, and judiciaries to implement the OECD Recommendation on Gender Equality in Public Life.	<ul style="list-style-type: none"> • Offers self-assessment tools, best practices, and recommendations for integrating gender equality across government functions. • Emphasises institutionalising gender equality, developing gender mainstreaming capacity, and establishing inclusive accountability structures. • Additional focus areas include gender-responsive budgeting, public procurement, and infrastructure development. • Features numerous case studies and examples from OECD member countries that have successfully implemented gender equality measures.
UNIDO Guide to Gender Analysis and Gender Mainstreaming the Project Cycle	United Nations Industrial Development Organization (UNIDO)	Guide	Provides guidance, entry points and practical recommendations to facilitate the effective and efficient integration of gender considerations throughout the entire project/ programme cycle, with a particular focus on gender analysis tools.	<ul style="list-style-type: none"> • Describes what is gender mainstreaming and provides examples of this. • Provides examples of gender-responsive indicators and sex-disaggregated data • Explains what gender analysis is, when and how to conduct it • Offers guidance on gender-responsive monitoring, reporting and evaluation

TABLE 4. RESOURCES FOR WOMEN'S EMPOWERMENT AND GENDER EQUALITY IN GOVERNMENT AND RESEARCH ORGANISATIONS DEVELOPED BY GOVERNMENTS AND TRADE ASSOCIATIONS IN FRANCE, IRELAND, SINGAPORE, THE USA, AUSTRALIA, ITALY AND CANADA

Name	Organisation	Type of resource	Overview	Highlights
Charter “Let’s Feminise the Aeronautics and Space Professions” (2024)	Airemploi Association and other professional federations (France)	Charter	A charter for promoting gender equality in aeronautics and space professions.	<ul style="list-style-type: none"> • Key actions include: <ul style="list-style-type: none"> i. Implement a policy promoting diversity and contribute to the observatory of gender equality in the aviation, aeronautics, space and airport sectors ii. Identify target professions to be feminised and share with the partners who have signed the Charter on an annual basis the evolution of the feminisation rate in these professions iii. Sharing best practices between companies and institutions adhering to “Let’s Feminise Jobs...” in terms of diversity, combating stereotypes, promoting career paths and careers, etc.
Elevate (2021)	Business in the Community Ireland (Ireland)	Pledge	A pledge to improve diversity and inclusivity in Irish workplaces.	<ul style="list-style-type: none"> • Key actions include: <ul style="list-style-type: none"> i. Record the diversity profile of the workforce ii. Participate in a BITCI report which will publish the diversity profile of the collective workforce of all signatory companies iii. Annually develop one tangible action that ensures the recruitment or retention of diverse talent and report on the impact of this action iv. Increase ambition on the equality, diversity and inclusion agenda v. Collaborate with fellow signatories to learn and create solutions for social impact.
Uplifting women in the workforce (2021)	Singapore Business Federation (SBF) (Singapore)	Recommendations	Twelve recommendations for businesses, government, and other stakeholders to enhance women's participation and	<ul style="list-style-type: none"> • Company-level recommendations include: <ul style="list-style-type: none"> i. Ensure senior management buy-in ii. Adopt the relevant Tripartite Standards iii. Recalibrate processes and communicate extensively • Eco-system level recommendations include: <ul style="list-style-type: none"> iv. Pilot clustered returnship programmes v. Augment targeted peer support networks for returnees

Name	Organisation	Type of resource	Overview	Highlights
			advancement in the Singaporean workforce.	<ul style="list-style-type: none"> vi. Build up support and mentoring networks for the propagation of women's entrepreneurship • National-level recommendations include: <ul style="list-style-type: none"> vii. Embed inclusive terms within support policies viii. Increase support for family care leave ix. Foster a conducive environment to support women's enterprise programmes • Individual-level recommendations: <ul style="list-style-type: none"> x. Be receptive to new opportunities and pathways xi. Embrace continuous learning xii. Communicate and manage expectations pre-emptively.
Manufacturing Institute's Women MAKE America 35x30 Campaign (2022)	Manufacturing Institute's Women MAKE America, Deloitte (USA)	Recommendations	Evidence to support the Women MAKE America 35x30 campaign, which aims to increase the percentage of women in manufacturing from 29% to 35% by the year 2030.	<ul style="list-style-type: none"> • Analyses progress made towards increasing women's representation in manufacturing over a decade. • Identifies opportunities for increasing female representation. • Recommendations for industry and policymakers, including flexibility, work-life balance and DEI training. • Highlights the impact of mentorship and sponsorship programs.
Women in Manufacturing Strategy (2023)	Queensland Government (Australia)	Recommendations	A framework to support the attraction and retention of more women in the Queensland manufacturing industry.	<ul style="list-style-type: none"> • Support diversity, equity and inclusion in the manufacturing industry: <ul style="list-style-type: none"> i. Develop and deliver a Diversity, Inclusion and Equity Toolkit to increase women in manufacturing through promoting an inclusive culture, where employees feel like they belong ii. Implement the Champions for Change model to engage leaders to help achieve gender equality and assist in increasing the representation of women in manufacturing; (iii) work with industry to facilitate change and improve the workplace culture for women who are apprentices and trainees

Name	Organisation	Type of resource	Overview	Highlights
				<p>in collaboration with Department of Employment, Small Business, and Training (DESBT).</p> <ul style="list-style-type: none"> • Build on our existing capabilities and skills to further women’s leadership and development: <ul style="list-style-type: none"> i. Develop mentoring programs to offer support for women to develop their careers and develop a mentoring culture throughout the industry ii. Deliver leadership programs for women in manufacturing to showcase leaders and role models across industries, and to support women to take the next step in their careers. • Boost women’s participation in Vocational Education and Training (VET), build the STEM pipeline and promote advanced manufacturing capabilities throughout secondary and tertiary studies. <ul style="list-style-type: none"> i. Expand participation in school career expos across the state to increase awareness of the benefits of a manufacturing career and the breadth of roles for women in the manufacturing industry. ii. Promote advanced manufacturing capabilities to young women at primary and high school, including industry technical competencies, and highlight that pathways into manufacturing include vocational education and training and/or higher education. iii. Working with Queensland’s universities, promote the breadth of advanced manufacturing subsectors and occupations to make students aware of careers in the industry. • Celebrate and showcase the women in Queensland’s manufacturing industry: <ul style="list-style-type: none"> i. Develop a promotional series about women in manufacturing to promote and showcase women’s careers across a range of occupations. ii. Develop a series of case studies that showcase women’s journeys and experiences.
Gender-based Analysis Plus (GBA Plus) (2011)	Government of Canada (Canada)	Toolkit/ Methodology	An intersectional analytical tool to assess how women,	<ul style="list-style-type: none"> • Considers multiple factors (race, ethnicity, age, disability, etc.) to understand systemic inequalities. • Key questions:

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			<p>men and gender-diverse people experience government policies, programs and initiatives.</p>	<ul style="list-style-type: none"> i. Do I believe that the issues I work on are gender-neutral? Or culturally neutral? Ability neutral? Is this based solely on my own experience? ii. Is it possible that my assumptions prevent me from asking questions and hearing or understanding answers that are outside my own experience? iii. How might attitudes and norms, my own, those of my organisation, and those of the institutions and society surrounding me, limit the range of policy options I consider and propose? • Key elements of the GBA Plus process: <ul style="list-style-type: none"> i. Identify and address the needs of diverse groups through analysis and direct consultation. ii. Assess and mitigate potential effects on non-targeted individuals by consulting stakeholders and identifying unintended outcomes. iii. Ensure data is disaggregated by relevant identity factors for thorough analysis. iv. Set baseline indicators, measure outcomes, and identify any gaps or barriers in service access.



This annex is part of the Women in UK Manufacturing 2024 report, it provides a comprehensive overview of international best practices and frameworks designed to promote gender equality and women's empowerment, with a focus on the manufacturing sector. Covering both private and public sectors, the annex offers valuable guidance for creating inclusive and equitable workplaces. This report was funded by IfM Engage and Cambridge Industrial Innovation Policy in support of the Women in Manufacturing UK initiative.

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