

WOMEN'S EMPOWERMENT PRINCIPLES (WEPs) IMPLEMENTATION GUIDE

Equality Means Business



Global Compact Network
Türkiye



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 establish global standards to achieve gender equality and works with governments and civil society to design laws, policies, programs 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 political participation; ending violence against women; engaging women in all aspects of peace and security; 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.

Launched in 2000, the United Nations Global Compact (UN 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 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption and to catalyze action in support of broader UN goals. With over 9,000 signatories in more than 160 countries, it is the world's largest voluntary corporate responsibility initiative.

As a leader in gender equality, UN Women brings decades of experience to this partnership effort with the UN Global Compact. The WEPs are a product of the collaborative effort between UN Women and UN Global Compact with additional input and cooperation from other institutions.

UN Women and the UN Global Compact espouse the Women's Empowerment Principles in the hope that using them as a targeted "gender lens" will inspire and intensify the works of individuals and institutions in an effort to ensure that women are present at all levels of economic life.

The views expressed in this publication are those of the author(s) and do not necessarily represent the views of UN Women, the United Nations or any of its affiliated organizations.

This work cannot be used, reproduced or published without being referenced. Example reference: Women Empowerment Principles (WEPs) Implementation Guide, UN Women Regional Office for Europe and Central Asia (2017).

Writers: Pinar Gürer, Betigül Onay Özman, Rümesya Çamdereli

Editor: Mehtap Tatar

Design: Emre Parlak (Fevkalade) www.fevkalade.net

© UN Women, 2017. All rights reserved
ISBN: 978-1-63214-069-2

WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

A Joint Initiative of
UN Women and
the UN Global Compact

EMPOWERMENT
WOMEN'S PRINCIPLES
EQUALITY MEANS BUSINESS



Global Compact Network
Türkiye



The UN Global Compact Turkey Women's Empowerment Working Group Executive
Committee and Turkey Women's Empowerment Working Group Members



Other Contributors in WEPs Implementation Guide



Prepared by





WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

Equality Means Business

A Joint Initiative of UN Women and the UN Global Compact

The WEPs Implementation Guide aims to guide private sector institutions in their activities to promote women's empowerment in their workplaces and industries. The UN Global Compact Turkey Women's Empowerment Working Groupⁱ elected to prepare an implementation tool to aid private sector institutions in realizing the empowerment principles, duly establishing the WEPs Implementation Guide Preparation Team.ⁱⁱ This team conducted the first phase of the guide and provided significant contributions by sharing perspectives and comments on various drafts of the guide together with the UN Global Compact Turkey Women's Empowerment Working Group Executive Committee.ⁱⁱⁱ The WEPs Implementation Guide was prepared by the Yaşama Dair Vakıf (YADA Foundation) under the leadership of the UN Women Europe and Central Asia Regional Office, along with participation and contributions from WEPs signatory companies.

i The UN Global Compact Women's Empowerment Working Group was established under the auspices of the UN Global Compact Turkey for the purposes of supporting the private sector in its efforts to advance gender equality. It consists of members from the private sector, civil society, academia, public institutions and UN bodies.

ii The WEPs Implementation Guide Preparation Team includes representatives from UN Women, UN Global Compact Turkey, the United Nations Population Fund (UNFPA), the Turkish Confederation of Employers' Associations (TİSK), Borusan Holding, the Boyner Group, Koç Holding, the SUTEKS Group, Unilever Turkey and Turkcell.

iii The Executive Committee of Women's Empowerment Working Group in Turkey includes representatives from UN Women, UN Global Compact Turkey, the UNFPA, TİSK, Borusan Holding, the Boyner Group, Garanti Bank, Koç Holding, the SUTEKS Group, Unilever Turkey, Vodafone Turkey and Yeşim Textile.

ACKNOWLEDGEMENTS

This guide has been made possible with the collaboration, valuable support and contribution of private sector institutions, civil society organizations and UN offices.

We express gratitude to Ali Dalmış (TİSK), Ata Selçuk (Eczacıbaşı Group), Ayça Aksoy (Koç Holding), Aysun Sayın (Boyner Group), Bedriye Hülya (b-fit), Burcu Gündüz (Koç Holding), Burcu Türkay (Borusan Holding), Burçun İmir (Aras Kargo), Ceyla Arsel (Vodafone Turkey), Deniz Öztürk (UN Global Compact), Derin Şenerdem (UN Global Compact), Derya Özet Yalçı (Garanti Bank), Dilek Cesur (Yeşim Textile), Duygu Arış (UNFPA), Ebru Bakkaloğlu Tüzecan (Koç Holding), Ebru Dildar Edin (Garanti Bank), Eda Ateş (Unilever Turkey), Elif Elçi Çarıkçı (UNFPA), Emel Armutçu (Hürriyet), Esra Belen (TİSK), Evin Taş (Suteks Group), Gizem Keçeci (Vodafone Turkey), Gökşen Çalışkan (Suteks Group), İdil Türkmenoğlu (Boynet Group), İrem Özbalyalı (Unilever Turkey), Mehveş Karabacak (Eczacıbaşı Group), Melda Cele (UN Global Compact), Meltem Ağduk (UNFPA), Mısra Özküş (Koç Holding), Mustafa Seçkin (UN Global Compact), Nur Ger (Suteks Group), Öznur Halilcikoğlu (Borusan Holding), Sevgi Ceyda Şairoğlu Sezginer (TİSK), Simten Öztürk (Garanti Bank), Şule Kocabıyık (Borusan Holding), Şule Yücebıyık (SUTEKS Group) and Zerrin Yazıcı (SUTEKS Group) for their work in preparing this guide, offering their suggestions on drafts and sharing best practices for this document.

The guide was prepared by the YADA Foundation under the leadership of the UN Women Europe and Central Asia (ECA) Regional Office^{iv} and written under the coordination of Mehtap Tatar (UN Women) by A. Pınar Gürer (YADA), Betigül Onay Özman (YADA) and Rümeyşa Çamdereli (YADA). We

would like to extend our gratitude to Alia El-Yassir, Elizabeth Colavita, Gizem Yarbil Gürol, Ingibjorg Solrun Gisladdottir, Professor Dr. Nilüfer Çağatay, Meral Güzel and Sinem Aydın, all of whom are from the UN Women Europe and Central Asia Regional Office; Ayşegül Bağ from the UN Women Ankara Office; Gizem Kendik, Esra Atalay and Mehmet Ali Çalışkan from YADA, as well as Coşkun Ak and Deniz Özçetin, for reviewing the text and providing valuable contributions to the guide's development. In addition, we would like to thank the UN Women Serbia Office for allowing us to use the WEPs Self-Assessment Tool, which they developed in Serbian and English.

^{iv} The WEPs Implementation Guide is financed by the UN Women Europe and Central Asia Regional Office.



PREFACE

UN WOMEN EUROPE AND CENTRAL ASIA
COUNTRY REPRESENTATIVE TO TURKEY

INGIBJORG SOLRUN GISLADOTTIR

Dear stakeholders,

In Turkey, the private sector's level of interest in women's issues has increased in the past decade. Although the level of involvement and focus area of each company varies, best practices in women's economic empowerment have emerged. This gives us hope for the future addition of other companies that are currently not engaged in this issue of great import. With overall progress modest, the need to encourage private sector representatives to work toward a more gender-sensitive corporate culture and a more inclusive economy is evident.

Because of this need, we, as the people behind the WEPs, a joint initiative of UN Women and the UN Global Compact, suggest a seven-step framework for women's empowerment in the workplace and throughout social life. The WEPs are designed to facilitate women's empowerment in workplaces across industries, as well as social responsibility efforts by institutions and organizations, regardless of their scale. Companies that sign this declaration demonstrate their intentions to include and apply the WEPs in all aspects of the private sector, from Boards of Directors to workplaces, and from the supply chain to society at large. This implementation guide aims to mobilize companies to transform their intentions into practice, providing support on how to implement each principle in accordance with companies' unique needs.

As the product of a participatory and in-depth study, the WEPs Implementation Guide has been prepared under UN Women's leadership with substantial contributions from UN Agencies, civil society and the private sector. I sincerely thank UN Women Europe and Central Asia Regional Office staff and the representatives of the YADA Foundation for their dedicated efforts and rigorous work in the creation of this important guide. I also express my gratitude to the Executive Committee and the WEPs Implementation Guide Team of the UN Global Compact Women's Empowerment Working Group in Turkey, which have both contributed to the development of this guide with their valuable comments.

Women's full participation in business contributes not only to the business world and women, but to improved quality of life in all segments of society and to the construction of strong economies. I believe this implementation guide and its recommendations will shed light on how private sector companies can include women in their decision mechanisms, empower them in climbing the ladder to senior management levels and shape a more inclusive culture in their organizations.

Yours Respectfully,

Ingibjorg Solrun Gisladdottir

REGIONAL DIRECTOR

UN WOMEN EUROPE AND CENTRAL ASIA

COUNTRY REPRESENTATIVE TO TURKEY



PREFACE

GLOBAL COMPACT TURKEY
CHAIRPERSON OF THE EXECUTIVE BOARD

MUSTAFA SEÇKİN

Dear Stakeholders,

The Women's Empowerment Principles (WEPs) initiative is one of the most important global private sector initiatives aimed at empowering women and ensuring that women have an increasing role in economic life, in all sectors and at all levels. The WEPs require an open commitment of business leaders to the seven principles in establishing company policies that will improve gender mainstreaming.

As Global Compact Turkey, the WEPs initiative is one of our strategic priorities, and we are increasing our efforts every year since 2014. We are adopting innovative approaches to disseminate and internalize the WEPs initiative with support from UN Global Compact Turkey Women's Empowerment Working Group Members and under the leadership of Executive Committee Members and the Business World Spokesperson. By the end of 2016, when this guide was completed, Turkey possessed the second highest number of WEPs signatories in the world, thanks to our signatories who have worked with our National Network to support this important initiative.

While we are pleased with our private sector's efforts in committing to the WEPs and gender equality, we also believe that these efforts should continue to increase in scope. Among OECD countries, Turkey remains last in women's participation in the workforce and has the largest population of women between the ages 15-24 who are not educated and not participating in the workforce, indicating the acute need for further efforts to empower women. It is impossible for an economy in which half of the society lacks the means of production and financing to remain competitive and thrive in the evolving global economy.

I sincerely thank our partners, the UN Women Europe and Central Asia Regional Office and the YADA Foundation, for their efforts in preparing this practical guide, which we commenced with an awareness of its timely necessity. I hope that this valuable

guide will help our companies initiate a cultural transformation and become a useful resource to attain the 5th Sustainable Development Goal of Gender Equality.

Yours Respectfully,

Mustafa Seçkin

GLOBAL COMPACT TURKEY

CHAIRPERSON OF THE EXECUTIVE BOARD



CONTENTS



13	DEVELOPMENT OF WOMEN'S EMPOWERMENT PRINCIPLES
15	OBJECTIVE OF THE WEPS IMPLEMENTATION GUIDE
16	HOW TO READ THE GUIDE?
17	EQUALITY MEANS BUSINESS
20	WOMEN'S EMPLOYMENT IN TURKEY WITH FIGURES
30	PRINCIPLE 1: ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY
36	PRINCIPLE 2: TREAT ALL WOMEN AND MEN FAIRLY AT WORK - RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION
42	PRINCIPLE 3: ENSURE THE HEALTH, SAFETY AND WELL-BEING OF ALL FEMALE AND MALE WORKERS
48	PRINCIPLE 4: PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN
54	PRINCIPLE 5: IMPLEMENT ENTERPRISE DEVELOPMENT, SUPPLY CHAIN AND MARKETING PRACTICES THAT EMPOWER WOMEN
60	PRINCIPLE 6: PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY
66	PRINCIPLE 7: MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY
72	IMPLEMENTATION EXAMPLES FROM COMPANIES IN TURKEY
84	BASIC CONCEPTS
88	SELF-ASSESSMENT
100	REFERENCES
	ATTACHMENT: ROADMAP POSTER

ACRONYMS

CEO	Chief Executive Officer
EU	European Union
GDP	Gross Domestic Product
ILO	International Labour Organization
OECD	Organisation for Economic Co-operation and Development
SMEs	Small- and Medium-Size Enterprises
TİSK	Turkish Confederation of Employer Associations
TÜSİAD	Turkish Industry and Business Association
UN	United Nations
UN Global Compact	United Nations Global Compact
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNFPA	United Nations Population Fund
WEPs	Women's Empowerment Principles
YADA	YADA Foundation

DEVELOPMENT OF WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

The idea of gender equality, which was first raised by the women's movement 150 years ago, is the subject of greater discussion today amid determined efforts to integrate the concept into everyday life. The significance of gender equality in social development is widely acknowledged by a variety of actors, including international organizations, governments, non-governmental organizations and corporations. In addition, civil society, political institutions, academia, and the private sector all conduct efforts to promote gender equality in all areas of life. In terms of the private sector, the most important indicator of the fulfillment of the responsibilities to effect gender equality are the (WEPs).

Consisting of seven basic principles, the WEPs aim to contribute to the analysis and strengthening of existing work, the presentation of basic indicators, the reporting of practices and the further development of corporate policies and programs toward gender equality.

The seven basic principles are as follows:

- 1** Establish high-level corporate leadership for gender equality
- 2** Treat all women and men fairly at work – respect and support human rights and non-discrimination
- 3** Ensure the health, safety and well-being of all female and male 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

The WEPs are a product of the collaborative effort between UN Women and UN Global Compact with additional input and cooperation from other institutions. The development of the WEPs included one year of collaboration and discussion between corporations, non-governmental organizations, universities, local governments, public institutions and the UN gathered under the UN Global Compact. This process culminated in the principles' launch on International Women's Day, March 8, 2010. Following the launch of the WEPs in 2010, corporate leaders, women entrepreneurs, civil society organizations, UN institutions and governments convene to discuss WEPs every year at an annual event.



DEVELOPMENT OF WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

Following these developments, representatives from businesses, civil society, academia, public institutions, and UN agencies came together in May 2014 in Turkey to form the UN Global Compact Women's Empowerment Working Group. By offering a platform that supports the sharing of best practices of women's empowerment, the group seeks to contribute to the promotion of the WEPs at the national and international levels. In a project conducted by the Columbia University School of International and Public Affairs in 2015, Turkey was selected as a good international example because of the local and international model actions of WEPs signatories and the formation of the Women's Empowerment Working Group with a multi-stakeholder structure.

Since the week of International Women's Day (March 8) in 2015, many stock exchanges around the world have rang the opening bell for gender equality as part of an event organized by UN Women, the UN Global Compact and the Sustainable Stock Exchanges Initiative. Turkey participates in this international initiative through a gong ceremony at the Istanbul Stock Exchange with the goal of promoting gender equality and empowering women in economic life. During the ceremony, new WEPs signatories are announced.

Thanks to the efforts of the Women's Empowerment Working Group and the gong ceremonies, the number of corporate WEPs signatories in Turkey had reached 130 by the end of 2016, making the country the second highest in terms of number of WEPs signatories after Japan. In response, the working group decided to develop the WEPs Implementation Guide to help signatory companies in Turkey further apply the WEPs in their activities and networks. Furthermore, this guide is designed to introduce the WEPs to a greater variety of corporations and provide a road map for gender equality in the private sector.

OBJECTIVE OF THE WEPS IMPLEMENTATION GUIDE

The WEPS Implementation Guide aims to mobilize institutions and organizations in different sectors and scales to ensure women's empowerment in their workplaces, fields of activity and social responsibility projects.

This guide presents detailed information regarding the principles and steps required for the implementation of the principles once corporate leaders have signed the *CEO Statement of Support*.^v This guide, in addition to presenting application methods to the new participants about the principles they have committed to implementing, also contains examples of best practices that will inspire all WEPS signatories to participate more actively in the project.

There is no single method for a company to incorporate the WEPS into its model of management. Therefore, this guide has been developed to assist companies in specifying and implementing their own model.

^v By signing this statement, Chief Executive Officers (CEOs) or (equivalents) declare their intention to include and implement the WEPS from their Board of Directors to every unit of their companies and the wider society via their supply chains. For the content of the statement, consult <http://weprinciples.org/site/ceostatement/>.

HOW TO READ THE GUIDE?

WEPs signatory companies are expected to consider their sector, corporate culture and current situation in terms of gender equality and impact areas before developing a solution in line with their targets and necessities. This guide aims to support companies in creating a road map to formulate solutions in accordance with the WEPs. The document explains the scope of the principles, as well as indicators used to monitor them, and suggests policies to follow during the implementation process. WEPs signatory companies are expected to choose, adapt and implement the policies suitable for them within the suggested courses of action.

SECTIONS

Equality Means Business

This section highlights the positive contributions of women's empowerment and participation in the workforce, from company performance to national economic stability.

Gender Differentiation in the Turkish Economy

This section presents statistics on gender equality, the place of women in the country's economic life and the obstacles to women's participation in the economy.

Principles

Each principle is addressed as follows:

Scope: *The context, fields of application, content of the principle*

Concepts: *The key words necessary to understanding the principle*

Indicators: *The basic indicators for monitoring, measuring and evaluating the principles' fields application*

Areas of Implementation: *Suggestions for the fields of application of each principle*

Action Plan: *The road map to facilitate the implementation of the principles*

Basic Concepts

This chapter contains explanations of the basic concepts regarding women's empowerment.

Examples of Implementation from Companies in Turkey

This section presents examples of good practices on gender equality and women's empowerment from companies in Turkey.

Self-Assessment

This form is prepared for institutions to evaluate their progress in applying the WEPs and to aid them in determining the best ways to implement the WEPs in their companies.

Roadmap Poster

The road map, which is prepared as an attachment to the guide and designed in poster format, presents a general flow chart regarding the paths that companies can follow in applying the principles.

EQUALITY MEANS BUSINESS

Empowering women to participate fully in all levels of economic life helps create more stable and just societies; achieves international goals for development, sustainability and human rights; improves the quality of life for women, men, families and communities; builds strong economies; and propels corporations' operations and goals.

Following the G20 summit in November 2014 in Brisbane – which drew countries accounting for 80% of the global gross domestic product (GDP) – world leaders released a joint communiqué. Aiming to raise global economic growth to deliver better living standards and quality jobs, the leaders agreed to reduce the gender gap in labor participation rates by 25% by 2025 and add more than 100 million women to the labor force.¹ At the corporate level, an increasing number of corporations are focusing on increasing the number of women workers at every level of employment and, thus, working to emphasize gender equality, take measures to eliminate barriers and encourage women to participate and advance in employment.

Reducing the gender gap in labor participation rates at the macroeconomic level and increasing the participation of women at every level of employment in corporations is likely to make significant respective contributions to national economies and business performance.

CONTRIBUTING TO THE NATIONAL ECONOMY

Reducing the gap between employment rates of women and men yields considerable gains for the national economy at the macroeconomic level.² The OECD and EU 2020 Strategy posits that the establishment of strong economies and the sustainability of national social security systems depend on higher employment rates for women in paid jobs.³ According

to OECD estimates, if male and female labor force participation rates equalize, the size of the total economy of OECD countries, including Turkey, could grow by 12% by 2030.⁴

Women's participation in the labor force, however, will only become possible through the removal of obstacles to such participation. Women's disproportionate share in unpaid domestic and care work and particularly childcare is the leading barrier to women's labor force participation. Many studies indicate that when the opportunities for early childhood care and preschool education are increased, women's labor force participation rates increase significantly. A study carried out by UN Women, the UNDP and the ILO on Turkey demonstrates that public investments in preschool education would reduce poverty and provide financial sustainability, in addition to fostering gender equality. According to the study, the preschool education rate in Turkey is very low, meaning the country would need to invest TRY 20.7 billion (in 2014 prices) to reach the OECD average in terms of preschool education rates for children below 6 years of age. Such an investment in the early childhood care and preschool education (ECCPE) sector would provide children with better education, increase the employment rate of mothers and create 719,000 jobs. To compare the potential for job creation among alternative plans using the same amount of funds, the study estimated that the same investment in the construction sector would create 290,000 jobs.

In contrast, the potential increase in employment through investment in the ECCPE sector would likely be 2.5 times higher than that of the construction sector. The same study estimates that women's share in new jobs in the ECCPE sector would be 73% but would only total a meager 6% in the construction sector.⁵

EQUALITY MEANS BUSINESS

Furthermore, studies suggest that reducing the gap between employment rates of women and men would create a significant increase in GDP rates in many countries and regions. For instance, studies indicate that raising women's participation in the labor force would increase GDP by 5% in the USA, 9% in Japan, 12% in the United Arab Emirates and 34% in Egypt.⁶ According to international management consulting firm McKinsey's "Women Matter" report,^{vi} the best scenario – in which women would achieve equal participation by 2025 – would create an anticipated 11%, or \$12 trillion, increase in global GDP.⁷

CORPORATE PERFORMANCE INCREASE

Women's participation in companies at every level contributes significantly to business performance. Many studies show that women's presence in business leads to an increase in financial performance, and, more specifically, raises return on investment, market share, capital and stock.

Companies with three or more women in senior management positions have a higher financial performance

McKinsey's "Women Matter" report highlights that there is a strong correlation between women's participation in decision-making and the company's organizational and financial performance. According to the report, companies with three or more women in senior management score better financially than companies with no women at the top. Furthermore, in companies with women in senior management, employees have a much more positive attitude toward the corporation's work environment, values, coordination

vi McKinsey & Company's "Women Matter" report, which was first published in 2007 and focuses on 101 companies worldwide, is based on a global research program on the representation of women at the top management levels in companies.

and control, leadership, accountability, external orientation and innovation.⁸

Companies with three or more women on the Board of Directors have a 60% higher return on investment

A report prepared by Catalyst^{vii} on the top 500 companies in the USA, "*The Bottom Line: Corporate Performance and Women's Representation on Boards*," indicates that companies with three or more women on the Board of Directors outperformed companies with all-male boards of directors by 60%.⁹

Better performance in market share, assets, and stockholders' equity

"*Women in the Executive Suite Correlate to High Profits*," a research article published in *Harvard Business Review*, reveals that companies with a higher number of women executives score better in terms of market share, assets and stockholders' equity.¹⁰

vii Catalyst is an international non-governmental organization that began operations in 1962. It aims to accelerate women's empowerment by supporting the inclusion of more women in workplaces.

INFLUENCE ON PURCHASING DECISIONS

In Turkey and across the world, women only command a very small portion of income and wealth, and they control an even smaller segment of it. They have limited access to financial resources and limited control over land and property ownership. Women in agriculture largely work in labor-intensive jobs on lands that they neither control nor own.¹¹ In Turkey, 62.5% of women, compared to 5.4% of men, do not have any source of personal income.¹²

Despite limited control over income and resources, women significantly influence consumption expenditures. According to *Harvard Business Review*, women influence 80% of purchasing decisions and preferences and control approximately \$20 trillion of annual consumer spending worldwide.¹³ This spending constitutes 57% of global household expenditures.¹⁴

By adding more women to the labor force, companies – regardless of their size – both increase their power to represent their own customers within the companies and provide more information for the firm, including predictions, about customer choices.

Although women make a significant contribution to companies and the national economy, women's labor force participation rate in Turkey is regrettably low. Factors such as educational differences between men and women, gender stereotypes and gender norms, especially regarding women's traditional role as care providers for children and the elderly, hinder women's participation in the labor force. High levels of unemployment, especially for women, discourage women from looking for jobs. Moreover, some segments of the labor market for low skilled workers, such as construction workers, remain out of their reach. To overcome these constraints, all segments of society must take responsibility to strive for gender equality and women's empowerment. This guide serves as a road map for businesses to do their share in promoting gender equality.

WOMEN'S EMPLOYMENT IN TURKEY WITH FIGURES

Since 2001,^{viii} there have been significant developments in Turkey in terms of gender equality and women's employment. Turkey adopted regulations to establish family courts, eliminate domestic violence and provide better education for girls through successive amendments to the Constitution, Civil Code, Criminal Code and Labor Code. Significant measures, such as the "National Action Plan on Gender Equality" and "National Action Plan to Combat Domestic Violence Against Women," have been implemented, providing a basis for further work. But despite significant progress in the economic, social and legal spheres, there is still much more work to be done in terms of ensuring women's active participation in the economy and access to equal rights.

In Turkey, there is a correlation between low employment rates in general and a low level of women's labor force participation. Turkey's unemployment rate – which is high across the board – is even more pronounced for women, but women's poor employment prospects are further exacerbated by the lack of childcare services.

The fact that women shoulder a huge proportion of unpaid care labor precludes their equal participation in the labor force. Although women perform 52% of all work (paid or unpaid) in the world, this rate is 55% in Turkey,¹⁵ while their income is very low compared to the amount of work they undertake. Working too hard for too little income is one of the biggest impediments to women's empowerment.

Unpaid care labor is a major burden on women. Because of this weight, women can only participate temporarily in the labor force, making it far more difficult for them to participate in economic, social

and civic networks. Burdening women with the task of providing care for young, elderly, ill, and disabled family members, restricts women's participation in the labor force, especially when compounded by the limited facilities for early childhood care and preschool education.

Women are employed in a very limited range of jobs and sectors in comparison to men, resulting in occupational and industrial segregation. Even though such a phenomenon is not restricted to Turkey, the pervasiveness of gender stereotypes in Turkish society deepens this segregation. Since jobs in women-majority sectors are lower-paid, women work more and receive less paid. In addition, difficulties in receiving promotions and obtaining senior management positions – the prototypical "glass ceiling" – result in women receiving less pay than their male counterparts.

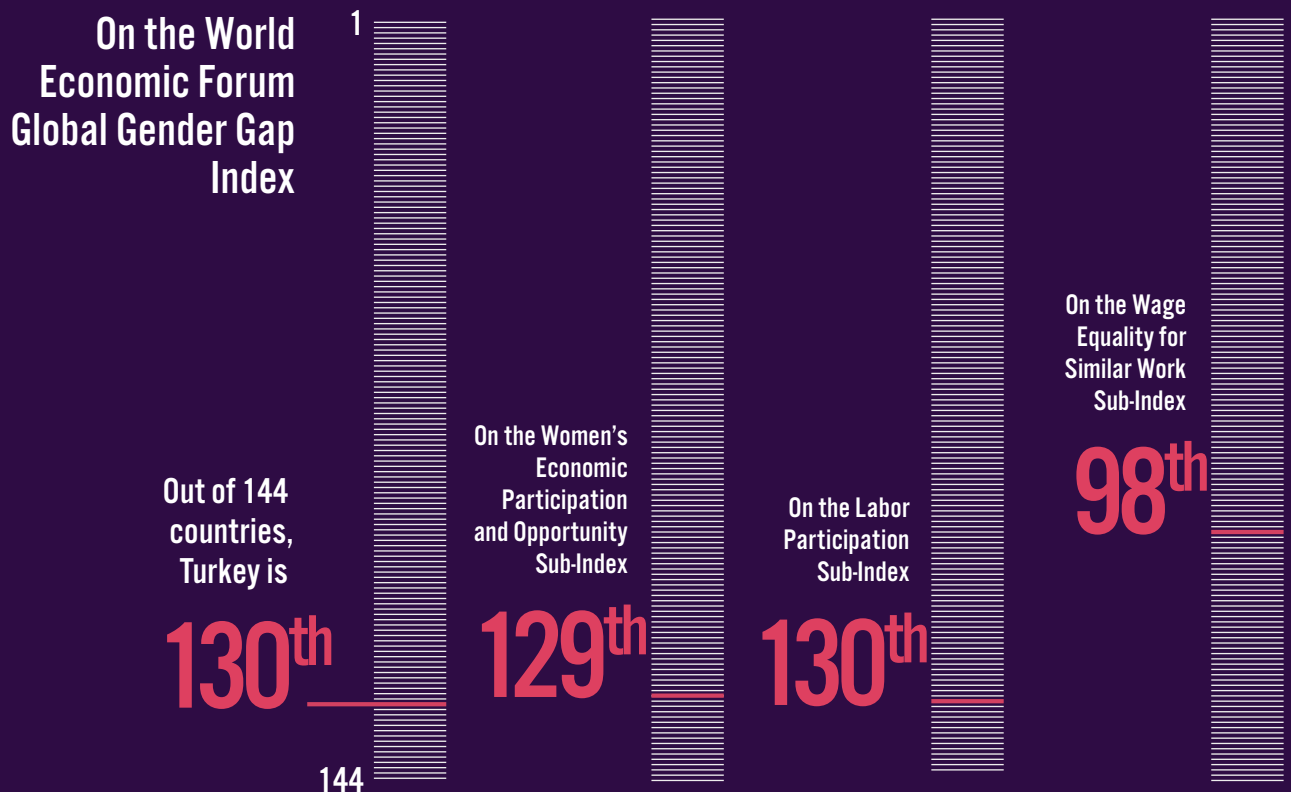
Companies have a responsibility to facilitate a path toward women's economic empowerment. Importantly, firms must provide services, such as childcare, to enable women to join and stay in the labor force. In this regard, the appropriation and implementation of the seven WEPs at every level of the company, in concert with subsequent monitoring and public reporting of the results, will contribute to the strengthening and importance of women's participation in economic life while increasing their prestige.

viii An amendment to the Turkish Civil Code in 2001 replaced a statement declaring the husband to be the head of the household with the concept of equal partnership in which the husband and wife possessed equal decision-making powers in the conjugal union.

The female population's active participation in the economy is low

According to the World Economic Forum's Global Gender Gap Index^{ix} 2016 Report, Turkey is 130th out of 144 countries.^x

- 129th in Economic Participation and Opportunity Sub-Index^{xi}
- 130th in Labor Participation Sub-Index^{xii}
- 98th in Wage Equality for Similar Work^{xiii} Sub-Index^{xiv}



ix First introduced by the World Economic Forum in 2006, the index provides data on the extent and intensity of gender-based disparities in countries and facilitates comparisons between countries by years. Aiming to measure gender equality, the index consists of four sub-indices: Economic Participation and Opportunity, Educational Attainment, Health and Survival and Political Empowerment. Sub-index scores are captured through different variables in related areas (for example, for Economic Participation and Opportunity, the ratio of female labor force participation over the male value or the ratio of female estimated earned income over the male value) and amount to values between 0 and 1. While scores close to 0 on the index indicate a large gender gap, those close to 1 indicate a small gap.

x Turkey's poor performance in the Economic Participation and Opportunity Index also brings the country down in the global index. Turkey has been mired among the last 20 countries over the past decade since the index began to be published. (Its best ranking was 17th from bottom in 2014, while its worst ranking was fifth from bottom in 2009.)

xi Sub-index score is 0.464.

xii Sub-index score is 0.437.

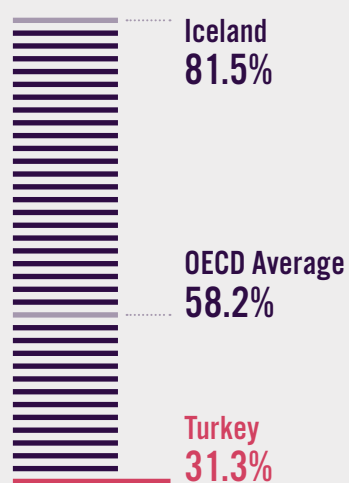
xiii The principle of "equal pay for equal work," which has been on the agenda since the 19th century, encapsulates social and political demands against wage discrimination regarding sex, age and race. The principle includes persons doing similar work both in the same workplace and different workplaces and refers to the abolition of instances of inequality such as wage differences between guards working as subcontractors or as civil servants.

xiv Sub-index score is 0.590.

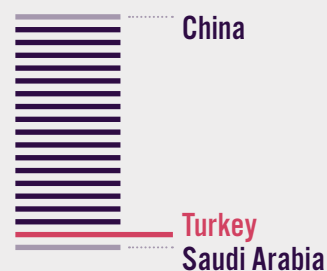
Among OECD and G20 countries, Turkey ranks at the bottom in terms of women's employment and labor force participation rates.^{xv}

- In 2016, Turkey registered the lowest women's employment rate among OECD countries at 31.3%.¹⁶
- In terms of women's labor participation rates, Turkey was second last in the G20 in 2012.¹⁷

Women's employment rate in OECD countries



Labor force participation in G20 countries

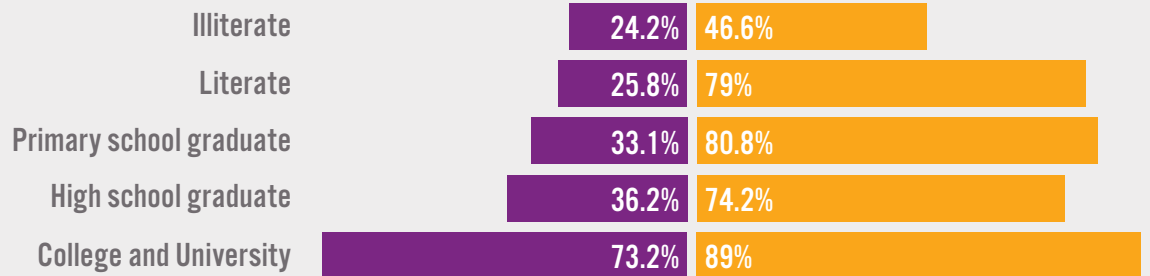


xv **Employment rate** refers to the ratio of persons engaged in any economic activity during the reference period for at least one hour as a regular employee, casual employee, employer, self-employed or unpaid family worker. **Unemployed population** includes persons not employed during the reference period but who are actively seeking work/using channels to seek work and would be ready for work within two weeks. **Labor force participation** refers to the ratio of the sum of employed and unemployed to the working-age population. Those that are not part of the labor force include persons who do not actively seek work, seasonal workers, students, retirees, those unable to work due to physical disabilities, illness or old age, and those who do not seek work or are not ready to work due to personal or family reasons. (The definitions are based on the Turkish Statistical Institute's (Turkstat) internationally acceptable definitions).

Education level is a more significant determinant of women’s labor force participation than men’s labor force participation. ^{xvi 18}

Labor Force Participation Rates by Education Level

- Illiterate women: 24.2% (men 46.6%)
- Literate women (but not primary school graduate): 25.8% (men 79%)
- Primary school graduate women: 33.1% (men 80.8%)
- High-school graduate women: 36.2% (men 74.2%)
- College and university graduate women: 73.2% (men 89%)



Marriage and children both increase women’s housework and weaken their attachment to labor markets, while the opposite is true for men.

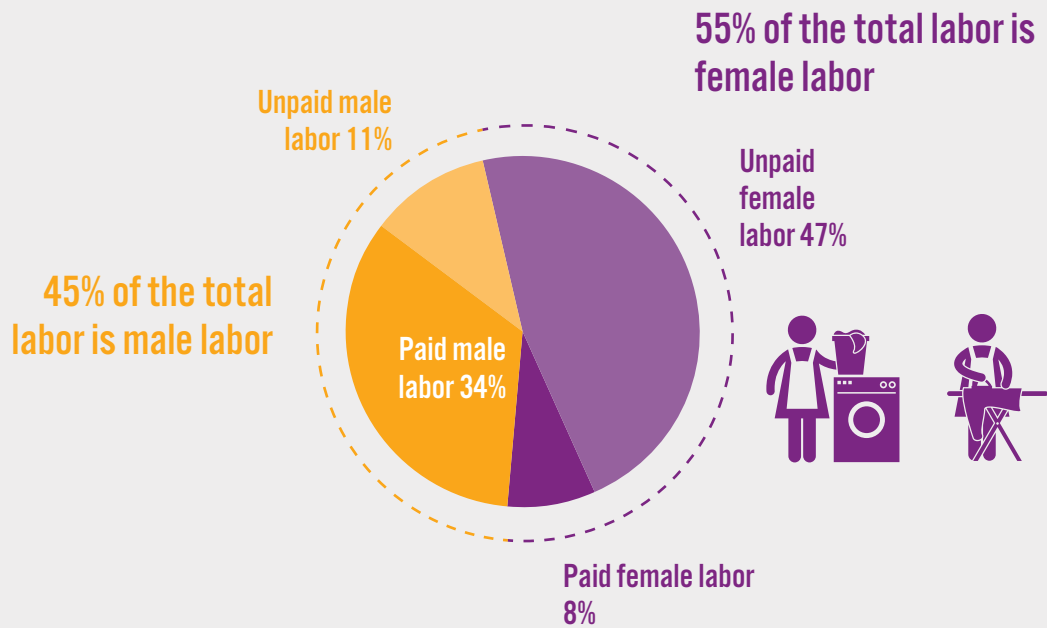
- While the labor force participation of women high-school graduates who have never married is 62.8%, the figure declines to 29.2% for married women of the same education level. In contrast, 96% of married high-school male graduates and 85% of male high-school graduates who have never married are active in the labor force.¹⁹
- While 82.4% of unmarried women university graduates participate in the labor force, this rate declines to 73.4% for married women with a university degree. The labor force participation rate for unmarried male university graduates is 88.4%, which is slightly higher compared to women in the same category. In contrast, however, married men with a university degree have the highest rate of labor force participation rate at 97.8%.²⁰



xvi Population between the ages of 15-64.

Some 52% of total labor (both paid and unpaid) in the world is female labor; in Turkey, this rate is 55%.²¹

- In Turkey, 55% of the total labor is conducted by women, versus 45% by men. While 47% of the total labor is unpaid domestic labor, just 11% of this rate is unpaid male labor.



47% of the total female labor is unpaid domestic labor.



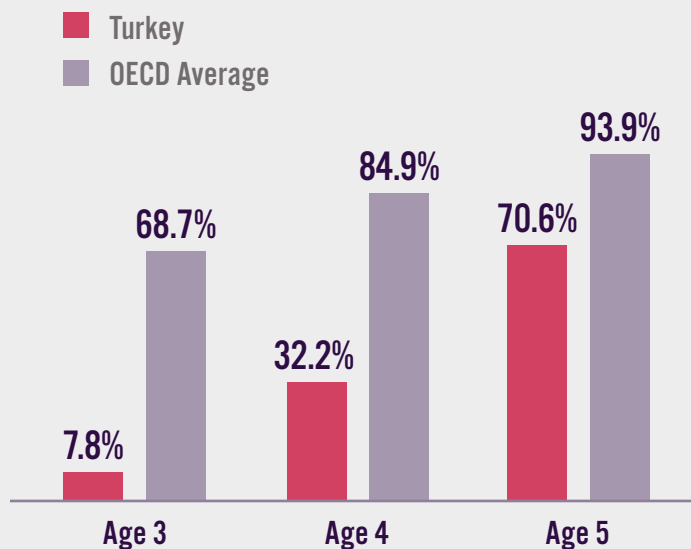
In Turkey, 7 hours 39 minutes of the total daily labor consists of unpaid domestic labor. Women in Turkey spend almost four times as many hours as men conducting unpaid domestic labor – 6 hours and 11 minutes versus 1 hour and 28 minutes.²² Worldwide, women spend 2.5 times more time doing unpaid labor than men.

The major impediment to women's participation in the workforce stems from a lack of sufficient preschool education and care services.

The rates of children's enrollment in preschool education in Turkey is among the lowest in the OECD²³:

- 0.2% for children aged 0-35 months²⁴ (OECD average: 32.9%)^{xvii}
- 7.8% for 3-year-old children (OECD average: 68.7%)
- 32.2% for 4-year-old children (OECD average: 84.9%)
- 70.6% for 5-year-old children (OECD average: 93.9%)

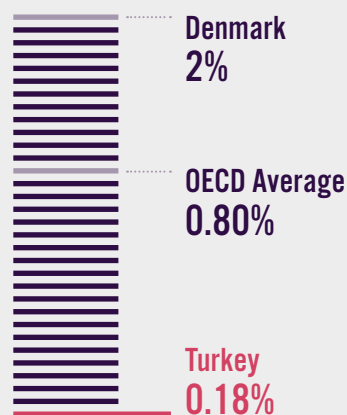
Rate of participation in preschool education



On average, OECD countries spend four times more than Turkey on preschool and childcare.

- While OECD countries devote an average of 0.8% of GDP to preschool and childcare expenditures,²⁵ Turkey is the lowest at 0.18%.²⁶

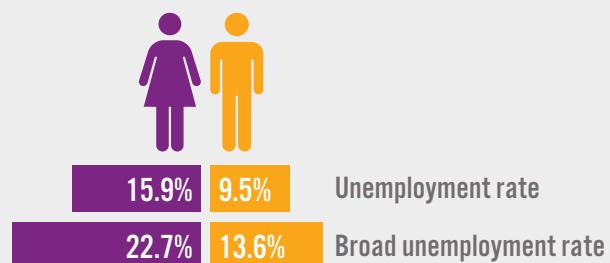
Public spending on preschool education and childcare



xvii 32.9% was the average participation rate for children aged 0-to-2 years old in preschool services in 30 OECD countries in 2013.

Women's unemployment^{xviii} (15.9%) is higher than men's (9.5%).²⁷ Women's expectations of finding a job are lower than men's.

The difference between women and men is greater if we employ "broader" definitions of unemployment rates. One such definition includes discouraged workers, i.e., those who would like to work but are not actively searching for a job because they are discouraged from doing so, among the unemployed.²⁸ Women's expectations of finding a job are much lower than men's. In 2013, the broader unemployment rate, which includes discouraged workers among the unemployed, was 22.7% for women and 13.6% for men.²⁹



In Turkey, women work in "women's jobs"^{xix} and earn less money than their male colleagues who work in similar jobs.

Jobs in sectors like nursing, teaching, dietetics, administrative assistance, sales or social services are considered women's work, while work in engineering, construction and science and technology are considered the domain of men.³⁰

- Percentage of women factory and machine operators: 10.8%³¹
- Percentage of women preschool teachers: 94.7%³²
- Percentage of women primary school teachers: 60%³³
- Percentage of women attorneys: 6.5%³⁴
- Percentage of women police officers: 5.5%³⁵

Some 33% of women workers work in agriculture, while 50% of them work in service sector jobs, such as wholesale or retail sale, real estate business, catering or childcare.³⁶ Textile, clothing and food processing are other major sectors with low wages, with women employed in these industries typically working from home.³⁷



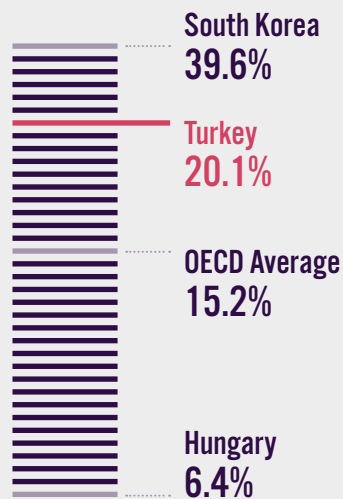
xviii The rate is for women aged between 15 and 64.

xix Because of the sexist social structure, certain jobs are seen as suitable for women while others are deemed to be only appropriate for men. Such views hinder women from pursue certain professions or rising in their careers. In addition, wages in jobs dominated by women are far lower than those in jobs mostly employing men. This pattern is not particular to Turkey.

In 2014, Turkey had one of the highest gender wage gaps among full-time employees in OECD members.³⁸

- Turkey 20.1%
- OECD Average 15.2%

Gender wage gap

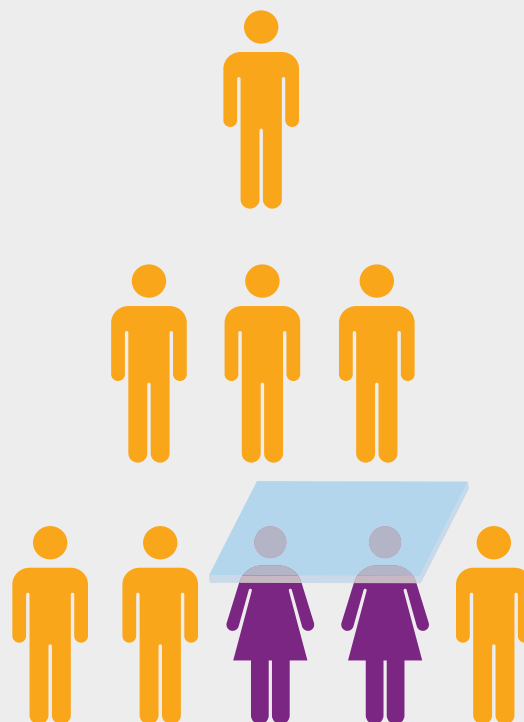


Women working in low-skilled jobs earn 18% less than their male colleagues doing the same jobs.³⁹

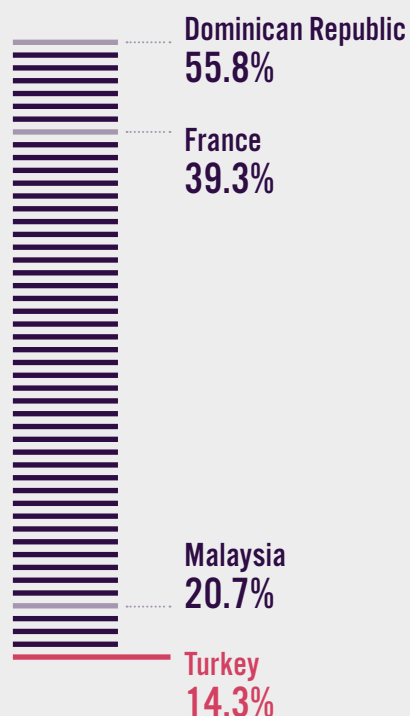
Vertical segregation, also known as the Glass Ceiling,^{xx} is ubiquitous.

Women's share in all managerial positions, both in the public and private sectors, was 12.2% in 2012.

Turkey was last among 49 countries in terms of the percentage of senior and middle-level women managers in 2012, registering a rate of just 14.3%.⁴⁰



Percentage of women senior and middle-level managers



^{xx} The glass ceiling or vertical segregation refers to the “invisible” barrier that keeps a given group of persons from rising beyond a certain level in certain jobs due to their race, age or gender.



PRINCIPLE

1

ESTABLISH
HIGH-LEVEL
CORPORATE
LEADERSHIP FOR
GENDER EQUALITY

High-level
Corporate
Strategic
Leadership
Participatory
policies
approach and
planning
stakeholder
relations
Management
compatibility with
corporate
spokesperson
Business
targets
Legal
bases and
Economic
background



PRINCIPLE 1

ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

SCOPE

The first principle, which stresses the importance of leadership in achieving gender equality, provides a basis for the successful implementation of all seven principles. Within the context of this principle, the top executives of corporations are expected to agree on the importance of gender equality and offer consistent, spirited leadership at every level of the corporation. After high-level management reaches a consensus on the issue, company officials should develop a plan specifying how gender equality will be implemented, monitored and measured.

The corporate plan must:

- Posit a corporate approach that displays consensus on gender equality;
- Identify members of high-level management as leaders of the relevant research and activities;
- Reveal and assess the performance indicators that led to gender discrimination in all fields of operation.

CONCEPTS

High-level corporate leadership, strategic approach and planning, participatory policies, corporate management, stakeholder relations, legal bases and economic background, compatibility with business targets, coordination with corporate spokesperson

INDICATORS

- Corporate gender equality policies and road maps; relation of existing policy and road map to mission, vision and corporation's values
- Strategy document which includes economic reasons, possible risks and opportunities for achieving gender equality within corporation
- Manager(s) or internal mechanisms who/which will promote gender equality and women's empowerment; mechanisms to obtain feedback from employees of different ranks
- Gender equality platforms affiliated with corporation; corporation's role on such platforms
- Spokesperson's statements on gender equality and women's economic empowerment; information and data shared in corporate documents

AREAS OF IMPLEMENTATION

STRATEGY AND PLANNING

- Develop approach that underlines the advantages of employing women in corporation; make this approach part of corporate strategy.
- Remain abreast of national and international legal frameworks^{xxi} and economic arguments regarding benefits of gender equality; recruit specialized staff from big firms who support gender equality.
- Obtain professional support from outside the company if there is insufficient information and experience within the corporation to develop and implement the policy and strategy.^{xxii}
- Determine obstacles hindering the achievement of gender equality within the corporation.
- Set corporate goals to achieve gender equality; evaluate existing policies, programs and practices; measure their effects on achieving these goals.
- Ensure an inclusive working environment for all employees and equal involvement in the decision-making process for women and men is added to the evaluation criteria.
- Allocate financial resources that are necessary to achieve gender equality work and targets.

xxi Important agreements, declarations and contracts that constitute the legal framework include the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, the United Nations Sustainable Development Goals, as well as ILO Conventions. Article 11 of Convention on the Elimination of All Forms of Discrimination Against Women lists all appropriate measures to be taken by state parties "to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same rights." Among these measures are "(a) The right to work as an inalienable right of all human beings;" "(b) The right to the same employment opportunities;" "(c) The right to free choice of profession and employment, the right to promotion, job security and all benefits and conditions of service and the right to receive vocational training and retraining;" "(d) The right to equal remuneration;" "(e) The right to social security;" "(f) The right to protection of health and to safety in working conditions, including the safeguarding of the function of reproduction." For the full text of the convention, see http://www.unicef.org/turkey/cedaw/_gji18.html.

xxii Companies may seek support from institutions such as the ILO, UN Women, UNFPA, UNDP and women's non-governmental organizations.



PRINCIPLE 1

ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

AREAS OF IMPLEMENTATION

- Develop policies that will ensure that gender equality is considered in all decision-making processes, including product and service development, finance, purchasing and mergers.

STAKEHOLDER PARTICIPATION

- Create platforms with internal and external stakeholders to receive feedback on policies and implementation.
- Identify opportunities for cooperation with stakeholders working on gender equality and economic empowerment of women; link the corporation with relevant platforms.

MANAGEMENT PROCESS

- Create a body to monitor the gender equality performance of the corporation, or appoint a high-level corporate administrator to handle the issue.
- Ensure high-level corporate managers embrace the monitoring and assessment of the implementation.

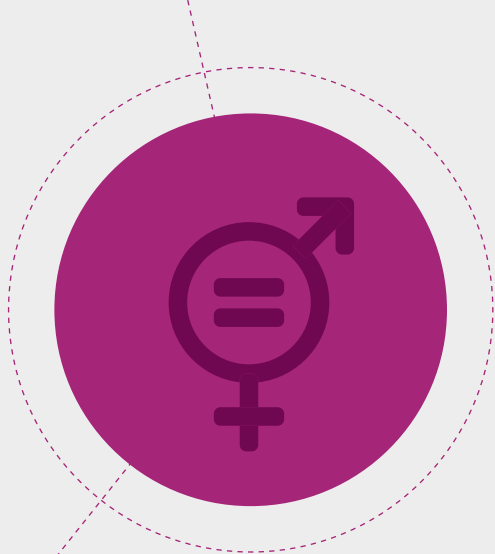
COMMUNICATION

- Send gender equality messages to the external public.
- Prepare communication plans for employees and stakeholders with a focus on gender equality.
- Emphasize an approach espousing gender equality in corporate spokespersons' statements, communication platforms and documents.
- Encourage corporate leaders to draw attention to gender equality with their behavior by, for example, not attending meetings in which women are underrepresented, or, if it is necessary to attend, by highlighting the importance of women's participation.

PRINCIPLE 1

ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY





PRINCIPLE 2

TREAT ALL
WOMEN AND MEN
FAIRLY AT WORK
– RESPECT AND
SUPPORT HUMAN
RIGHTS AND NON-
DISCRIMINATION

Rights **Equal**
Fair **Working** **Decent**
Quality **Environments**
Transparent **Pay** **Recruitment**
Balance **Gender-sensitive**
Prejudice **non-** **Professional life**
discrimination **Promotion**



PRINCIPLE 2

TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION

SCOPE

Today, concepts like the equality of women and men, respect for human rights and non-discrimination are considered intrinsic to corporate strategies.^{xxiii} However, disregarding the different needs of women and men during the design and implementation of these strategies could reduce effectiveness of the stated goals. Thus, while corporations develop non-discriminatory policies in terms of gender equality, such as equal pay for equal work, they also need to consider women's unique and cyclically changing needs.

When implementing this principle, the corporation should focus on adopting a gender-sensitive approach in working principles, disciplinary actions, ethical behavioral codes and human resources policies; clarify the responsibilities of managers and employees; and monitor the related indicators.

CONCEPTS

Human rights, employee rights, fair working environments, non-discrimination, equal pay for equal work, gender-sensitive policies, balance between personal and professional life, transparent recruitment and promotion mechanisms, elimination of gender-based prejudices, decent work, paternity leave

xxiii In establishing these strategies, ILO concepts such as the Fundamental Rights at Work, International Labor Standards and Decent Work should be utilized. The four fundamental principles of the Fundamental Rights at Work consist of freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced or compulsory labor, the abolition of child labor and the elimination of discrimination in respect to employment and occupation. For all ILO conventions ratified by Turkey, see <http://www.ilo.org/ankara/conventions-ratified-by-turkey/lang--tr/index.htm>.

INDICATORS

- Distribution of women-men employees in recruitment, promotion, departures, professional education
- Distribution of women and men in departments and functions
- Distribution of women and men in job applications
- Indicators of equal pay for equal work; basic wages for women and men according to position
- Ratio of women job applicants called for interview; ratio of women manager among interviewers
- Comparison of women and men in terms of job definition and job title
- Comparison of women's and men's duration of stay in same posts
- Ratio of pay raises for women during maternal leave and pay raises for men
- Number of employees returning to work after maternal and paternal leave and women-men ratio
- Number of steps taken to encourage and ensure equal rights at workplace and express appreciation to employees for contributing to process

AREAS OF IMPLEMENTATION

Identify discriminatory practices

- View employee rights from a gender equality lens, including recruitment, leave, termination, distribution of titles and positions, in-company training opportunities, as well as wages and additional benefits; eliminate all manners of discriminatory practices against women at all levels; cease discrimination on the basis of sexual orientation, ethnic identity and religion in the assessment process.

Specify needs for re-evaluating practices

- Examine whether women and men equally benefit from the same rights; uncover gender-based differences and shape everyday measures in light of these differences.

AREAS OF IMPLEMENTATION

POLICIES AND MANAGEMENT

Eliminating Discriminatory Practices

- Provide equal pay for equal work for women and men.
- Invest in occupational training for both women and men, especially for occupations traditionally associated with one gender or the other.
- Focus on the achievement of equality in career, promotion, internship and development processes; take affirmative action for women.
- Achieve gender equality and sensitivity in recruitment processes, including in fields dominated by men.
- Raise awareness to prevent the potential negative effects of marital status, children or sexual orientation on recruitment and promotion decisions by, for instance, not posing any questions about marital status or childbearing in job interviews.
- Achieve a balance between the number of women and men employees.
- Encourage paternity leave.
- Ensure and encourage women employees to take their full maternity leave.
- Ensure and encourage women employees to take their full annual leave in line with their needs.
- Schedule meetings with women employees who are planning to, or have already, quit to gather information about the reasons for their decisions; utilize this information to develop strategies to prevent women from quitting their jobs.
- Achieve gender equality in internships.
- Form indicators to create non-discriminatory working environments that respect human rights; measure progress through these indicators.

Specifying Needs and Reshaping Practices

- Establish policies that consider employee needs such as childcare, eldercare and patient care.
- Provide daycare facilities or assistance in corporations with more than 150 employees; make daycare services accessible to both mothers and fathers.
- Provide access to childcare services, information and resources; establish a breastfeeding room; provide transportation services for breastfeeding leaves.
- Develop family-oriented policies and training seminars; provide flexible working hours, part-time work, workload share and sabbatical breaks; encourage women to take uninterrupted and full annual leave.
- Develop and/or implement a parental leave policy that includes both women and men.
- Offer coaching and support to women employees prior to, and after, maternity leave; provide flexible working opportunities to ease the return to the job.
- Provide parental training for men.
- Encourage parental leave; train managers and employees to properly oversee the process.
- Provide women and men employees with rights and additional benefits for them to establish a balance between their personal and professional lives; adopt a “family-friendly” approach instead of a “woman-friendly” one.
- Give gender equality training to all staff.

PRINCIPLE 2

TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION





PRINCIPLE 3

ENSURE HEALTH,
SAFETY AND
WELL-BEING OF ALL
FEMALE AND MALE
WORKERS

A word cloud on a teal background featuring various terms related to domestic violence and safety. The words are arranged in a circular pattern around the central word 'Safety'. The largest word is 'Safety'. Other prominent words include 'Health', 'Ethics', 'Access', 'Well-being', 'Policies', 'Detecting', 'Domestic', 'Elimination of violence', 'Work Ethic', 'Abuse', 'Family', 'Services', and 'Health'.

Health
Ethics
Access
Family
Abuse
Safety
Health
Well-being
Policies
Detecting
Domestic
Elimination
of violence
Work Ethic
Services
Access
Health



PRINCIPLE 3

ENSURE HEALTH, SAFETY AND WELL-BEING OF ALL FEMALE AND MALE WORKERS

SCOPE

It is the employer's obligation to create healthy and safe working environments free of violence. Guaranteeing the health, safety and well-being of all employees is integral to combatting discrimination in the corporation. For women and men to fully benefit from these rights, different needs and demands must be taken into consideration. For instance, since women face violence to a larger degree due to gender inequality, distinct strategies addressing the specific conditions of women must be designed. Accordingly, working environments must be arranged to enable women to express themselves freely, while necessary precautions and actions must also be implemented.^{xxiv}

CONCEPTS

Work ethic, safe working environment, elimination of violence at the workplace, access to health services, policies detecting and opposing sexual abuse and harassment, support mechanisms against domestic violence

xxiv In fostering workplace environments that address the needs of women and men employees, the "Business Against Domestic Violence Policy Development and Implementation Guide," which is a component to the Business Against Domestic Violence Project (BADV), is a crucial source. By 2016, 13 WEPs signatories have become pilot corporations for this guide. For detailed information about the guide, see <http://tusiad.org/tr/basin-bultenleri/item/8882-kadina-yonelik-aile-ici-siddetle-ilgili-isyeri-politikalari-gelestirme-ve-uygulama-rehberi-icin-17-sirket-pilot-olmayi-kabul-etti>.

INDICATORS

- Health and safety policy of corporation
- Ratio of employees on health and safety committees to overall employees; distribution of women and men on these committees
- Inventory of awareness raising studies and training on sexual abuse in workplace
- Number of sexual abuse and discrimination complaints and precautions taken
- Number of employees benefiting from corporation's health and safety services and distribution of women and men

AREAS OF IMPLEMENTATION

PROBLEM ASSESSMENT

Violence and harassment in the workplace

- Develop zero-tolerance policies to identify violence and harassment; take precautions against recurring behavioral patterns; record of successful instances of problem-solving to challenges faced in the process.

Work safety and environment not taking into account the needs of women

- Identify safety problems with employees' support, including women's safety during business trips.

Health services not taking into account the needs of women

- Gather views of women and men employees on health and safety issues; evaluate the results by gender.



PRINCIPLE 3

ENSURE HEALTH, SAFETY AND WELL-BEING OF ALL FEMALE AND MALE WORKERS

POLICIES AND MANAGEMENT

Preventing and eliminating violence and abuse at the workplace

- Establish policies which are uncompromising and against all forms of violence, including sexual abuse, mobbing, verbal or physical violence and domestic violence; implement these policies; disseminate this knowledge through awareness training seminars.
- Institute in-company mechanisms such as ethics committees to support and guide victims of violence and abuse, or form groups of staff in charge of monitoring violence and abuse.
- Evaluate how complaints are managed in the workplace; establish support and information hotlines that are accessible to all employees.
- Inform managers and security staff about indicators of violence against women, the corporation's sexual abuse policies and other legal arrangements.

Providing safe working environments for women

- Create a safe working environment and provide protection from potential risk factors, which are different for women and men by, for example, providing transportation services for women employees or illuminating pathways on company premises; establish complaint mechanisms which consider hierarchical differences between the perpetrator and the victim of abuse; take necessary measures to protect the victim in the post-abuse process from any retaliation.
- Improve physical conditions by establishing different toilets and dressing rooms for men and women, as well as breastfeeding rooms for women.

Providing health plans designed for women

- Re-evaluate health and security plans regarding different needs of employees, including pregnant women, persons with disabilities, and persons with chronic illness; reconfigure these plans when necessary.
- Establish a women's network that reports directly to high-level management; assist this group in regularly providing feedback about issues of health, safety and well-being.
- Form in-company mechanisms to facilitate employees' access to all healthcare services, including reproductive health.
- Facilitate employees' access to health insurance and support services, which should include domestic violence support services.
- Ease access to healthcare services for all employees and/or their dependents.
- Arrange contact meetings and training sessions to inform employees about their rights and responsibilities concerning issues of health, safety and well-being.

PRINCIPLE 3

ENSURE HEALTH, SAFETY AND WELL-BEING OF ALL FEMALE AND MALE WORKERS





PRINCIPLE 4

PROMOTE
EDUCATION,
TRAINING AND
PROFESSIONAL
DEVELOPMENT FOR
WOMEN

Training
Access
Equal
Women
Professional
Network
Personal
High-level
Management
Process
Role models
Development
Decision-making
Mentorship
Training



PRINCIPLE 4

PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN

SCOPE

Providing education, training and professional development opportunities is not only important for the personal development of employees but is also critical in empowering the corporation. However, some inequalities may occur between women and men in terms of accessing and benefiting from these resources. Therefore, measures must be taken in the provision of training or professional development opportunities to guarantee women's access. Company executives may also consider establishing networks that are only open to women or designing leadership and mentorship programs exclusively for women.

CONCEPTS

Equal access to training, personal and professional development, women in high-level management, women in decision-making processes, women in every line of business, women's networks, role models, mentorship mechanisms

INDICATORS

- Duration of part-time and full-time training for women and men per year
- Rate of women employees participating in training programs
- Rate of women who were offered jobs and promotions
- Number of women who rejected high-level management positions and their reasons
- Success or effects of mentorship, coaching and networking services provided by corporation or by outsourcing to another organization
- Rate of employees who regularly receive performance and career assessment and distribution of women and men

AREAS OF IMPLEMENTATION

PROBLEM ASSESSMENT

Absence of women in decision-making processes and working life

- Determine the number of women and men on the corporation's board of directors and in high-level management; monitor women's place in decision-making processes; identify gender-based problems in decision-making processes in general.

Difficulties in accessing training and professional development opportunities

- Identify the access of both genders to training and professional development opportunities in terms of job categories and titles.



AREAS OF IMPLEMENTATION

POLICIES AND MANAGEMENT

Ensuring women's presence in decision-making processes and work life

- Invest in policies and programs that will foster women's presence in all lines of business; focus not only on quantity but also on quality of participation.
- Develop strategies to prepare women for leadership roles.
- Identify the talent of every employee and ensure women employees are evaluated according to their talents.

Ensuring access to training and professional development opportunities

- Assist women in advancing their leadership talents and personal development by encouraging their participation in professional associations and networks.
- Provide equal access for all male and female employees to training and personal development programs in all fields including expertise, professional knowledge and information technologies.
- Establish special leadership development programs for women employees; prepare in-company promotion guides for women to attain high-level managerial positions.
- Offer coaching and mentorship programs for women employees' career development; establish a mentor-protégé relationship between high-level managers and women executive candidates.
- Support women role models in the corporation; establish platforms that will enable these role models to share information and experience with other employees.
- Take employees' family responsibilities into consideration in planning training programs.
- Give employees returning from maternity leave their previous jobs; design programs to ease transitions before and after leave periods.
- Design training programs for women, including training upon their return to work; design and organize training programs for women in the corporation's own area of operations.

PRINCIPLE 4

PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN





PRINCIPLE 5

IMPLEMENT
ENTERPRISE
DEVELOPMENT,
SUPPLY CHAIN
AND MARKETING
PRACTICES THAT
EMPOWER WOMEN

Entrepreneurs
Supply
Empower
Approach
Cooperatives
Practices
Marketing
Empower
Supply
Chains
Marketing
Vendor
Networks
Supply
Chains
Gender
Sensitive
Supply
Chains
Entrepreneurs
Women
Marketing
Approach
Marketing



PRINCIPLE 5

IMPLEMENT ENTERPRISE DEVELOPMENT, SUPPLY CHAIN AND MARKETING PRACTICES THAT EMPOWER WOMEN

SCOPE

To ensure women's economic empowerment, all components of the economy must be involved in this process. Corporations must develop strategies that will involve their stakeholders, suppliers and vendors in the process. In so doing, efforts to sustain gender equality and empower women can easily be expanded to widen networks.

In implementing this principle, the corporation should both design result-oriented action plans and take initiatives to involve women entrepreneurs, women managers or women's cooperatives in the supply-chain. Moreover, such efforts by signatory corporations to sustain gender equality will multiply the effects through the supply chain while, more broadly, promoting gender equality and women's full economic empowerment.

CONCEPTS

Women entrepreneurs in supply chains and vendor networks, women's cooperatives, gender-sensitive approach in marketing and communication, gender-sensitive purchasing and cooperation

INDICATORS

- Gender-sensitive purchasing policies and processes
- Number of businesses run by women entrepreneurs within supplier and vendor chains; distribution according to lines of business; ratio of women-led and men-led businesses with supplier and vendor chains
- Ratio of female and male employees in supplier and vendor companies; number of women in high-level management
- Number and ratio of suppliers and vendors that possess a gender equality policy that is in force
- Number and ratio of suppliers and vendors that report gender equality policies that are in force
- Inventory of complaints about suppliers and vendors regarding gender equality issues and measures taken by corporation
- Number of gender equality training programs for suppliers and vendors
- Indicators for working conditions of women in supplier and vendor companies; existence of measures to addressing employees' work-life balance
- Indicators of occupational health and safety measures provided for all employees in supplier and vendor companies; indicators of special measures taken for women
- Inventory of policies and mechanisms to eliminate gender discrimination in marketing and advertisement activities
- Number of complaints on gender discrimination in marketing and advertisement activities

AREAS OF IMPLEMENTATION

PROBLEM ASSESSMENT

Assessment inside corporation

- Gather information from current or potential suppliers and vendors about their policies on gender equality and women's empowerment

Assessment outside corporation

- Determine the number, distribution and ratio of supplier and vendor companies run by women

POLICIES AND MANAGEMENT

Inside corporation

- Include commitments on establishing gender equality in contracts with the suppliers and vendors; ensure that there is no discrepancy between the gender equality targets of the corporation and policies of suppliers and vendors.
- Ensure that companies run by women are considered in all purchasing decisions; deepen business ties and relations with women suppliers and vendors; give priority to business partners who espouse gender equality and women's empowerment.
- Determine the Women Entrepreneur Leader in the corporation and ensure women entrepreneurs' access to resources such as credits, contracts, and training; develop gender-sensitive approaches in credit and funding policies.
- Define indicators and establish a monitoring and evaluation mechanism; follow up on findings and develop strategies accordingly through the involvement of suppliers and vendors in the process.

Outside corporation

- Set goals to increase the number and ratio of supplier and vendor companies run by women entrepreneurs; integrate these goals with performance evaluations and a reward system.
- Ensure inspection of gender equality policies and practices of suppliers and vendors by third parties.
- Establish mentorship programs for increasing capacities of women entrepreneurs and the sharing of success stories throughout supplier and vendor chains.
- Ensure the inspection of working conditions of suppliers and vendors by independent auditors.
- Establish solidarity networks between women entrepreneurs and suppliers and vendors; make these suppliers and vendors aware of their contributions to their respective corporations and assist them in accessing established solidarity networks.

PRINCIPLE 5

IMPLEMENT ENTERPRISE DEVELOPMENT, SUPPLY CHAIN AND MARKETING PRACTICES THAT EMPOWER WOMEN





PRINCIPLE 6

PROMOTE
EQUALITY THROUGH
COMMUNITY
INITIATIVES AND
ADVOCACY

Advocacy Woman

Social S Stakeholders

Volunteering

Platforms

Spokespersons

Projects

Social

Spokespersons

Partnerships

Equality

Leaders

Grant

Programs

Partnerships

Leaders

Women

Volunteering



PRINCIPLE 6

PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY

SCOPE

It is critically important for the corporation to share its experiences, successes and knowledge with the wider public and to assume a pioneering role in emphasizing the significance of gender equality. The corporation can play a crucial role in achieving gender equality and women's empowerment through corporate social responsibility projects in fields such as health, sports, arts, culture and the environment, as well as through other initiatives such as grant programs. Through these community initiatives, the corporation creates opportunities to promote its activities for gender equality and the empowerment of women within its network of corporate representatives, suppliers and vendors, business partners, and public officials and the broader public.

CONCEPTS

**Coordination with spokespersons,
advocacy, social projects,
cooperation and partnerships with
stakeholders, volunteering, grant
programs, sectoral platforms, women
leaders in society**

INDICATORS

- Corporation commitment document on gender equality principles
- Inventory of gender equality programs supported by corporation; number of women and men reached by these programs; results of programs' impact assessments
- Extent of relations and cooperation with nongovernmental organizations (NGOs) advocating gender equality
- Number of employees volunteering on social projects

AREAS OF IMPLEMENTATION

CORPORATE PROJECTS

- Set an example to society by sharing gender equality and women's empowerment commitments.
- Consider the impact of projects, existing activities and new business initiatives in different fields on women and men; take additional measures to ensure gender equality, if necessary.
- Support and sponsor NGOs that advocate gender equality; develop relations and partnerships with these organizations.
- Conduct or support studies to strengthen the positive perceptions of women in society; encourage and award women leaders; support women's representation in social management and decision-making mechanisms.
- Enable all employees, especially women, to volunteer and contribute to social development projects; ensure projects focus on child/elder/disabled care as part of overall gender equality strategies.
- Organize events on important international days such as International Women's Day (March 8) and International Day for the Elimination of Violence against Women (November 25) to raise awareness; continue these efforts throughout the year.
- Make all communication materials, including advertisements, a part of efforts to raise awareness on gender equality.



PRINCIPLE 6

PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY

AREAS OF IMPLEMENTATION

COOPERATION

- Invest in social programs that promote women's empowerment; develop projects with NGOs operating in this field.
- Develop relations and projects in cooperation with other organizations in the same field as the corporation; conduct social impact assessments to determine whether these projects accomplish their objectives.
- Promote women's contributions to society and women's leadership by working with women on social initiatives.
- Advocate gender equality both as a corporation and together with partners.
- Work with business partners, suppliers and vendors, as well as opinion leaders to encourage women's economic participation.

PRINCIPLE 6

PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY





PRINCIPLE

7

MEASURE AND
PUBLICLY REPORT
ON PROGRESS TO
ACHIEVE GENDER
EQUALITY

Measuring

Equality

Goals

Equality

Performance

Reporting

Indicators

Reporting

gender-sensitive data

Indicators

Data

Gender

Progress

Measure

Public



PRINCIPLE 7

MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY

SCOPE

Measuring and reporting the goals and identifying the shortcomings in existing policies and processes will provide opportunities to define road maps and popularize effective initiatives. Institutions that gather data on gender equality can analyze these data and employ them to make improvements and suggest strategies and new measures. Appraising progress through the use of standardized parameters facilitates the comparison of performance with other corporations and provides indications of progress to stakeholders.

Although reporting WEPs actions is not compulsory, this principle stresses the importance of accountability and transparency. Annual reports on the corporation's gender equality policies and plans, policies to develop gender equality and empower women publicly on various platforms and the inclusion of gender equality in performance indicators all fall within the scope of this principle.

CONCEPTS

Measuring, reporting, gender equality data, gender-sensitive data, performance indicators, gender equality goals

INDICATORS

- Research on gender equality for internal and external stakeholders
- WEPs report
- Gender equality data and gender-sensitive statistics in corporate reports, such as annual reports and sustainability reports
- Monitoring, measurement, and assessment platforms and mechanisms to sustain gender equality in corporation

AREAS OF IMPLEMENTATION

Measuring

- Compare situation analyses and progress reports regarding six aforementioned principles; identify progress, regression and layover areas; reflect these assessments in future plans.
- Define criteria to quantify women's participation in all levels of the corporation.
- Add gender indicators to existing reports, such as the impact of existing policies on women inside and outside the corporation.
- Establish platforms within the corporation to monitor and analyze performance; discuss the outcomes in these platforms.
- Conduct a stakeholder analysis to define potential stakeholders.
- Assess the corporation's gender equality initiatives in terms of both resource sufficiency and structural terms.
- Measure the impact of policies and programs on employees and society on a gender basis.
- Collect feedback from all levels of the corporation to assess managers' commitment to women's empowerment.
- Conduct regular research to evaluate the impact of corporate policies on employees and to collect feedback.
- Include gender equality data in annual reports.



PRINCIPLE 7

MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY

AREAS OF IMPLEMENTATION

- Follow indexes such as the Bloomberg Gender Financial Services Equality Index,^{xxv} the Buy Up Index^{xxvi} and Ledbetter's Gender Equality Index^{xxvii} to understand the level of the corporation's commitment to gender equality.

Reporting

- Ensure the regular monitoring and reporting of indicators through the development of objectives, indicators and monitoring-evaluation mechanisms.
- Share progress through public reports; receive and evaluate feedback; share progress with the wider public.
- Publish gender equality policies and measures implemented by the corporation.
- Measure progress by using gender-disaggregated data; report progress to internal and external stakeholders.
- Demonstrate the corporation's commitment to gender equality by publishing the outcomes, including challenges and successes, of joint actions with stakeholders.

xxv This index is a measurement tool to determine how corporations treat their women employees and which policies they develop to promote women's employment.

xxvi This index aims to show which corporations are more committed to achieving gender equality. Accordingly, customers who analyze the index will be better able to use their purchasing power to support the cause.

xxvii Ledbetter is a research group that offers a database on the number of women leaders in brands and companies with the highest number of customers worldwide. The Gender Equality Index, which has been developed by the group, aims to determine which companies promote gender equality.

PRINCIPLE 7

MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY





EXAMPLES OF MEASURES FROM COMPANIES IN TURKEY

Every step taken toward women's empowerment is very valuable. This section presents examples of programs, projects and activities conducted by some of the WEPs signatories to provide companies with concrete steps on the application areas of WEPs to inspire other companies and encourage them to add new activities. The selected examples are just a sample of activities from WEPs signatories. The Working Group requested that all signatory companies share examples of practices they have implemented in the context of the WEPs, before or after signing. The Study Group subsequently reviewed the shared samples, including selected WEPs applications in this document. While this compilation did not include many SMEs, the examples in this section are addressed to all companies, regardless of size. These examples demonstrate that the principles have made a very positive contribution to the acceleration of the work toward gender equality and women's empowerment.

ARAS CARGO

Aras Cargo provides training for the personal development of both white-collar and blue-collar workers and their families at the Aras Academy Family School. Training seminars are designed in accordance with surveys and include subjects such as domestic violence, adolescent psychology, communication among family members and personal happiness. Employees and their families receive training at 26 contracted universities around Turkey, with participants receiving transportation to the training location and childcare facilities. Aras conducted nine training sessions in 2015, drawing a total of 997 adults and 260 children. From the foundation of the Aras Academy Family School until the end of 2015, more than 4,000 individuals participated in seminars organized in 15 cities.

B-FIT

The b-fit brand has been selling franchises exclusively to women to support women's entrepreneurship and employment. Even without previous sports training or experience, women interested in launching b-fit centers receive support for purchasing, corporate communication, quality control, franchising, information processing, internet, education and marketing during the launch period and subsequently. Providing 260,000 women in 52 cities in Turkey with more than 200 centers, b-fit has given more than 250 women the opportunity to become entrepreneurs while providing employment opportunities for an additional 500 women.

BORUSAN HOLDING

Borusan Holding aims to promote diversity in every field and inculcate an inclusive culture through its Borusan Social Equality Platform known as Equal Borusan. The platform encourages women working for Borusan while raising awareness about gender equality and inspiring people to share good examples and experiences. In addition, it aims to increase the number of women working in management and production.

Borusan enables more girls to look forward to a more equitable future by allocating an important portion of its investments for women's empowerment toward the daughters of blue-collar workers. Borusan has duly come to the fore with its "Let's Code Girls" project amid the push for education in coding around the world, including the United States and European countries. Within the scope of the project, Borusan aims to encourage the girls to become the leaders of the future with the attributes of strength, self-confidence and quick and analytical thinking. The project also seeks to achieve international success in fields where scientific, technological, engineering and mathematical abilities are prized. As part of the project, the daughters of blue-collar workers in Gemlik, Halkalı and Sefaköy have all received education in coding.

With two microfinance branches in Gemlik and Afyonkarahisar, Borusan has provided 3 million Turkish Liras in loans to more than 1,300 women working in different fields of operations from bakeries to hairdressers, and from food to hand-made product manufacturing.

Borusan aims to increase women's participation levels in the industry through its "My Mother's Job is My Future" project in collaboration with the Family and Social Policies and Science, Industry and Technology Ministries. Focusing on the problems of women's low employment rates in the industry of just 15.2%, the project aims to provide daycare services

for children, thus providing women the opportunity to join the labor force. The project provides education that will aid children, who otherwise would not be able to benefit from preschool care and other education services, to develop mentally and physically. Within the scope of the project, daily childcare facilities known as "Borusan Joy Factories" for children aged 0 to 6 will be opened in 10 organized industrial zones in 10 cities. One kindergarten and one nursery have each been established so far in Adıyaman, Afyonkarahisar and Balıkesir, while a kindergarten will soon be opened in Malatya as well.

BOYNER GROUP

The Boyner Group measures and reports the development of gender equality in the workplace in accordance with the principles that they have agreed to implement. In 2015, 46% of employees, 41% of managers, 47% of promoted employees and 42% of employees participating in training and development programs were women. The Boyner Group shares its work with the public every year through its annual and sustainability reports that internalized the WEPs. In addition, the Boyner Group has seen its work evaluated by independent institutions and has been awarded the Equal Opportunity Certificate,^{xxviii} a joint program with the Women Entrepreneurs Association of Turkey (KAGİDER) and the World Bank; CEO Cem Boyner has also been honored with the United Nations WEPs Leadership Award.

In a joint initiative with the International Finance Corporation called the Good for Business Program, the Boyner Group aimed to improve the corporate capacities of Boyner Group suppliers with women entrepreneurs and company owners. In 2015, 23 women entrepreneurs and company owners from 20 companies joined the program. The 12-week program included training on leadership, communication, human resources management, marketing, strategic planning, finance, cash flow and investment. In addition, inspiring speakers from Arya Women Investment, b-fit, the Boston Consultant Group, ILO, We Connect and KAGİDER gave addresses on the market, leadership,

making new clients and decent work, while meetings were also conducted with Garanti Bank, Turkish Economy Bank (TEB) and Şekerbank, all of which have Women's Banking Programs. Furthermore, networking sessions were held with managers purchasing ready-to-wear clothing at H&M, Li&FUNG and the Boyner Group. At the same time, a Women Vendors Fair was also organized. The program was highlighted as a successful example at the 2016 WEPs Annual Event, "Action Plans for Impact: Setting Goals, Targets and Measurements."

^{xxviii} The Equal Opportunity Model (FEM) was developed by the Women Entrepreneurs Association of Turkey (KAGİDER) under the technical assistance of the World Bank to create equal opportunity in the workforce. Following their evaluation by an independent compliance partner on the basis of recruitment, in-company training, career planning and development, the companies that adopted the model were awarded with the Equal Opportunity Certificate. The companies that have received the FEM certificate so far are as follows: Akbank, Anadolu Efes, Bosch, Boyner Holding, Coca-Cola, Cola-Cola İçecek, Eczacıbaşı, Garanti, IBM, İDO, Liv Hospital, Novartis, Sanofi, Siemens, Turkcell and Vodafone. (Source: KAGİDER 2013-2015 Faaliyet Raporu)

ECZACIBAŞI GROUP

Since 2013, the Eczacıbaşı Group has been training white- and blue-collar employees in gender equality. Following inquiries within the context of the KAGİDER Equal Opportunity Model Certificate, the Eczacıbaşı Group has been aiming to provide all its employees gender equality training in collaboration with the Argüden Governance Academy, which operates under the aegis of the Boğaziçi University Foundation (BÜVAK).

In the first quarter of every year, the Eczacıbaşı Group gives Equal Opportunity Champion Awards to the three companies that employ the highest number of women compared to the previous year. The goals set for these awards appear in company records and affect the premiums of the general manager and other employees. Given to full-time, white-collar employees, these awards are useful in measuring and monitoring the Eczacıbaşı Group's performance indicators.

GARANTİ BANK

As a result of its emphasis on gender equality and women's empowerment, Garanti Bank became one of the first companies to implement the Equal Opportunity Model (FEM), obtaining certification in 2012. The remuneration system within Garanti Bank depends solely on seniority and performance and is completely gender-neutral. To support the empowerment of women employees and increase the rate of women in senior management, there is an obligation to nominate at least one woman employee for promotion.

Garanti Bank has been running its Women Entrepreneurs Support Program since 2006 to contribute to Turkey's social and economic development. In the program, women entrepreneurs are given financial and educational support, and various events are organized to encourage women's professional development. So far, the program has provided TRY 3.2 billion in loans and given mini-MBA certificates to more than 1,000 women entrepreneurs. More than 6,000 women participated in Women Entrepreneurs Meetings organized in 31 cities. Furthermore, by becoming a member of WeConnect International, a global network for women entrepreneurs in the supply chain, Garanti Bank aims to train, support and strengthen women entrepreneurs in their customer portfolio and include them in the supply chain.

In 2015, Garanti Bank established the Committee on Women to expand intra-bank activities that will support women's social and economic empowerment. The committee is composed of sub-groups of women employees from different units. The sub-groups discuss ways to support women employees, women customers and other women in society across various subjects, including human resources issues, such as post-pregnancy periods, and social issues, such as financial literacy. Feedback on committee activities plays an important role in the design of the projects.

With the Mother-Father-Child (MFC) Academy, Garanti Bank gives training on child development to support its employees who become parents. Employees may participate in extensive six-week training programs organized by Garanti Bank's training unit, focusing on 0- to 6-year-old and 6- to 12-year-olds. Parents are trained in various subjects, including child development, sleep and eating disorders, adolescence and exam stress.

Garanti Bank collects data for its gender equality goal and shares these data with the public in its sustainability report. By December 2015, the share of women employees was 57% while the share of women employees working in senior and middle-level management positions was 41% – an indication that women have reached men in terms of seniority. Garanti Bank also records the data of employment type, employment contract, new hires, and resignations by gender. The number of women employees who returned to work after maternity leave, the number of whom were still employed 12 months after their return to work, and the number of days of leave for employees who returned to work are also monitored and publicly disclosed by Garanti Bank.

In addition, Garanti Bank has published a Domestic Violence Approach document within the context of its Business against Domestic Violence project with the aim of providing support on psychological and legal matters for women employees by launching a separate domestic violence hotline.

HÜRRIYET

With its “No! Domestic Violence” campaign, the daily newspaper Hürriyet aims to raise awareness on domestic violence and provide support for victims of violence in Turkey. As part of the campaign, the Domestic Violence Hotline, Turkey's first and only call center on violence that works around the clock, was established in 2007 and has received nearly 50,000 calls since its inception. Hürriyet encouraged its employees to participate in the campaign and become advocates by organizing in-company training seminars, meetings and activities on the subject; making announcements about the hotline to all employees; and making the fight against domestic violence a human resources policy. Hürriyet later transferred control of the hotline to the Federation of Women's Associations of Turkey but continues to support the program.

KOÇ HOLDING

Koç Holding collects data by gender in nearly 100 categories from its 46 companies, sharing some of the data with the public in its annual sustainability report. In 2014, 24% of all employees, 33% of middle-level managers, and 10% of senior managers in the Koç Group were women. The rate of employment training received by women employees was 38%.

Koç Group companies set “I Support Gender Equality” as the 2015-2017 theme for “For My Country,” an umbrella project aiming to expand the understanding of its employees, vendors, and suppliers of social responsibility. The project, whose theme changes every two or three years, aims to develop a participatory attitude regarding social problems and raise living standards by supporting local development. Koç Holding draws attention to the fact that gender inequality continues to exist in access to education, health services and economic opportunities all over the world and that gender equality would be highly beneficial for all societies. Acting according to this belief under the motto of “Gender Equality” for the 2015-2017 phase of its project, Koç Holding aims to increase public awareness about the causes and effects of gender inequality and become a role model by developing a more holistic and egalitarian approach in work and social life.

Koç Holding prepared a guideline, the Koç Group Equality Norms and Implementation Principles, that sets the strategic background and includes supporting implementation principles for gender equality at all group companies. To ensure the principles respond to the needs of the group’s companies operating in different sectors and regions, Koç Holding established a coordination committee consisting of the human resources directors of group companies to prepare the principles. The committee ensured employee participation by forming sub-groups consisting of employees with various jobs

that ranged from recruitment specialists to crane operators. Sub-groups shared feedback with the HR directors regarding the content of the guide. Draft principles were formed by more than 50 employees, and, in the final stage, the principles were determined in a workshop with representatives from all sub-groups. The CEO delivered the resulting principles and implementation indicators to all group employees. A committee consisting of employees in every company is monitoring the process.

Koç Holding organizes gender training for its vendors in all 81 of Turkey’s provinces. In addition, it positions voluntary vendors in cities as opinion leaders in gender equality, and, by encouraging them to run projects on such local issues, actively contributes to local efforts on women’s empowerment. Voluntary vendors also expand awareness seminars to a wide range of institutions from chambers of industry and trade to universities.

SUTEKS GROUP

The Suteks Group's Ethical Committee supports the fight against violence against women in the workplace while also specifying ethical norms and working principles. If an employee becomes a victim of violence, the employee can notify the committee directly via the company's Human Resources Department to request assistance. In this entirely confidential process, the victim can receive legal, psychological and financial support from the company through the committee. So far, the Suteks Group has resolved five cases with the help of the committee.

To further women's empowerment, The Suteks Group supports women entrepreneurs in several ways. The company's management provides mentorship, access to individual networks and financial support to women entrepreneurs who leave the company to found their own businesses. The Suteks Group also gives priority to firms that are run by women entrepreneurs when all supplier candidates are otherwise equal.

TURKCELL

Turkcell initiated a Women Empowerment Economy program in collaboration with the Family and Social Policies Ministry and the Turkish Foundation for Waste Reduction in September 2012. As part of this program, more than 70,000 women entrepreneurs from 69 cities were provided with microcredit to participate in the economy and promote financial independence. With more than TRY 1 million in credit support, the lives of 300,000 women entrepreneurs and their families have been positively affected. Within the scope of the program, which provides funding, marketing, training and infrastructure support, face-to-face training seminars were held in 11 cities, drawing more than 1,000 women. Following this training, the products of women entrepreneurs receiving financial support were put on the market and brought to wider audiences via the popular e-commerce website, n11.com, on Turkcell's Handicraft virtual store.

UNILEVER TURKEY

Unilever Turkey aims to create an inclusive culture where gender equity is present throughout the company through measures that include ensuring that the representation and development of women at different levels is sustainable. With this aim, the company has staged diversity awareness workshops that were attended by Unilever Turkey's Board of Directors. These workshops were conducted according to the themes of women's employment, gender mainstreaming, female-male balance at the workplace and potential obstacles hindering women employees' vertical mobility in their careers, resulting in the formation of the "5-Stage Sustainability Model." The principles of the model include setting goals regarding diversity, recording and measuring them; creating and supporting agile working conditions; raising awareness of diversity and inclusion at every level of the organization; initiating a planned mentorship program for future leaders; and offering support to employees on certain issues, such as parenting or the work-private life balance.

Unilever Turkey aims to increase the share of women's representation in senior management and make women's representation sustainable. At the same time, it hopes to improve it by creating a supportive working environment and culture that enables women to attain their maximum potential. While the ratio of women manager candidates at the entry level was 60%, there were far fewer at the manager, director and vice president levels before the diversity and inclusion agenda began being implemented. By the end of 2015, Unilever Turkey set a target to fill 48.8% of its spots in senior management with women. In 2010, the percentage of women in senior management was 39%, but Unilever Turkey reached the target of 48% by the end of 2014. The share of women employees at the director level also rose to 54% at the end of 2014, up from 48% at the

end of 2012. Also, Unilever Turkey decided to monitor the shares based on functions and, since 2013, the company has appointed six women directors to the supply chain department, generally known for low representation rates of women, thus increasing the share of women directors from 33.3% to 50%.

With the aim of developing a supportive working environment and culture to enable all employees to reach their maximum potential, Unilever Turkey began to implement agile working arrangements in 2013 under the slogan "Work is not a place, but an activity." According to agile working arrangements, all employees are permitted to work anywhere and anytime as long as they fulfill their responsibilities; agile working arrangements also include career breaks, part-time work, workload sharing and daylight saving time. Every employee with at least five years of experience can request a career break. Designed to minimally affect employees by continuing insurance payments and continuing to provide car, phone and private health insurance rights, the model applies to all employees, 13 of whom are women, from the entry level to the vice-presidency level. The company continues to work on part-time work and workload sharing arrangements. During daylight savings, employees work part-time on Fridays from June to September.

Unilever Turkey has specified the share of women in senior management, gender equality in recruitment and promotion and the female-male ratio of employees who have voluntarily resigned as key performance indicators. Three basic performance indicators within the scope of diversity goals have been specified: the first is the share of women in senior management in Turkey, the second is the observation of gender balance in recruitment and promotion, and the third is the analysis of those who quit their jobs voluntarily. These indicators are monitored and analyzed monthly and presented

to both Unilever Turkey's Board of Directors and Human Resources Department. The Konya Ice-cream Factory, which was established in 2013, is a women-friendly factory within the scope of supply chain model practices. Thanks to this pilot scheme, the number of women employees in the factory reached 46%. In addition, with the Unilever Responsible Sourcing Audit (URSA), which was established within Unilever's responsible sourcing principle, Unilever directs and motivates its suppliers to implement the best applications in the fields such as employee rights, health and job security, individual rights, protection of the environment, honesty in working life and protection of land tenures. Unilever Turkey controls and inspects its suppliers in terms of key issues such as rights for pregnant employees, working hours, wage conditions, health and security conditions, harassment and malpractice applications and discrimination toward women's empowerment within the standards of URSA.

VODAFONE TURKEY

Considering women's participation in the workforce and equality of opportunities as key pillars of its corporate culture respecting diversity and inclusion, Vodafone Turkey operates its Women First program to address the communication needs of women and promote their equal participation in the economy and access to entrepreneurial resources. The company's Women First approach is internally translated into a participative management mindset allowing female and male employees to enjoy equal benefits.

So far, more than 700,000 women have benefitted from Vodafone Women First, an unprecedented program bringing together a wide variety of products, projects and services designed for women. At the same time, the Women First in Entrepreneurship program, which was launched in April 2015 in partnership with the Turkish Education Ministry and the Turkish Informatics Foundation to promote women's entrepreneurship capabilities through a number of training programs, offers an easy way to market women's hand-made products through the use of mobile communication and internet technologies at oncekadin.gov.tr. The project aims to reach a target audience of 20,000 women in 20 cities. The "First6Years" application, developed in partnership with Mother & Child Education Foundation (AÇEV), has been downloaded 200,000 times so far while more than 163,000 Vodafone subscribers use the information services. The company's "Easy Rescue" application, which is designed to provide emergency assistance to women facing violence, has been downloaded more than 300,000 times since it was launched in March 2014 – revealing how women can benefit greatly from the power of mobile technologies in the process. The application allows women to easily contact law enforcement authorities or people they know when they are at risk of violence.

In 2012, Vodafone Turkey created a Head of Diversity position as part of its effort to promote equal opportunities in social and economic life in line with the company's Diversity and Inclusion (D&I) vision while also creating a Diversity and Inclusion Committee to inculcate D&I in the organizational culture of all business units.

Adopting a participative management mindset enabling access to equal opportunities for female and male employees, Vodafone Turkey is committed to tracking women's representation at all organization levels, setting concrete and measurable targets while maintaining a ratio of women's employees that exceeds the market average. A key performance indicator for the recruitment process is ensuring 50-50 equality when hiring female and male candidates with equal competencies and qualifications applying for the same job opening. Additionally, the "Plus1" initiative encourages the recruitment of women successors for vacant senior and middle management roles in order to promote women's presence at a managerial level. Moreover, women managers at the middle and senior levels are provided with a variety of learning and mentoring programs to support their professional and personal development, while Diversity and Inclusion training is provided to promote a culture of gender equality across the company.

Childcare advice and family counselling and medical advice services are available as part of LEAP, an employee support program launched to support Vodafone Turkey employees in all stages of their lives.

Thanks to the programs promoting Diversity and Inclusion, 42% of Vodafone Turkey current employees are women, which is almost twice as high as the telecommunications industry average of 23.2%. The ratio of women in middle and senior

roles is 30%, while the company also devotes effort to ensuring gender equality in its wider ecosystem. In addition to 15 Women-First Stores managed and staffed only by women, 44% of 8,000 people employed in 1,300 Vodafone Shops across Turkey are women.

All these efforts and initiatives undertaken by Vodafone Turkey were recognized with an Equal Opportunities Model Certificate as well as a Special Diversity Award granted by the Great Place to Work Institute in 2014.

Finally, the Vodafone Group has also been using the power of communication technologies to support the HeForShe solidarity movement calling on everyone to take action and become an advocate of gender equality. The company is also one of 10 companies in the movement's "Impact 10x10x10" program.

YEŞİM TEXTILE

According to the Labor and Social Security Ministry's "Regulation on Conditions of Work of Pregnant Women and Women Who Breastfeed at Work or at a Nursery," which came into effect in 2004, companies with over 150 women workers are required to establish a daycare center. Yeşim Textile has gone beyond this requirement and presented Yeşim Kindergarten as a service to increase work efficiency and advance women's employment. Yeşim Kindergarten provides care and education services for children ages 0 to 6 for its 1,700 blue-collar and 600 white-collar employees. Some 250 children of both women and men employees benefit from Yeşim Kindergarten. Opened in 1988, the kindergarten has been expanding in terms of physical infrastructure and services over the years. The kindergarten used to be open between 8:30 and 18:30, but, after a shift system was introduced, it started to serve six days a week between 7:00 and 23:00. The kindergarten was moved to a 3,000-square-meter area in 1998, and, in 2007, a playground area was added upon parents' request. In collaboration with NGOs such as the Mother Child Education Foundation (AÇEV) and The Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats (TEMA), Yeşim Kindergarten has supported the training of teachers and parents since 2007. In 2010, it started conducting surveys to collect feedback from employee parents and providing chess, drama, folk dance and English courses. The company's kindergarten services have been proven to raise work efficiency and loyalty to companies in the textile sector, a majority of whose workers are women.

BASIC CONCEPTS

Affirmative/Positive discrimination/ Affirmative action⁴¹/Reverse Discrimination⁴²/ Preferential treatment

Positive discrimination includes the policies, strategies, methods and practices favoring members of disadvantaged groups in society. In addition to women, the disabled, religious, racial and ethnic minorities can also benefit from positive discrimination. Positive discrimination practices include favoring groups suffering from discrimination in work and educational life.⁴³ Positive discrimination is considered a temporary solution or measure that will cease being a necessity when the negative discrimination causing inequality in opportunity ends. In that sense, positive discrimination aims to eliminate the suffering caused by discrimination, which is the real target.

Direct (pure) vs. Indirect discrimination:⁴⁴

Direct discrimination is defined as treating someone less favorably than another person in legal, political or other terms because of a projected characteristic they possess. In the ILO's Convention concerning Discrimination in Respect of Employment and Occupation, these characteristics are listed as race, color, sex, religion, political opinion, national extraction or social origin and disability.⁴⁵

Indirect discrimination refers to seemingly objective practices which, in fact, systematically disadvantage certain groups. Places that can only be accessed by stairs are an example of indirect discrimination; although a lack of proper facilities is not tantamount to a direct ban on people with disabilities, it restricts them from accessing certain buildings and areas. Thus, these two kinds of discrimination must be handled together in overcoming discrimination.

Women's employment rate⁴⁶

The ratio of employed women to working-age women population.⁴⁷

Gender-based discrimination⁴⁸/Built-in gender bias⁴⁹

Such discrimination includes prejudices or discrimination resulting from acts targeting one's gender, such as sexual harassment, sexual exploitation, mobbing, discrimination, violence, bullying, domestic violence and dating violence. Ultimately, it includes any action that is the result of unfavorable or prejudicial views attributed to a person a result of his or her gender.⁵⁰ In some cases, if the person commits these acts unintentionally, they are considered as unconscious prejudices.

Gender blind⁵¹

The concept is used to define the failure of projects, policies and ideologies to recognize that gender is an essential determinant in social, economic and political life. Ignoring gender is not ignoring just a part of the subject, but ignoring an essential part.⁵²

Sex-disaggregated/Gender-specific statistics/data

This concept refers to data collected separately for women and men and allows for the measurement of differences between women and men. It enables the analysis, monitoring and assessment of data regarding the social position of women and men, the different roles ascribed to them and the disadvantages women suffer because of these roles.⁵³

Gender disparity⁵⁴

Gender disparity is the purely descriptive observation of different outcomes between men and women. “Discrimination, biological differences, individual and societal beliefs and attitudes about appropriate gender-specific roles, and the choices of individuals and households based on all these factors all play a role in determining gender disparities.”⁵⁵

Gender mainstreaming⁵⁶

“Gender mainstreaming is a worldwide acknowledged strategy in the promotion of gender equality.” “Mainstreaming requires making gender perspective and importance of gender equality an integral part of policy design, research, legal defense/dialogue, regulations, resource allocation, planning and developing programs and projects.”⁵⁷

Gender equality/parity

The United Nations’ Millennium Development Goals aimed to eliminate gender disparity in primary and secondary education by 2005 and reach gender equality in all levels of education by 2015. While achieving “gender parity” entails the equal participation of girls and boys in all forms of education based on their proportion in the relevant age groups in the population, “gender equality” is defined as ensuring educational equality between boys and girls.⁵⁸

Gender sensitive vs. Gender responsive

The term “gender sensitive” means “taking into account the impact of policies, projects and programs on men, women, boys and girls and trying to mitigate the negative consequences thereof.”⁵⁹ “Gender responsive” includes not only measures, but also policies, projects and programs that aim to eliminate negativities. This term is often used in macroeconomic contexts and with regard to policies and policy design, especially in budgetary debates.

Gender stereotypes⁶⁰

Gender stereotypes refer to the socially constructed meanings based on the characteristics and roles attributed to a person’s sex.⁶¹

Invisible labor of women/unpaid care and domestic labor⁶²

The invisible labor of women refers to unpaid care and domestic labor, often performed on the basis of gender norms and gender relations which “naturalize” women’s role in unpaid labor. Because it is not paid and because the work done is not considered part of the “economy,” it is termed “invisible labor.”⁶³

BASIC CONCEPTS

Labor market participation/labor force participation⁶⁴

While the labor force participation rate is defined as “the ratio of the labor force to the working age population,” the women’s labor force participation rate is the ratio of women in the labor force to the population of working-age women. The labor force is the working-age population that supplies labor for the production of economic goods and services within the reference period, while the labor force is also the sum of the employed and unemployed.”⁶⁵ Labor force participation falls into three categories: Outside the labor force (working hour = 0), part-time labor (working fewer than 35 hours a week), and full-time labor (more than 35 hours a week). Working women usually fall into the part-time labor category. There are three characteristics of women’s involvement in the labor market: First, a skills gap emerges between educated and non-educated women. Second, the family gap or maternity pay penalty draws attention to the correlation between women having children and having a low income. Finally, part-time jobs are considered a “stepping stone” for women to full-time work, but discrimination against women in recruitment prolongs the transition period and, in some cases, hinders its completion.⁶⁶

Patriarchal/Male-dominant system/society/structure

The system in which men are given predominance in society, and the power to control women’s productivity both domestically and in public life, is called the patriarchal system.⁶⁷

Sex – sexual identity – sexual orientation

Sex is the biological identity of a person as male or female. Sexual identity is how a person thinks of and defines himself or herself as a man or woman. Sexual orientation refers to being heterosexual or LGBTI.⁶⁸



SELF-ASSESSMENT

HOW TO UTILIZE THE SELF-ASSESSMENT QUESTIONS

This Self-Assessment Form was prepared by the UN Women Serbia Program Office. The self-assessment section of the guide aims to assist a corporation in determining its level in the implementation of the WEPs. Self-assessment questions can be answered individually or collectively by senior and mid-level managers who are well-informed and experienced in corporate culture, procedures and practices and who are from different departments.

Before answering the questions, consider the following:

- **Sparing time to complete the self-assessment,**
- **Including women in the process,**
- **Including the views of the related stakeholders in your workplace in the process**

will increase the benefit of the self-assessment for your company.

Fully answering the questions may take time, but displaying a realistic attitude and being inclusive by integrating different views in the answers is important for deepening the discussions within the company and contributing to the firm's action plan.

PRINCIPLE 1: ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

1.1 Members of your leadership team agree on the need to strive to ensure gender equality within the corporation. (A legal contract is not a must)

Yes No I don't know

● If your answer is “Yes,” then what has been done so far in this regard? For example, have you developed any policies or conducted any activities to foster gender equality?

Yes No I don't know

● If your answer is “No,” do you think it would be useful for the leadership team to come to an agreement on the issue? If so, what steps must be taken first?

1.2 There are specific aims and targets on gender equality in your strategic plan (and/or business plan, CSR plan, vision or mission, corporate profile).

Yes No I don't know

● If your answer is “Yes,” can you list some of these aims and targets? In which documents can they be found?

● If your answer is “No,” why? Is it because it is not a priority for the management? Does anyone in management embrace the issue? What can you do to change this point of view?

1.3 Does your corporation have “gender profile” data (i.e., the numbers of female and male employees, and the ratio of women in management to men)?

Yes No I don't know

● If your answer is “Yes,” please explain the implications of the “gender profile.”

● If your answer is “No,” would such data be useful for your corporation? Why?



PRINCIPLE 1: ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

1.4 Are increasing the number of women employees, retaining the existing number of women or promoting more women constant issues on the corporation's agenda?

Yes No I don't know

● If your answer is "Yes," who puts these issues onto the agenda?

● If your answer is "No," would it be useful for your corporation to put such issues onto the agenda? Are there any obstacles hindering the gender equality issue from coming to the agenda?

1.5 Do you believe your corporate culture is egalitarian and inclusive?

Yes No I don't know

● If your answer is "Yes," how and through which factors?

● If your answer is "No," why? How might you improve it?

1.6 Does corporate management consider gender equality a criterion in performance evaluations?

Yes No I don't know

● If your answer is "Yes," how and through which factors?

● If your answer is "No," why? How might you improve it?

PRINCIPLE 2: TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION

2.1 Does your corporation implement an equal opportunity policy?

Yes No I don't know

● If your answer is “Yes,” do you think this policy is successfully implemented within the corporation? Does this policy consider women and men separately and state that the corporation is committed to human rights and that there is no gender discrimination and verbal and physical abuse in the workplace?

● If your answer is “No,” does the corporation have high standards in gender equality regardless? If not, why?

2.2 Do you receive regular feedback on your employees' job satisfaction?

Yes No I don't know

● If your answer is “Yes,” how do you do that? What do you learn from the feedback on the experiences of female and male employees?

● If your answer is “No,” would it be useful to receive such feedback? If you decide to do so, which mechanism would your corporation use?

2.3 Do you have evidence on women having different experiences than men in the workplace?

Yes No I don't know

● If your answer is “Yes,” what is this evidence and what does it tell about differences?

● If your answer is “No,” would it be useful to gather data from women and men about any differences? If so, what kind of questions would you ask to gather data?



PRINCIPLE 2: TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION

2.4 Are the wage policies set according to clear and non-discriminatory criteria? Does the corporation adhere to the principle of equal pay for equal work?

Yes No I don't know

- If your answer is “Yes,” which data do you collect to see if these criteria and principles are in place?

- If your answer is “No,” would these criteria and principle be useful to your corporation? What would you need to improve them?

2.5 Do you attach your Equal Opportunity/Gender Equality declaration to job advertisements?

Yes No I don't know

- If your answer is “Yes,” why? What are the main points you put forward in job advertisements in terms of equal opportunity/gender equality?

- If your answer is “No,” would it be useful to attach such a declaration? Why?

2.6 Do you sometimes target women or men particularly in job advertisements?

Yes No I don't know

- If your answer is “Yes,” please explain why and when this occurs.

- If your answer is “No,” would it be useful for your corporation to target women in job advertisements? Why?

PRINCIPLE 2: TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS AND NON-DISCRIMINATION

2.7 Is there a just, clear and planned process guaranteeing equal opportunity for women and men in career development?

Yes No I don't know

● If your answer is “Yes,” does this process make a difference in the number of promoted women and men in the corporation?

● If your answer is “No,” would it be useful to have a planned process? How would you design this process?

2.8 Are there any arrangements on flexible working hours for employees within the corporation? Flexible working arrangements could include starting/ending time, part-time work, a compressed work week (such as 4 days a week) and a transition to retirement policy (reducing working hours for those who will soon qualify for a pension).

Yes No I don't know

● If your answer is “Yes,” please list flexible working options. What kinds of feedback have you received about the success of these policies?

● If your answer is “No,” would your corporation consider implementing one (or some) of these options? Why? Are there any obstacles you need to eliminate to include some (or all) of the flexible working arrangements in your corporation? If so, what are these?

2.9 Do you encourage your women employees to take maternity leave and your male employees to take paternity leave?

Yes No I don't know

● If your answer is “Yes,” do you examine the data on women's/men's use of these leaves?

● If your answer is “No,” would your corporation consider bringing the question of parental leave to the agenda? Are there any obstacles you need to eliminate to include this approach in your corporation? If so, what are these?

PRINCIPLE 3: ENSURE THE HEALTH, SAFETY AND WELL-BEING OF ALL FEMALE AND MALE WORKERS

3.1 Does your corporation have the necessary health and safety policies to protect all employees and maintain the working environment (including zero tolerance on sexual harassment, solutions to the problems of individuals who are mobbing targets and safety instructions on the use of work machines)?

Yes No I don't know

● If your answer is “Yes,” which of these (or other health and safety policies) are present in your corporation? Can you learn if your employees, especially women, approve of these policies?

● If your answer is “No,” would it be useful to implement such policies within the corporation? If so, how could these policies be developed?

3.2 If health and safety policies are in force, which indicators do you use to measure their effect on female and male employees? (For example, if you have the means to measure the sick leaves of women and men separately and you observe that such leaves are concentrated in certain departments, then do you compare the mobbing and harassment complaints in these departments with the data regarding sick leaves?)

Yes No I don't know

● If your answer is “Yes,” are these indicators valid for all existing health and safety policies? Or only valid for some of them? Which ones are these? Do you have any information on women’s and men’s perception of these policies in terms of cost, benefit, acceptance and feasibility?

● If your answer is “No,” would it be useful for the corporation to be informed of certain indicators to measure the effects of health and safety policies on women and men? Why?

PRINCIPLE 3: ENSURE THE HEALTH, SAFETY AND WELL-BEING OF ALL FEMALE AND MALE WORKERS

3.3 Is there a zero-tolerance policy on all types of violence in the workplace, and are all the employees informed about this policy?

Yes No I don't know

● If your answer is “Yes,” how do you receive feedback on the effectiveness of this policy?

● If your answer is “No,” would it be useful for your corporation to have a zero-tolerance policy? How would your corporation monitor adherence to the policy?

3.4 Do you consult employees about safety needs in the workplace? Do you guarantee your employees' safety when they are working somewhere else in the name of the corporation?

Yes No I don't know

● If your answer is “Yes,” how do you do that in your corporation? How do you collect data on the employees' perceptions of safety and protection?

● If your answer is “No,” would it be useful to consult female and male employees about proper protection? If so, what would you ask them?

3.5 Does your workplace have the physical facilities to ensure the health and safety of all employees, such as separate dressing rooms and toilets for women and men and breastfeeding room for women employees?

Yes No I don't know

● If your answer is “Yes,” do you have any policy to improve these conditions? Do you receive any feedback from your employees on this issue?

● If your answer is “No,” are you planning to identify the inadequacies?

PRINCIPLE 4: PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN

4.1 Do you promote the leadership capacities of all your employees? Do you have strategies for promoting leadership that are targeted specifically toward women?

Yes No I don't know

● If your answer is “Yes,” list some of these strategies. Do you think targeting women would contribute to the development of your women employees’ leadership capacity?

● If your answer is “No,” would it be useful for your company to target women in such a fashion? Why?

4.2 Do you collect and analyze the data on the number of women and men having access to training in your corporation?

Yes No I don't know

● If your answer is “Yes,” what conclusions do you draw from these data? For example, is there a gender difference in accessing these opportunities?

● If your answer is “No,” would it be useful for your corporation to begin collecting and analyzing data by gender? Why?

4.3 Do you collect and analyze data on the correlation between women’s and men’s professional development and promotion? For example, do you have information on the number of women and men receiving promotions after access to training?

Yes No I don't know

● If your answer is “Yes,” give examples of the use of these data in planning future professional opportunities for women who have not yet reached their full potential.

● If your answer is “No,” would these data be useful for your corporation? Why?

PRINCIPLE 5: IMPLEMENT ENTERPRISE DEVELOPMENT, SUPPLY CHAIN AND MARKETING PRACTICES THAT EMPOWER WOMEN

5.1 While making decisions on the marketing of your goods and services, do you discuss their possible positive or negative impacts on women and men?

Yes No I don't know

● If your answer is “Yes,” give examples.

● If your answer is “No,” would it be useful for your corporation to consider the negative impacts of marketing practices on women and men? Why?

5.2 Are you aware of the need to consider the separate impacts of your decisions on women and men in your supply chain while making decisions to develop your enterprise?

Yes No I don't know

● If your answer is “Yes,” describe what you have learned about your supply chain by giving some examples.

● If your answer is “No,” would it be useful for your corporation to consider these separate impacts on your supply chain? Why?

5.3 Are you sure that your partners and stakeholders respect your commitments to expand gender equality? For example, do you include them in your efforts for gender equality within a wider context?

Yes No I don't know

● If your answer is “Yes,” give some examples on how and when you did this.

● If your answer is “No,” would it be useful for your corporation to encourage your partners and stakeholders to adopt your commitments to expand gender equality? Why?



PRINCIPLE 6: PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY

6.1 Do you advocate gender equality and women's rights and support community initiatives that would demonstrate your commitment to these issues?

Yes No I don't know

- If your answer is "Yes," list some of these initiatives.

- If your answer is "No," would it be useful for your corporation to support community initiatives on gender equality? Why?

6.2 Do you promote gender equality in all your social interactions?

Yes No I don't know

- If your answer is "Yes," give examples on how you promote gender equality in all your social interactions:

- If your answer is "No," does your corporation have any reason to consider doing this?

6.3 Does your corporation respect and advocate human rights? For example, do you work with community leaders, stakeholders and others to eliminate discrimination and exploitation, create opportunities for women and girls and encourage and honor women leaders?

Yes No I don't know

- If your answer is "Yes," give some examples on how you advocate.

- If your answer is "No," would your corporation consider doing that? Why? What needs to be done to show that your corporation advocates human rights?

PRINCIPLE 7. MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY

7.1 Do you collect data on the progress of your corporation in achieving gender equality?

Yes No I don't know

● If your answer is “Yes,” list the implications of past data on your progress in achieving gender equality today.

● If your answer is “No,” would it be useful for your corporation to collect these data? Why?

7.2 Do you regularly give speeches to women on career development and professional opportunities?

Yes No I don't know

● If your answer is “Yes,” how often do you give such speeches and do you have any information on how participating women benefit from them?

● If your answer is “No,” would it be useful for your company to start organizing such speeches? Why?

7.3 Do you publicly report your activities on gender equality?

Yes No I don't know

● If your answer is “Yes,” list the benefits of public reporting. What kind of information do you include in the reports?

● If your answer is “No,” would public reporting be useful for your company? Why?

REFERENCES

1. Brisbane G20 Summit. (2014). G20 Leaders' Communiqué. http://www.oxfam-mexico.org/wp-content/uploads/2013/01/brisbane_g20_leaders_summit_communique.pdf Last accessed on 11.10.2016.
2. International Monetary Fund (IMF). (2013). Women, Work and the Economy: Macroeconomic Gains from Gender Equity. <https://www.imf.org/external/pubs/ft/sdn/2013/sdn1310.pdf> Last accessed on 11.10.2016.
3. European Union. (2012). Women in economic decision-making in the EU: Progress report A Europe 2020 initiative. http://ec.europa.eu/justice/gender-equality/files/women-on-boards_en.pdf Last accessed on 11.10.2016.
4. Thévenon, O., N., Adema, W., Salvi del Pero, A. (2012). Effects of Reducing Gender Gaps in Education and Labour Force Participation on Economic Growth in the OECD, OECD Social, Employment and Migration Working Papers, No. 138, Paris: OECD Publishing. <http://www.oecd-ilibrary.org/docserver/download/5k8xb722w928.pdf?expires=1476197889&id=id&accname=guest&checksum=82DE06B390D8C7795F50C9928A8E601B> Last accessed on 11.10.2016.
5. İlkaracan İ., Kim K., Kaya T. (2015). Sosyal Bakım Hizmetlerine Kamu Yatırımlarının İstihdam, Toplumsal Cinsiyet Eşitliği ve Yoksulluğa Etkileri: Türkiye Örneği. <http://www.tr.undp.org/content/dam/turkey/docs/povreddoc/rapor-son-türkçe.pdf> Last accessed on 11.10.2016.
6. Aguirre, D., Hoteit, L., Rupp, C., Sabbagh K. (2012). Empowering the Third Billion: Women and the world of work in 2012. Booz and Company. Cited by International Monetary Fund (IMF). (2013). Women, Work and the Economy: Macroeconomic Gains From Gender Equity. <https://www.imf.org/external/pubs/ft/sdn/2013/sdn1310.pdf> Last accessed on 11.10.2016.
7. McKinsey Global Institute. (2015). How advancing women's equality can add \$12 trillion to global growth. <http://www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth> Last accessed on 11.10.2016.
8. McKinsey&Company. (2007). Women Matter. http://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_oct2007_english.ashx Last accessed on 11.10.2016.

9. Catalyst. (2011). The Bottom Line: Corporate Performance and Women's Representation on Boards. http://www.catalyst.org/system/files/The_Bottom_Line_Corporate_Performance_and_Womens_Representation_on_Boards.pdf adresinden erişildi. Cited by: International Finance Corporation (IFC). (2013). Investing in Women's Employment. http://www.skillsforemployment.org/wcmstest4/groups/skills/documents/skpcontent/ddrf/mtix/~edisp/wcmstest4_121248.pdf Last accessed on 11.10.2016.
10. Adler, R.D. (2001). Women in the executive suite correlate to high profits. *Harvard Business Review*.79.3: 30-32.
11. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2015). Progress of the World's Women 2015-2016 Transforming Economies, Realizing Rights. http://progress.unwomen.org/en/2015/pdf/UNW_progressreport.pdf Last accessed on 11.10.2016.
12. Aile ve Sosyal Politikalar Bakanlığı. (2014). Türkiye'de Kadın İşgücü Profili ve İstihdamı Raporu.
13. Silverstein, M., Sayre K. (2009). The Female Economy. *Harvard Business Review*. <https://hbr.org/2009/09/the-female-economy> Last accessed on 11.10.2016.
14. United Nations Statistics. (2009). Household consumption expenditure. <http://unstats.un.org/unsd/snaama/selbasicFast.asp> Last accessed on 11.10.2016.
15. United Nations Development Programme (UNDP). (2015). Human Development Report 2015, Imbalances in paid and unpaid work. <http://hdr.undp.org/sites/default/files/chapter4.pdf> Last accessed on 11.10.2016.
16. The Organisation for Economic Co-operation and Development (OECD). (2016). Employment rate: Women, % of working age population, Q1 2015. <https://data.oecd.org/chart/4qRV> Last accessed on 11.10.2016.
17. OXFAM, TEPAV. (2012). Making economies work for women: Female labour force participation in Turkey.http://www.tepav.org.tr/upload/files/1436539353-9.Making_Economies_Work_for_Women_Female_Labour_Force_Participation_in_Turkey.pdf Last accessed on 11.10.2016.
18. Türkiye İstatistik Kurumu (TÜİK). (2016, Eylül). Labour Force Statistics.

REFERENCES

19. İlkaracan, İ., Kim, K., Kaya, T. (2015). The Impact of Public Investment in Social Care Services on Employment, Gender Equality, and Poverty: The Turkish Case. Research Project Report, Levy Economics Institute of Bard College. http://www.levyinstitute.org/pubs/rpr_8_15.pdf Last accessed on 11.10.2016.
20. İlkaracan, İ., Kim, K., Kaya, T. (2015). The Impact of Public Investment in Social Care Services on Employment, Gender Equality, and Poverty: The Turkish Case, Research Project Report, Levy Economics Institute of Bard College.
21. United Nations Development Programme (UNDP). (2015). Human Development Report 2015, “Imbalances in paid and unpaid work.”. <http://hdr.undp.org/sites/default/files/chapter4.pdf> Last accessed on 11.10.2016.
22. United Nations Development Programme (UNDP). (2015). Human Development Report 2015, Zaman kullanımı konusunda 2006 verileri. http://hdr.undp.org/sites/default/files/2015_human_development_report.pdf Last accessed on 11.10.2016.
23. OECD Family Database. (2015). PF3.2 Enrollment in childcare and pre-school. www.oecd.org/social/family/database Last accessed on 11.10.2016.
24. İlkaracan, İ., Kim, K., Kaya, T. (2015). The Impact of Public Investment in Social Care Services on Employment, Gender Equality, and Poverty: The Turkish Case. Research Project Report, Levy Economics Institute of Bard College.
25. OECD Family database. (2011). PF3.1 Public spending on childcare and early education. www.oecd.org/social/family/database Last accessed on 11.10.2016.
26. İlkaracan, İ., Kim, K., Kaya, T. (2015). The Impact of Public Investment in Social Care Services on Employment, Gender Equality, and Poverty: The Turkish Case. Research Project Report, Levy Economics Institute of Bard College.
27. Türkiye İstatistik Kurumu (TÜİK). (2015). İşgücü İstatistikleri. <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=21567> Last accessed on 11.10.2016.
28. Bahçe, S.A., Memiş, E. (2014). The impact of the economic crisis on joblessness in Turkey, *The Economic and Labour Relations Review*, 25(1), 130-153.
29. Aile ve Sosyal Politikalar Bakanlığı. (2014). Türkiye’de Kadın İşgücü Profili ve İstihdamı Raporu.

30. Özkaplan, N. (2013). Duygusal Emek ve Kadın İşi/Erkek İşi. <http://www.sosyal-istfeministkolektif.org/emegimiz/37-kadin-emegi/459-duygusal-emek-ve-kadin-isierkek-isi.html>. Last accessed on 11.10.2016.
31. Türkiye İstatistik Kurumu (TÜİK). (2014). Toplumsal Cinsiyet Göstergeleri. “Meslek grubuna göre istihdam edilenler: 2012-2014”.
32. Türkiye İstatistik Kurumu (TÜİK). (2014). Toplumsal Cinsiyet Göstergeleri. “Eğitim seviyesine göre öğretmen sayıları ve cinsiyet oranı”.
33. Türkiye İstatistik Kurumu (TÜİK). (2014). Toplumsal Cinsiyet Göstergeleri. “Eğitim seviyesine göre öğretmen sayıları ve cinsiyet oranı”.
34. Türkiye İstatistik Kurumu (TÜİK). (2014). Toplumsal Cinsiyet Göstergeleri. “Cinsiyete göre savcı, hakim sayısı ve cinsiyet oranı”.
35. Türkiye İstatistik Kurumu (TÜİK). (2014). Toplumsal Cinsiyet Göstergeleri. “Cinsiyete göre polis sayıları ve cinsiyet oranı”.
36. Türkiye İstatistik Kurumu (TÜİK). (2014). İşgücü İstatistikleri; Aile ve Sosyal Politikalar Bakanlığı. (2014). Türkiye’de Kadın İşgücü Profili ve İstatistiklerinin Analizi. [http://kadininstatusu.aile.gov.tr/data/542a8e86369dc31550b3ac33/T%C3%BCrkiye'de%20Kad%C4%B1n%20%C4%B0%C5%9Fg%C3%BCc%C3%BC%20Profili%20ve%20%C4%B0statistikleri'nin%20Analizi%20\(Nihai%20Rapor\).pdf](http://kadininstatusu.aile.gov.tr/data/542a8e86369dc31550b3ac33/T%C3%BCrkiye'de%20Kad%C4%B1n%20%C4%B0%C5%9Fg%C3%BCc%C3%BC%20Profili%20ve%20%C4%B0statistikleri'nin%20Analizi%20(Nihai%20Rapor).pdf) Last accessed on 11.10.2016.
37. Aile ve Sosyal Politikalar Bakanlığı. (2014). Türkiye’de Kadın İşgücü Profili ve İstihdamı Raporu.
38. The Organisation for Economic Co-operation and Development (OECD). (2014). Employment Database: Gender wage gap. <http://stats.oecd.org/index.aspx?queryid=54751> Last accessed on 11.10.2016.
39. Aile ve Sosyal Politikalar Bakanlığı. (2014). Türkiye’de Kadın İşgücü Profili ve İstihdamı Raporu.
40. The International Labour Organization (ILO). (2015). Women in business and Management: Gaining Momentum. http://www.ilo.org/wcmsp5/groups/public/--dgreports/--dcomm/--publ/documents/publication/wcms_334882.pdf Last accessed on 11.10.2016.

REFERENCES

41. Kadın Eserleri Kütüphanesi ve Bilgi Merkezi Vakfı. (2009). Türkiye’deki Kadın Thesaurusu, Kadın Konulu Kavramlar Dizini.
42. Kadın Eserleri Kütüphanesi ve Bilgi Merkezi Vakfı. (2009). Türkiye’deki Kadın Thesaurusu, Kadın Konulu Kavramlar Dizini.
43. Akbaş, K., Şen, İ.G. (2013). Türkiye’de Kadına Yönelik Pozitif Ayrımcılık: Kavram, Uygulama ve Toplumsal Algılar, Anadolu Üniversitesi Sosyal Bilimler Dergisi Hukuk Özel Sayısı. <https://earsiv.anadolu.edu.tr/xmlui/bitstream/handle/11421/187/847484.pdf?sequence=1&isAllowed=y> Last accessed on 11.10.2016.
44. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2015). Progress of the World’s Women 2015-2016 Transforming Economies, Realizing Rights.
45. The International Labour Organization (ILO). (1958). Discrimination (Employment and Occupation) Convention, No. 111. http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C111 Last accessed on 11.10.2016.
46. Global Compact Türkiye. (2014). Kadının Güçlenmesi Çalışma Grubu Ön Raporu.
47. Türkiye İstatistik Kurumu (TÜİK). (2011). Hanehalkı İşgücü Araştırması Mikro Veri Seti. http://www.tuik.gov.tr/MicroVeri/Hia_2011/turkce/metaveri/tanim/index.html Last accessed on 11.10.2016.
48. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2015). UN Women Flagship Programming Initiatives, 16 Theories of Change. <http://www2.unwomen.org/~media/headquarters/attachments/sections/executive%20board/2015/2nd%20regular%20session/flagship%20programming%20initiatives%20-%20booklet.pdf?v=1&d=20150929T142446> Last accessed on 11.10.2016.
49. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2015). UN Women Flagship Programming Initiatives, 16 Theories of Change.
50. Santa Clara University. (2015). Gender-Based Discrimination and Sexual Misconduct Policy. <https://www.scu.edu/media/jst/student-life/documents/Gender-BasedDiscriminationandSexualMisconductPolicyPublication.pdf> Last accessed on 11.10.2016.

51. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2015). UN Women Flagship Programming Initiatives, 16 Theories of Change.
52. Christodoulou, J., Zobnina, A. (2009). Glossary of Gender-related Terms. http://www.peacewomen.org/assets/file/AdvocacyEducationTools/genderglossary_migs_aug2005.pdf Last accessed on 11.10.2016.
53. Şener, Ü., Demirdirek, H. (2014). Toplumsal Cinsiyete Duyarlı Veri Çalışması. http://www.tepav.org.tr/upload/files/haber/1395332832-5.TCDV_Toplumsal_Cinsiyete_Duyarli_Veri_Calismasi_Egitimi.pdf Last accessed on 11.10.2016.
54. United Nations Population Fund (UNFPA). (2007). Women's Economic Empowerment: Meeting the Needs of Impoverished Women, Workshop Report.
55. Filmer, D., King, E.M., Pritchett, L. (1997). Gender Disparity in South Asia: Comparison Between and Within Countries. <http://www.worldbank.org/html/prddr/prdhome/projects/gender/sasgdis.pdf> Last accessed on 11.10.2016.
56. Devaux, K. (2014). Toplumsal Cinsiyet Eşitliği Mevzuatının Uygulanmasının İzlenmesi.
57. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). Gender Mainstreaming. <http://www.un.org/womenwatch/osagi/gendermainstreaming.htm> Last accessed on 11.10.2016.
58. Subrahmanian, R. (2003). Gender Equality in Education: Definitions and Measurements, Background Paper For Unesco.
59. United Nations (UN). Gender Terms Explained. http://www.un.org/esa/sustdev/csd/csd15/lc/gender_terms.pdf Last accessed on 11.10.2016.
60. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). (2015). UN Women Flagship Programming Initiatives, 16 Theories of Change.
61. European Parliament. (2013). Gender Stereotyping. <http://epthinktank.eu/2013/02/25/gender-stereotyping/> Last accessed on 11.10.2016.
62. Kadın Eserleri Kütüphanesi ve Bilgi Merkezi Vakfı. (2009). Türkiye'deki Kadın Thesaurusu, Kadın Konulu Kavramlar Dizini.

REFERENCES

63. Acar-Savran, G., Demiryontan, N.T. (2008). Kadının Görünmeyen Emeđi: Mad-deci Bir Feminizm Üzerine. İstanbul: Yordam Kitap.
64. Global Compact Türkiye. (2014). Kadının Güçlenmesi Çalışma Grubu Ön Rapo-ru.
65. Türkiye İstatistik Kurumu (TÜİK). (2011). Hanehalkı İşgücü Araştırması Mikro Veri Seti. http://www.tuik.gov.tr/MicroVeri/Hia_2011/turkce/metaveri/tanim/index.html Last accessed on 11.10.2016.
66. Spain, D., Bianchi, S.M. (1996). Women in the Labor Market, Focus, 20(1). <http://www.irp.wisc.edu/publications/focus/pdfs/foc201.pdf> Last accessed on 11.10.2016.
67. Özçatal, E.Ö. (2011). Ataerkillik, Toplumsal Cinsiyet ve Kadının Çalışma Yaşamı-na Katılımı, Çankırı Karatekin Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 1(1), 21-39. http://iibfdergi.karatekin.edu.tr/Makaleler/1640094542_Atajerkillik,%20Toplumsal%20Cinsiyet%20ve%20Kadının%20Çalışma%20Yaşamına%20Katılımı.pdf Last accessed on 11.10.2016.
68. Kaos GL. (2015). Cinsiyet, Cinsel Yönelim, Cinsel Kimlik, Cinsel Davranış: Tam Rehber. <http://www.kaosgl.com/sayfa.php?id=19957> Last accessed on 11.10.2016.

ROADMAP

By becoming a WEPs signatory, you took the first step to actualize your company's work on gender.

This poster, which is an attachment of the WEPs Implementation Guide, endeavors to be a roadmap for the active implementation, monitoring and measurement of the 7 principles you committed to. There is no "single way" for a company to integrate these principles to its management model. Therefore it is important to note that every company should create and implement its own version. In that sense, you can adopt the steps taken in the examples provided by the guide to your corporation and create your own roadmap. You can get support from expert agencies and institutions, especially UN Women, if deemed necessary.

Are you a WEPs signatory?

YES

NO

You can sign Women's Empowerment Principles!

Established in 2010 by the collaboration of UN Global Compact and UN Women, the WEPs platform provides the private sector with important topics that should be considered to maintain gender equality in the workplace, market and society in general.

Women's Empowerment Principles demand from business leaders to be openly committed to the 7 principles to establish corporate policies that will advance gender equality. By signing the CEO Statement of Support, the leaders declare their intention to integrate and implement Women's Empowerment Principles to everywhere from the board of directors to the society via supply chain.

How to become a signatory?

You can apply online by uploading the statement of support for the 7 WEPs principles signed by your CEO to WEPs web page.

You can download the statement of support from:

[http://www.wepprinciples.org/files/attachments/CEO_Statement_of_Support_Turkish\[1\].pdf](http://www.wepprinciples.org/files/attachments/CEO_Statement_of_Support_Turkish[1].pdf)

WHERE TO START?

WHAT IS IT?

Understanding the 7 principles and their key concepts

Analyze and understand the 7 WEPs principles; their key concepts; implementation of these concepts in your country and in the world; national and international legal framework; economic indicators; benefits of employing women for the corporation.

WHERE ARE WE?

Analyzing the existing situation

Analyze your corporation's existing policies and procedures; decision-making, monitoring-evaluating and feedback mechanisms; women-men employees' statistics. Measure the perception and approach within the corporation, consult your stakeholders.

SELF-ASSESSMENT

Fill the self-assessment form at the end of the guide. You may not answer the questions quickly; but it is important to be realistic and inclusive for the questions to enrich your in-company discussions and contribute to your action plan.

SHARE THE RESULTS WITH THE BOARD OF DIRECTORS

Organize a meeting to analyze the existing situation, share the self-assessment results and bring up the issue to the management's agenda. Make the corporate leaders reach a consensus on the importance of gender equality and take a determined and firm stand on the subject.

SPECIFY YOUR AIMS AND INDICATORS

With the high-level management, specify your aims, the impact of existing policies, programs and implementations on these aims, areas of change and development, and indicators according to your problem areas.

ESTABLISH THE COMMUNICATION PLAN

Specify your corporate messages on the basis of your implementation plan; establish the communication plan for the employees and stakeholders. Make sure that you emphasize gender equality in all communication materials, and corporate leaders draw attention to gender equality by their behaviors.

ESTABLISH THE IMPLEMENTATION PLAN

Establish your own implementation plan on the basis of your aims and indicators, by making use of the roadmaps at the end of each principle in the guide. Consider the implementation of principles as a long-term performance development process and try to design the implementation plans in this respect.

SPECIFY YOUR STAKEHOLDERS

Specify the stakeholders you can cooperate in the implementation, monitoring and evaluation of the principles. Establish mechanisms and principles for managing your relationship with the stakeholders.

MONITORING-EVALUATING AND FEEDBACK MECHANISMS

Create mechanisms to monitor the implementations and activities of the working group, which will enable everyone, including the employees, stakeholders and clients, to provide feedback. Create procedures to evaluate the feedback and monitoring results.

EMBRACE THE ISSUE AND MAKE OTHERS EMBRACE IT

Gender Equality Board/Working Group

Establish a Gender Equality Board/Working Group that considers gender equality, and in which everyone in your corporation is represented equally.

Make sure to be transparent and accountable in the appointment of the Board/Group members. Make the high-level management lead the Board/Group.

Sub-working groups

Establish sub-working groups under Gender Equality Board/Working Group, which will facilitate actualization of the implementation plan, and the implementation of monitoring-evaluating and feedback mechanisms.

Principles

Create policies and procedures that determine the Gender Equality Board's/Working Group's areas of responsibility, job definitions, evaluation processes, and decision-making and reporting mechanisms, and share them with the company employees.

ALLOCATE FINANCIAL SOURCES

Allocate financial sources to put the implementation and communication plans into practice. Make sure that during annual and long-term budget planning, enough resources are allocated for the implementation plan.

WHERE ARE WE?

Conduct regular meetings to monitor-evaluate the implementation plan. Report the regular meetings of working groups, and share these reports with the company's employees.

TELL

Organize monthly/annual events with your employees, suppliers and other stakeholders; share your reports; receive feedback.

ENCOURAGE

As a WEPs signatory, reflect your leadership on gender equality to other corporations; encourage them to be WEPs signatories.