



International  
Labour  
Organization

## ► FOR CONSULTATION

# Moving the needle: Gender equality and decent work in Asia's garment sector Regional Road Map

May 2021

Promoted and supported by the Decent Work in Garment Supply Chains in Asia Project of the International Labour Organization (ILO). The project is funded by the Swedish International Development Cooperation Agency (Sida).

## ► Acronyms and abbreviations

---

ACT	Action, Collaboration, Transformation
ARNEC	Asia Pacific Regional Network for Early Childhood
EPIC	Equal Pay International Coalition
ESCAP	Economic and Social Commission for Asia and the Pacific
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GTF	garment, textile and footwear (sector)
IFC	International Finance Corporation
ILO	International Labour Organization
IOE	International Organisation of Employers
ITUC	International Trade Union Confederation
NGO	non-governmental organization
NORMLEX	Information System on International Labour Standards
OAR	Open Apparel Registry
SAC	Sustainable Apparel Coalition
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
UN	United Nations
WIEGO	Women in Informal Employment: Globalizing and Organizing

## ► Table of contents

---

1. Road Map introduction and overview	Page 4
2. Setting the scene: Challenges and priorities for women in garment sector	Page 5
3. Key messages point the way forward	Page 7
4. Theory of change underpinning the Road Map	Page 9
5. Regional Road Map: Priorities, actions and outcomes	Page 11
 Annex 1: Organizations, campaigns and networks promoting gender equality in the garment sector	 Page 31
Annex 2: Selected resources to support campaigning for change in the garment sector	Page 33
Annex 3: Tools for gender equality in Asia's garment sector	Page 36
Annex 4: Maximizing the impact of leadership development training - lessons and good practices	Page 38
Annex 5: References	Page 39
Annex 6: Recommendations for joint action on gender equality in garment supply chains in Asia	Page 40

## ► Road Map introduction and overview

---

"[T]ransformation will not happen organically or by tentative and disjointed steps."

ILO, *A Quantum Leap for Gender Equality: For a Better Future of Work for All*, 2019.

This Road Map has been produced as part of the [Decent Work in Garment Supply Chains Asia](#) project of the ILO. The project is funded by the Swedish International Development Cooperation Agency (Sida) under its regional strategy for Asia and the Pacific 2016–2021.

The Road Map complements and supports the following ILO paper under the above project: [Moving the Needle: Gender Equality and Decent Work in the Garment Sector in Asia](#). Guided by a theory of change and a set of recommendations and key messages developed by this ILO paper, the Road Map aims to promote increased momentum, cooperation and synergies for gender equality within Asia's garment sector during the period 2021–22. There is an emphasis in this context on strengthening social dialogue and joint stakeholder actions at regional and national levels. A key driver for Road Map progress will be "network power" – that is, diverse organizations contributing to shared priorities and actions through their own resources and connections.

Recognizing that the broader global supply chain context includes cotton and textile production as well as garment manufacturing and retail, the Road Map focuses on the status and advancement of the women who comprise the majority of workers formally employed in the ready-made garment manufacturing sector in Asia.

In line with the above-mentioned project, particular attention is given to initiatives for sector change in four countries: Cambodia, Indonesia, Myanmar and Viet Nam.

Four strategic gender themes underpin the Road Map. These are:

- pay equity;
- discrimination, violence and harassment;
- unpaid care, managing work and family responsibilities (including care support, and maternity and paternity provision); and
- women's voice, leadership and representation in industry decision-making.

Coordination and support for implementation of the Road Map will be provided by the Regional Gender Task Force established by the project. The Task Force will also facilitate advisory and technical support, and assist with access to available resources. Serviced by the ILO Regional Office for Asia and the Pacific based in Bangkok, the Task Force brings together representatives from employers' organizations, workers' organizations and NGOs active in working for gender equality within the sector. For further details on the Task Force, please contact Joni Simpson ([simpson@ilo.org](mailto:simpson@ilo.org)).

A foundation for regionwide communications about the Road Map and associated *Moving the Needle* paper will be the regional virtual platform established under the ILO/Sida project, titled the "Asia Garment Hub". This will be supplemented by regional and national stakeholder communication networks.

## ► Setting the scene: Challenges and priorities for women in garment sector

---

**Sector overview:** Before the COVID-19 pandemic took hold, the combined garment, textiles and footwear industry (GTF) in Asia and the Pacific had an export value of US\$601 billion, representing 60 per cent of the value of the industry globally (ILO 2019b).

In 2019, the region employed an estimated 65 million garment sector workers, including those in both formal and informal employment (ILO and BFC 2020). This accounted for 75 per cent of GTF workers worldwide (ILO and BFC 2020) and a significant proportion of an estimated 453 million jobs related to global supply chains (ILO 2016). Within the region, GTF employment accounted for 3–4 per cent of total employment, compared with an employment share of 1.6 per cent in other regions (ILO 2016).

Regionally, in recent decades, the sector has developed around a model based on low-cost, low-skilled, largely female labour for markets mainly in the United States, Europe and Japan, although China is now emerging as the world's largest market for garments. Globally, it is estimated that 80 per cent of garment sector workers are women. In total, 35 million women work in Asia and the Pacific's GTF sector (ILO, Better Work and Cornell University 2020). In Asia, only in India and Pakistan are a majority of garment sector workers male, although in recent years the proportion of women workers has been growing. The GTF sector furthermore indirectly supports millions of others in families, communities and related businesses far beyond the centres where garment factories are located.

**Balancing positive impacts with decent work deficits:** Considerable debate in recent decades, including among feminist researchers, has focused on the balance in garment export-manufacturing between the positive impacts on the status of women and the decent work deficits found in lower quality formal employment.

- The positive aspects most often highlighted revolve around the opportunities provided for women in situations where there is no social safety net, and where the main alternatives of informal work offer far worse prospects. Formal employment in the GTF sector is associated with improvements in social and financial autonomy (Kabeer 2004), together with access to labour protections and paid benefits (for example maternity leave) that come with formal employment – albeit often with highly variable levels of enforcement. However, for workers to choose their employment freely, to develop their potential to the fullest and to reap the economic rewards they deserve, equality and non-discrimination must be respected (ILO 2019a).
- The well-documented decent work deficits for women workers in the garment sector include: low pay and systemic gender pay gaps (despite increases in minimum wage levels and government commitments to pay equity in recent years); long hours; poor working conditions; systemic discrimination (including on the grounds of pregnancy); a widespread lack of quality, appropriate and affordable childcare facilities to help address the double burden of paid and unpaid work carried by women; violence and harassment, including gender-based violence; limited opportunities for skills development and advancement; and barriers to participation in leadership and decision-making at all levels.

**Millions affected by COVID-19 crisis:** Following the COVID-19 pandemic's disruption of the global economy, which severely affected garment supply chains worldwide, future prospects for women in the sector are currently uncertain. The typical garment sector worker in Asia lost out on at least two to four weeks of work, with only three in five workers being called back to the factory (ILO, Better Work and Cornell University 2020). It is estimated that millions of garment sector jobs were lost due to the disruptions. Millions more may follow in a second wave of job losses as global brands seek further price cuts, reduce orders and delay payments to suppliers (Anner 2020). The pandemic has further intensified gender disparities and dynamics in the sector in Asia (ILO, Better Work and Cornell University 2020). Given their concentration in low-skilled and low-paid jobs, women in the garment sector have been disproportionately affected by job losses due to COVID-19. They have also faced increased responsibilities for unpaid care work in the household, high levels of stress, increased gender-based violence, increased poverty, and higher levels of indebtedness incurred to support families deprived of income. Due to the scarcity of work within the wider economy as a result of the pandemic, women in the sector also face the possibility of formal garment sector jobs being taken up by men.

**Changing technology brings new challenges:** One important consideration in this context is the pandemic's potential acceleration of longer-term impacts on any sector restructuring and technological upgrading, including digitalization and

automation (ILO 2020c). To the extent that such developments occur in the Asia context, a key issue that emerges is the relationship between technological development and potential trends towards workforce defeminization. Indeed, ILO research suggests a relationship between technological advance and defeminization of the garment sector workforce (Kucera and Tejani 2014).

**Women's voice marginalized:** As sector actors look ahead to the pandemic recovery period, stakeholder input in preparing this road map indicated that women's voice and representation are to date largely absent from relevant decision-making and social dialogue processes. This is unsurprising, in light of the already prevalent underrepresentation of women in leadership and decision-making roles within trade unions, employers' organizations, factory management and other sector institutions. Findings of a more general CARE International survey of 30 countries, combined with the organization's on-the-ground experience and evidence base, further indicate that most national committees established to respond to COVID-19 do not have equal female-male representation (CARE 2020). The consequence of such a lack of voice and representation is that the particular priorities and needs of millions of women workers in the garment sector and beyond are not being heard in arenas where decisions are being made that will have a bearing on their lives. This situation links to factors such as the influence of discriminatory social norms that exclude women from decision-making and the time poverty experienced by most women as a result of disproportionate unpaid care burdens.

**Climate change intensifies challenges:** The preceding critical gender challenges in the Asian garment industry will likely be further exacerbated by the anticipated impacts of the accelerating climate crisis. Three interconnected dimensions are highlighted with respect to environmental sustainability and climate change, their intersection with gender, and the future of the garment industry in the post COVID-19 era:

- First, climate change will likely have increasing actual and potential impacts on the industry and its predominantly female workforce. Heat stress, for example, is already taking a toll across the region on the health and welfare of women workers, their families and communities, among other things adding to women's unpaid care burdens (Kjellstrom et al. 2019).
- Second, the industry itself, one of the most polluting on the planet, will have an impact on climate change and the environment as both a major source of global emissions and an important consumer and contaminator of often-fragile water resources.
- Third, the fashion industry's global "fast fashion/throw away culture" exerts unsustainable pressures on the environment, including that of unnecessary waste. Recent studies have found that an increasing proportion of European and North American consumers see the sustainability of the products they buy as an important factor in purchasing decisions (Granskog et al. 2020).<sup>1</sup>

**Diverse initiatives for sector change:** Since the 1970s, the growth of the for-export garment sector in Asia has been accompanied by an increasingly diverse array of initiatives to address the deep-rooted manifestations of gender inequality and the lack of sustainability around which the industry has been structured. At the same time, a number of barriers to change have presented themselves. First and foremost has been the power dynamics of the sector's brand-driven pricing, purchasing and contracting model. The incentives throughout the sector are structured in a way that creates a "race to the bottom". This characterized by low wage levels, thin margins, large "off-the-radar" informal and vulnerable sub-contracted workforces, and generally low levels of awareness among consumers of the real costs of the garments they purchase (high-profile consumer campaigns in Western markets notwithstanding).<sup>2</sup>

The COVID-19 pandemic has likely intensified such dynamics. At the same time, however, it has presented new opportunities within the sector for promoting positive changes in the status of women. At a broader level, this message is highlighted in the global COVID-19 Call to Action in the Garment Industry, which was developed by the International Organisation of Employers (IOE), the International Trade Union Confederation (ITUC) and IndustriALL Global Union, and coordinated by the ILO (ILO 2020a). Alongside other global frameworks relevant to the future of the global garment sector,<sup>3</sup> this agreement provides an additional framework for multi-stakeholder engagement in both mitigating the

<sup>1</sup> Among UK and German consumers, for example.

<sup>2</sup> See Annex 1 below for examples.

<sup>3</sup> For example, the ILO Centenary Declaration for the Future of Work; the ILO Declaration on Social Justice for a Fair Globalization; the ILO Declaration on Fundamental Principles and Rights at Work; the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration); the UN Guiding Principles on Business and Human Rights; the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises; the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment & Footwear Sector; and the United Nations Framework for the Immediate Socio-economic Response to COVID-19.

impacts of the pandemic and – through the establishment, among other things, of sustainable systems of social protection  
– providing the building blocks for a more just and resilient garment industry (ILO 2020b).

## ► Key messages point the way forward

---

Drawing on an analysis of developments in the region, as well as interviews conducted with selected stakeholders, *Moving the Needle: Gender Equality and Decent Work in Asia's Garment Sector* identifies several key messages in support of intensified action and synergies to promote gender equality and women's empowerment within garment sector supply chains in Asia. These fall into seven key "P" themes: possibility (for change), power, participation, partnership, planet, policy and progress.

**Possibility.** As stated in the "Call to Action" (see the recommendations in Annex 6 below), the crisis triggered by the COVID-19 pandemic presents a rare opportunity to promote a transformative agenda that can realize a future of work in the global garment sector that supports sustainable economic, social and environmental development. Gender equality and environmental sustainability must be central in this context, both as key drivers for change and as outcomes in their own right. At the same time, realizing this possibility must also acknowledge the following key messages, each of them critical to effective strategies and actions for change.

**Power:** The pandemic has highlighted the power differentials within the garment sector between brands and suppliers, workers and employers, and women and men. Much commentary in this context has highlighted the ways in which the overall balance of power under the current sector model ultimately favours the international brands and buyers. Meanwhile the suppliers and predominantly female workforce in the sector, their families and their communities carry the major burden of job and income losses. The need to rebalance power dynamics has been highlighted by many stakeholders as essential to ensuring a more sustainable sector that is resilient, equitable and productive - and brings shared prosperity for all. A key driver for such a shift is increasing the voice, representation and leadership of women within companies, employers' and workers' bodies and social dialogue processes in the sector.

**Policy.** An essential cornerstone for transformative change in the garment sector is ensuring that effective, relevant and evidence-based public policy frameworks are in place at the global, regional and national levels. At the national level, these should be underpinned by government commitments to the Sustainable Development Goals (SDGs), international human rights frameworks, international labour standards and international environmental commitments. Relevant policy areas range from labour rights and gender equality to trade agreements, social protection and gender-responsive social infrastructure investments. A lack of systematic, comparable, gender-sensitive and sex-disaggregated sector data presents a major impediment to effective policy development in this context, including with respect to the key thematic areas discussed in *Moving the Needle: Gender Equality and Decent Work in Asia's Garment Sector*.

**Participation.** Critical to transforming the position of women workers across the garment sector in Asia within the new post-COVID-19 "normal" is ensuring that women's voice, representation and leadership lie at the heart of dialogue, policy development and decision-making in future strategies and plans. Priority must be extended to policies and measures that accelerate the movement of qualified women into leadership roles at all levels of the industry. Also vital to transformative change is ensuring intersectionality in policy and practice between gender and other forms of discrimination, including race, disability, indigenous status, ethnicity, migration status, age, family status, HIV status and sexual orientation. Ensuring representation in decision-making of the needs and perspectives of the most marginalized workers in the sector is critical to ensuring that nobody is left behind.

**Partnership.** Several factors stand out as being central to effective partnerships between sector actors for gender equality and women's empowerment. These include shared interests and purpose; inclusion (governments, buyers, suppliers and workers, among others); power sharing; and an orientation to "win-win" outcomes. Gender-inclusive social dialogue and tripartism are proven key vehicles for the development of such partnerships, with collective bargaining at the enterprise and sector levels a key element of such interactions. Critical to "moving the needle" in this context is women engaging collectively, as well as with their male peers, through workers' and employers' organizations, women's organizations and networks, consumer associations, international campaigns and myriad other organizational forms across the sector.

**Planet.** Many women workers already bear the brunt of climate change impacts such as increased workplace temperatures and disruptions due to extreme weather events. For them, the links between gender equality, labour rights, climate change and environmental sustainability are an everyday reality. The COVID-19 pandemic presents an opportunity to leverage such links and synergies to accelerate efforts towards greater environmental sustainability within textile and garment production. Such efforts should be guided by "just transition" principles, and aim to reduce the sector's



environmental footprint by such means as greening production and employment at all levels while also contributing to increased sustainability, resilience, equity and productivity within the sector (ILO 2015).

**Progress.** In the end, action is what counts in “moving the needle” towards more resilient, equitable and productive garment supply chains across the region. Positive change will only come with bold and decisive actions underpinned by clarity of shared vision and policy, inclusive participation and partnership. The International Working Group of the Garment Industry, established under the Call to Action, provides an important reference point in this respect. Even in the midst of the setbacks and challenges imposed by the COVID-19 pandemic, sharing and leveraging existing good practices, experience and lessons across the region will be a key contributor in strengthening the impact of change initiatives and maintaining momentum for systemic change.<sup>4</sup>

---

<sup>4</sup> A forthcoming ILO publication that will accompany this report describes several good practice case studies of working for gender equality and women's empowerment in garment supply chains in Asia.

## ► Theory of change underpinning the Road Map

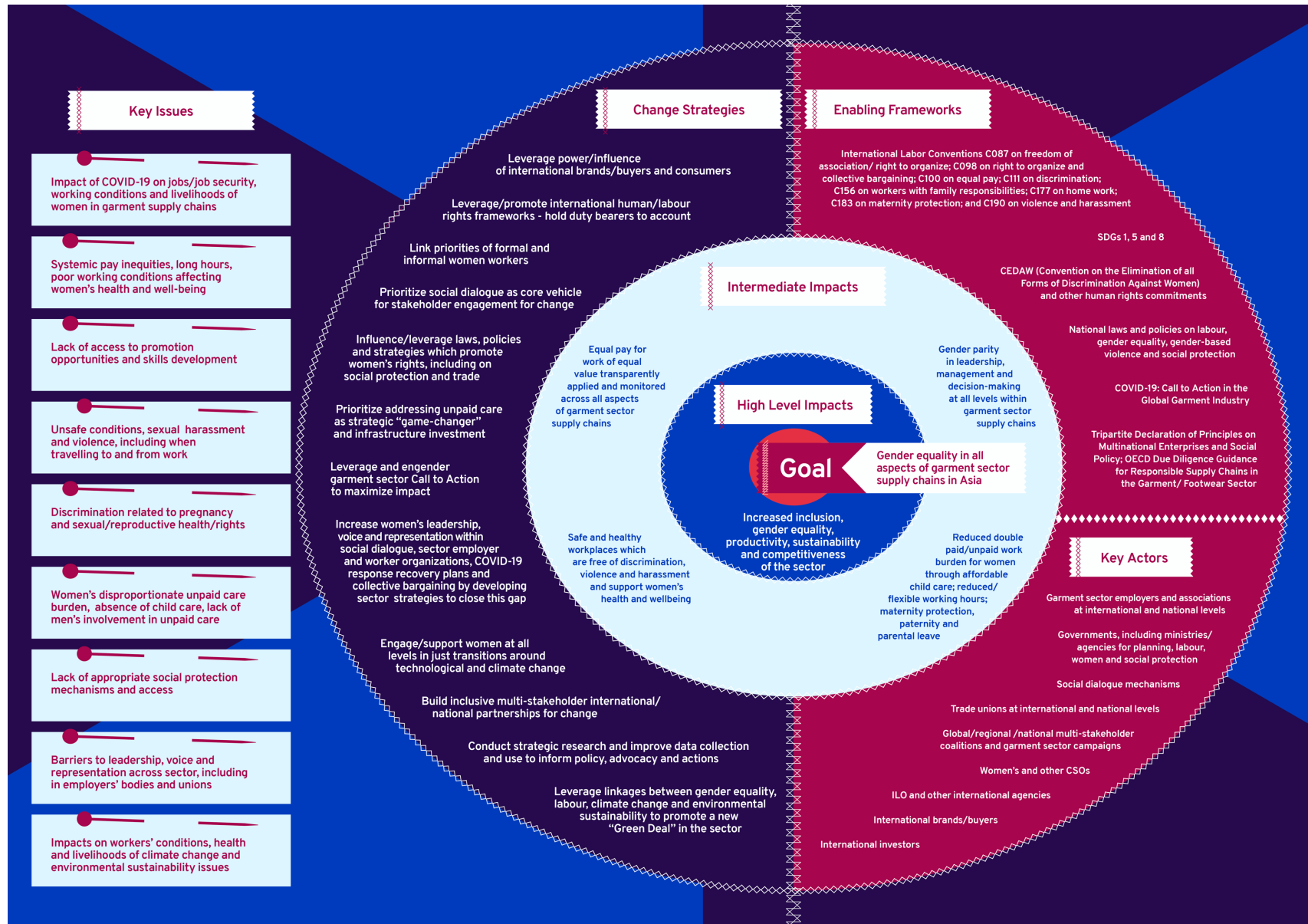
---

The following theory of change diagram was developed by the *Moving the Needle: Gender Equality and Decent Work in Asia's Garment Sector* paper to lay out a set of core strategies, high-level impacts, actors and enabling factors to move gender equality forward within garment sector supply chains in Asia. It aims to provide a framework for partnership and enhanced cooperation among Asian garment sector stakeholders to achieve a sector that is inclusive, productive, sustainable and competitive, with gender equality at its core. Enabling policy frameworks are set out that provide leverage and weight to the change process, while a diverse array of actors are identified who will collaborate and synergize at different levels within the rapidly evolving sector globally and regionally.

Central to the theory of change is the interrelated realization in the sector of pay equity; an end to discrimination, violence and harassment; a rebalancing of responsibilities for unpaid care and support to workers with family responsibilities; and achievement of equal voice, representation and leadership by women at all levels. Each of these critical thematic areas constitutes a game changer element within the theory of change.

Without pay equity in line with the commitments of all governments in the region's garment-producing countries, there is no prospect for genuine equality and recognition of women's value in the sector. Without effective and adequately resourced policies and measures to address the unequal distribution of unpaid care within the household, women will face ongoing barriers to their full and equal participation at all levels of the sector. Without the elimination of gender-based harassment and violence, women will continue to face rights violations and be prevented from engaging fully, freely and equally in the workplace. And without women winning greater voice, representation and leadership, the drive and sustained commitment needed for systemic change across all the above areas is unlikely to be realized.

## Theory of Change



## ► Regional Road Map: Priorities, actions and outcomes

The following table reflects the preceding theory of change, recommendations and key messages. The actions and outcomes set out are designed to be applicable to all garment producing countries in the region, with national priorities and modalities depending on the country context.

**Goal:** Gender equality in all aspects of garment sector supply chains in Asia.

**Part 1:** Developing joint priorities and strategies to apply Regional Road Map

**Part 2:** Intermediate impacts

**Intermediate impact 1:** Equal pay for work of equal value transparently applied and monitored across all aspects of garment sector supply chains.

**Intermediate impact 2:** Gender equality in leadership, management and decision-making at all levels within garment sector supply chains, including development of sector strategies to address this gap.

**Intermediate impact 3:** Safe and healthy workplaces which are free of discrimination, violence and harassment and support women's health and wellbeing, including sexual and reproductive health and rights.

**Intermediate impact 4:** Reduced double paid /unpaid work burden for women through affordable child care services; reduced/flexible working hours; maternity protection, paternity and parental leave in line with international standards.

**Part 3:** Enabling factors in Road Map implementation

**Enabling factor 1:** 'Building back better' by embedding gender equality priorities in COVID-19 response and recovery.

**Enabling factor 2:** Leveraging the intersection between gender equality, environmental sustainability and climate change for systemic change in the sector.

**Enabling factor 3:** Improving and leveraging data to promote gender equality and women's empowerment.

## PART 1:

### Developing joint priorities and strategies to apply Regional Road Map

<i>Regional actions</i>	<i>Country actions</i>	<i>Main outputs</i>	<i>Milestones</i>	<i>Key actors</i>
<p><b>Supported by the Project, with advice from the Gender Task Force</b> <sup>5</sup></p> <p>Support / facilitate national multi-stakeholder dialogues through existing platforms /networks in garment producing countries to identify joint priorities, strategies and plans.</p> <p>Convene at least two multi-stakeholder regional workshops to facilitate cross-country sharing of priorities, plans, experience and lessons,</p>	<ul style="list-style-type: none"> <li>One multi-stakeholder dialogue convened with Project support to identify joint priorities, strategies and plans in the current COVID-19 context.</li> <li>Ongoing joint review and planning meetings as necessary and feasible.</li> <li>Joint priorities to include ensuring that gender equality issues, including women's voice, representation and leadership, are central to COVID-19 response and recovery efforts, including where relevant as part of the global COVID-19 Call to</li> </ul>	<p>National consensus among key sector stakeholders on joint priorities for action in the current COVID-19 context.</p> <p>Follow-up joint activity on agreed priorities.</p> <p>Ongoing review and planning meetings as necessary and feasible.</p> <p>Two regional reports on progress, lessons and good practices produced.</p>	<p>National stakeholder dialogues held in first six months of 2021 in at least the four focus countries of the Project, and joint priorities identified.<sup>7</sup></p> <p>By end of 2021, joint activity initiated in at least the four Project focus countries).</p> <p>On regional workshop held in 2021 and one in 2022 by virtual or direct means depending on COVID-19 pandemic circumstances.</p>	<p>All relevant stakeholders at regional and national levels.</p> <p>To work with, support and complement existing platforms, networks, coalitions, meetings and others relevant events where-ever possible.</p>

<sup>5</sup> The Decent Work in Garment Supply Chains in Asia Project of the International Labour Organization (ILO). The project is funded by the Swedish International Development Cooperation Agency (Sida) Serviced by the ILO Regional Office for Asia and the Pacific based in Bangkok, the Task Force brings together representatives from employers' organizations, worker's organizations and NGOs active in working for gender equality within the sector.

<sup>7</sup> Cambodia, Indonesia, Myanmar and Viet Nam, taking into account local context and priorities

with the Road Map as a key reference.	Action in the identified priority countries in Asia. <sup>6</sup>		One 'good practices' report produced and disseminated in 2021 and one in 2022.	
---------------------------------------	-------------------------------------------------------------------	--	--------------------------------------------------------------------------------	--

## PART 2:

### Intermediate impact 1: Equal pay for work of equal value transparently applied and monitored across all aspects of garment sector supply chains

#### Relevant international labour conventions and recommendation

The Equal Remuneration Convention, 1951 (No. 100)

The Discrimination (Employment and Occupation) Convention, 1958 (No. 111).

ILO Recommendation on Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204)

**SDG Target 8.5:** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

**Overarching regional focus:** (1) *Progressive implementation of C.100 for those countries which have ratified it and (2) enforcement of national legal commitments to pay equity.*

<sup>6</sup> Bangladesh, Cambodia, India, Indonesia, Myanmar and Pakistan.

**Key outputs:**

- Increased attention among sector stakeholders to addressing pay equity issues, including (1) implementation within the garment sector of existing national policies and commitments in this regard and (2) inclusion within social dialogue processes, including collective bargaining.
- Increased number of garment producing countries considering ratification of C.100.

<i>Regional actions</i>	<i>Country actions</i>	<i>Key actors</i>
<p><b>Supported by the Project, with advice from the Gender Task Force:</b></p> <p>Liaise with the Equal Pay International Coalition (EPIC), the International Trade Union Confederation (ITUC), the IndustriaALL international trade union body) and other relevant international entities about current and planned priorities, strategies and plans - and the application of these in Asian garment producing countries.</p> <p>Communicate relevant information to national level counterparts to support local linkages and initiatives.</p>	<ul style="list-style-type: none"> <li>• Monitor and enforce implementation of existing national policies and laws on equal pay for work of equal value, as well as minimum wage levels, in line with international commitments.</li> <li>• Take steps to strengthen existing relevant national policies and laws where necessary in dialogue with employers' and workers' organizations, including ensuring inclusion of informal worker priorities and needs.</li> <li>• Support attention to gender pay equity priorities and needs within national social dialogue initiatives related to decent work.</li> <li>• Strengthen gender equality policies and provisions within labour market governance and labour administration frameworks and institutions, including the capacities of labour inspection systems to monitor and address gender pay gaps and measures to address these.</li> <li>• Prioritize the systematic collection, use and dissemination of data on gender pay gaps and trends, including in major industrial areas such as garment manufacturing, to support policy development, implementation and monitoring.</li> </ul>	<b>Governments</b>
	<ul style="list-style-type: none"> <li>• Promote and support the prioritization and implementation of gender pay equity measures by supplier factories.</li> </ul>	<b>Brands / buyers</b>
	<p><u>At national employer body level:</u></p> <ul style="list-style-type: none"> <li>• Promote and support implementation of national policies and laws on gender pay equity and minimum wage levels.</li> </ul>	<b>Employers/suppliers</b>

	<ul style="list-style-type: none"> <li>• With government and trade unions, monitor, collect, use and disseminate gender disaggregated data on salary/wage levels to support advocacy and collective bargaining around pay equity.</li> </ul> <p><u>At enterprise level:</u></p> <ul style="list-style-type: none"> <li>• Initiate/support negotiation with workers' organizations on inclusion of gender pay equity provisions in collective agreements.</li> <li>• review and adjust salary/wage systems to (1) ensure use of gender-neutral job evaluations to identify 'work of equal value' and (2) collect and monitor gender disaggregated data on pay.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure women's voices, representation and leadership are central to all initiatives and dialogue concerning gender pay equity and minimum wage levels.</li> </ul> <p><u>At national level:</u></p> <ul style="list-style-type: none"> <li>• Advocate for effective national policies and laws on closing the gender pay gaps in line with international commitments.</li> <li>• Prioritize women-intensive sectors for attention in minimum wage level negotiations.</li> <li>• Link and collaborate with international gender pay equity initiatives by EPIC, ITUC, IndustriALL and others. Support application of such initiatives at national level.</li> <li>• With government and employers, monitor, collect, use and disseminate gender disaggregated data on salary/wage levels to support advocacy and collective bargaining around pay equity.</li> </ul> <p><u>At enterprise level:</u></p> <ul style="list-style-type: none"> <li>• In collective bargaining and agreements, prioritize the inclusion of gender pay equity provisions, return to work' provisions for mothers and specific actions to address the 'motherhood-related employment, pay and leadership' gaps.</li> </ul>	<b>Workers' organizations</b>
	<ul style="list-style-type: none"> <li>• As appropriate within organizational mandates, prioritize pay equity in Asia's garment sector as part of advocacy (international and national); national/ local capacity development; and resourcing for local partners.</li> <li>• Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>



## Intermediate impact 2: Gender equality in leadership, management and decision-making at all levels within garment sector supply chains, including development of sector strategies to address this gap

### Relevant international frameworks:

**ILO Centenary Declaration for the Future of Work (2019)** and its associated **ILO centenary Women at Work Initiative**.

**SDG Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

**Beijing Platform for Action (1995), Critical Area of Concern G in "Women in Power and Decision-making":** This platform, which was adopted by the Fourth World Conference on Women in Beijing in 1995, states that, without the active participation of women and the incorporation of women's perspectives at all levels of decision-making, the goals of equality, development and peace cannot be achieved.

**Overarching regional focus:** *Increasing women's voice, representation and leadership in employer's organizations, workers' organizations and social dialogue processes with the garment sector in Asia.*

### Key outputs:

- Increased number of policies, strategies and measures in place (including special temporary measures such as gender quotas), to enhance the participation of women in garment sector leadership and decision-making at all levels, including in COVID-19 response and recovery processes and collective bargaining.
- More effective implementation of existing policies, measures and commitments to increase the number of women in leadership and management roles within the garment sector.
- Increased public profile of women leaders as role models within the garment sector.
- Effective leadership development opportunities available to an increased number of women workers in the garment sector.

*Regional actions*

*Country actions*

*Actors*

<p><b>Supported by the Project, with advice from the Gender Task Force:</b></p> <p>Seek out and link with regional women's leadership development and support initiatives which have potential for influence in Asian garment supply chains (in the trade union context, this includes linking with garment sector and wider women's leadership initiatives of ITUC and IndustriaALL, among others).</p> <p>Support the expansion and consolidation of the women's leadership training initiative under the ILO project ILO project: Decent Work in Garment Supply Chains in Asia.</p> <p>As part of the above, support the (i) development of a regional network of trained women leaders who, as well as being influential leaders in their own sphere, can support, advise and mentor local leadership networks, initiatives and emerging women leaders; and (ii) facilitate/support mutual support opportunities and linkages across the network.</p>	<ul style="list-style-type: none"> <li>Promote and implement existing policies, laws, strategies and plans on promoting women in leadership and management, including in the business sector (e.g. national quota provisions where they exist).</li> <li>Work with employers' organizations, workers' organizations and other civil society actors to promote positive role models of women in leadership and management in the garment sector as well as the economy as a whole.</li> <li>With employers' organizations and workers' organizations, initiate measures to promote women's voice, representation and leadership in social dialogue processes at all levels (from national to enterprise), including collective bargaining.</li> <li>Prioritize the systematic collection, use and dissemination of data on women in leadership and management, including in major industrial areas such as garment manufacturing, to support policy development, implementation and monitoring.</li> </ul>	<b>Governments</b>
	<ul style="list-style-type: none"> <li>Promote and support supplier policies and measures to (1) increase the number of women in leadership, management and supervision roles; and (2) identify and address barriers which constrain women's access to leadership and management roles – e.g. lack of quality and affordable childcare in the workplace or community, violence and harassment, and lack of skills development opportunities.</li> </ul>	<b>Brands / buyers</b>
	<p><u>At national employer body level:</u></p> <ul style="list-style-type: none"> <li>Establish policies and measures to increase the number and participation of women in leadership and management roles within national employer bodies, including through establishing gender quotas or targets and providing leadership development opportunities, mentorship and sponsorship.</li> <li>Prioritize membership from women-intensive sectors, such as garment production.</li> <li>Promote positive role models of women in leadership and management.</li> <li>With trade unions, monitor and gather data on the number of women in leadership, management and supervisory roles across the sector, to support policy development and initiatives to reduce gender gaps.</li> </ul> <p><u>At enterprise level:</u></p> <ul style="list-style-type: none"> <li>Initiate and support and measures to increase the number and participation of women in leadership, management, supervision and workplace committee roles.</li> </ul>	<b>Employers/suppliers</b>

	<ul style="list-style-type: none"> <li>• Initiate and support women's leadership development opportunities, including via mentorship and mutual support networks.</li> <li>• Identify and address barriers which constrain women's access to leadership and management roles – e.g. lack of accessible, quality and affordable childcare, violence and harassment, and lack of skills development opportunities.</li> </ul>	
	<p><u>At national trade union level:</u></p> <ul style="list-style-type: none"> <li>• Increase the number and participation of women in leadership and management roles within national federations, confederations and unions, including through establishing gender quotas and targets and strategies and providing sustained leadership development opportunities, mentorship and sponsorship.</li> <li>• Prioritize membership from women-intensive sectors, such as garment production.</li> <li>• Promote positive role models of women in leadership and management, including in the garment sector.</li> <li>• With government and employers' organization counterparts, initiate measures to promote women's voice, representation and leadership in social dialogue processes at all levels (from national to enterprise), including collective bargaining.</li> <li>• With employers, monitor and gather data on the number of women in leadership, management and supervisory roles across the sector, to support policy development and initiatives to reduce gender gaps.</li> </ul> <p><u>At enterprise level:</u></p> <ul style="list-style-type: none"> <li>• Initiate and support policies and measures to increase the number and participation of women in workplace union leadership roles, collective bargaining processes and workplace committees, as well as in enterprise management and supervision roles.</li> <li>• Initiate and support women's leadership development opportunities, including via mentorship, sponsorship and mutual support networks.</li> <li>• Identify and address barriers which constrain women's access to leadership and management roles – e.g. social norms and attitudes towards women as leaders, the lack of quality, accessible and affordable childcare in the workplace or community, discrimination, violence and harassment, and lack of skills development opportunities.</li> <li>• Prioritize union organizing and membership expansion among informal women workers, linking with informal worker's organizations and CSOs active in the sector.</li> </ul>	<b>Workers' organizations</b>

	<ul style="list-style-type: none"> <li>As appropriate within organizational mandates, prioritize women's voice, representation and leadership in Asia's garment sector as part of advocacy (international and national); national/ local capacity development; and resourcing for local partners.</li> <li>Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>
<b>Intermediate impact 3: Safe and healthy workplaces which are free of discrimination, violence and harassment and support women's health and wellbeing, including sexual and reproductive health and rights</b>		
<p><b>Relevant international labour conventions</b></p> <p>The ILO Discrimination (Employment and Occupation) Convention No. 111</p> <p>The ILO Violence and Harassment Convention C.190</p> <p>The ILO Violence and Harassment Convention, 2019 (No. 190) and Recommendation, 2019 (No. 206)</p> <p><b>SDG Target 5.1:</b> End all forms of discrimination against all women and girls everywhere.</p> <p><b>SDG Target 5.2:</b> Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.</p>		
<b>Regional actions</b>	<b>Country actions</b>	<b>Actors</b>
<b><u>Overarching regional focus:</u> Increased awareness, visibility and application of C.190 on violence and harassment in the Asian garment sector.</b>		
<b>Key outputs:</b>		

<ul style="list-style-type: none"> <li>At least two Asian garment producing countries agree to ratify C.190 by end of 2022. (Note: Fiji, a garment producing country in the Pacific, has ratified Convention No.190).</li> <li>An increased number of garment factories have established enterprise policies, procedures, safe complaints mechanisms, workplace committees, training programmes for managers and supervisors, and rights-based worker awareness programmes to eradicate violence and harassment in the workplace.</li> </ul>		
<p><b>Supported by the Project, with advice from the Gender Task Force:</b></p> <p>Monitor and liaise with regional networks and initiatives addressing violence and harassment in the workplace, including the promotion of C.190 ratification and implementation.</p> <p>Communicate relevant information to national level counterparts to support local linkages and initiatives.</p>	<ul style="list-style-type: none"> <li>Prioritize ratification of C.190 and resourcing of its promotion and application.</li> <li>At the same time, continue to ensure the promotion and application of existing national policies, laws and strategies on gender equality; gender-based violence<sup>8</sup> and harassment, and women's health and wellbeing (including sexual and reproductive health and rights).</li> <li>Prioritize the systematic collection, use and dissemination of data on gender-based violence, including in the workplace, to support policy development, implementation and monitoring.</li> </ul>	<b>Governments</b>
	<ul style="list-style-type: none"> <li>Promote and support supplier policies and measures to (1) eradicate violence and harassment (including gender-based violence).</li> </ul>	<b>Brands / buyers</b>
	<p><u>At national employer body level:</u></p> <ul style="list-style-type: none"> <li>Participate in advocacy efforts for promotion and ratification of C.190. Encourage members to proactively apply C.190 in practice at enterprise level.</li> <li>Ensure members are aware of and apply international commitments and national policies and laws to eradicate violence and harassment (including gender-based violence) in the workplace.</li> <li>With government and trade unions, monitor, collect, use and disseminate gender disaggregated data on violence and harassment (including gender-based violence) in the workplace to support advocacy and collective bargaining on measures to address the issue.</li> </ul> <p><u>At enterprise level:</u></p> <ul style="list-style-type: none"> <li>In cooperation with workers' organizations, establish enterprise policies, procedures, safe complaints mechanisms, workplace committees, training programmes for managers and</li> </ul>	<b>Employers/suppliers</b>

<sup>8</sup> Violence against women was defined in 1993 by the United Nations Declaration on the Elimination of Violence against Women as "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life". The Declaration states that such violence encompasses "sexual harassment and intimidation at work, in educational institutions and elsewhere." (Cruz and Klinger 2011).

	<p>supervisors, and worker awareness programmes to eradicate violence and harassment (including gender-based violence) in the workplace.</p> <ul style="list-style-type: none"> <li>• Ensure policies, measures (including services and facilities) are in place to promote and support women's health and wellbeing.</li> </ul>	
	<p><u>At national trade union level:</u></p> <ul style="list-style-type: none"> <li>• Participate in advocacy efforts for promotion and ratification of C.190. Proactively apply C.190 in practice at enterprise level.</li> <li>• Ensure member unions are aware of and apply international commitments and national policies and laws to eradicate violence and harassment (including gender-based violence) in the workplace.</li> <li>• With government and employers, monitor, collect, use and disseminate gender disaggregated data on violence and harassment (including gender-based violence) in the workplace to support advocacy and collective bargaining on measures to address the issue.</li> </ul> <p><u>At enterprise level:</u></p> <ul style="list-style-type: none"> <li>• In cooperation with employers' organizations, establish enterprise policies, procedures, safe complaints mechanisms, workplace committees, training programmes for managers and supervisors, and worker awareness programmes to eradicate violence and harassment (including gender-based violence) in the workplace.</li> <li>• Ensure that women's voice, representation and leadership are at the centre of all decision-making on policies and measures concerning violence and harassment (including gender-based violence).</li> </ul>	<b>Workers' organizations</b>
	<ul style="list-style-type: none"> <li>• As appropriate within organizational mandates, prioritize (1) the eradication of workplace violence and harassment (including gender-based violence) in Asia's garment sector as part of policy advocacy (international and national); national/ local capacity development; and resourcing for local partners.</li> <li>• Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>

## Intermediate impact 4: Reduced double paid /unpaid work burden for women through affordable quality child care services; reduced/flexible working hours; maternity protection, paternity and parental leave in line with international standards

### Relevant international labour conventions:

Workers with Family Responsibilities Convention, 1981 (No. 156)

Workers with Family Responsibilities Recommendation, 1981 (No. 165)

Maternity Protection Convention, 2000 (No. 183)

Maternity Protection (Revised) Convention, 1952 (No. 103).

Social Security (Minimum Standards) Convention, 1952, (No. 102)

Social Protection Floors Recommendation, 2012 (No. 202).

**SDG Target 5.4:** Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and through the promotion of shared responsibility within the household and the family as nationally appropriate.

<i>Regional actions</i>	<i>Country actions</i>	<i>Key outputs</i>	<i>Actors</i>
-------------------------	------------------------	--------------------	---------------

**Overarching regional focus:** *Increased number of policies and measures in place to:*

*(1) increase the availability of quality and affordable childcare services for garment sector workers;*

*(2) improve, extend and implement maternity protection policies and measures in line with international commitments and standards; and*

***(3) promote work-family balance programmes, including as part of support to return to work after pregnancy or caring for family members.<sup>9</sup>*****Key outputs:**

- Increased availability and use of quality and affordable childcare services for formal and informal garment sector workers in line with international commitments and standards.
- Implementation of national law provisions for maternity protection monitored and enforced in the garment sector.

**Supported by the Project, with advice from the Gender Task Force:**

Monitor and liaise with Women in Informal Employment: Globalizing and Organizing (WIEGO), the International Finance Corporation (IFC), Asia Pacific Regional Network for Early Childhood (ARNEC) and other relevant regional childcare organizations about current and planned priorities, strategies and plans and the application of these in Asian garment producing countries.

Communicate relevant information to national level counterparts to support local linkages and initiatives.

- Improve, develop, implement and enforce policies, laws, strategies and plans on affordable child care services in workplaces and the community; reduced/flexible working hours (including to accommodate family care responsibilities); and maternity protection, paternity and parental leave in line with international standards.
- Support attention to unpaid care and maternity protection priorities and needs within national social dialogue initiatives, including those related to COVID-19 response and recovery.
- With employers' and workers' organizations, promote and support campaigns for men to participate equally in unpaid domestic and care responsibilities.
- Prioritize the systematic collection, use and dissemination of data on unpaid care status, issues and trends, including through time-use surveys as part of labour force surveys, to support policy development, implementation and monitoring (also see 'Enabling Factor 3' below).

- Promote and support (1) the prioritization of quality and affordable childcare provision by supplier factories (whether workplace or community-based) and (2) the implementation by suppliers of maternity protection provisions in line with national laws.

At national employer body level:

**Governments**

**Brands / buyers**

**Employers/suppliers**

<sup>9</sup> The full set of ILO policies and measures with respect to gender equality around unpaid care work is set out under the ILO 5R Framework for Decent Care Work. The 5Rs are: **recognize, reduce and redistribute** unpaid care work; **reward** paid care work, by promoting more and decent work for care workers; and guarantee care workers' **representation**, social dialogue and collective bargaining. The 5R-related policies and measures are guided by international labour standards (ILO 2018a).



	<ul style="list-style-type: none"> <li>• Promote and support employer implementation of national policies, laws, strategies and plans on affordable child care services in workplaces and the community; reduced/flexible working hours; maternity protection, paternity and parental leave in line with international commitments and standards.</li> <li>• Support attention to unpaid care and maternity protection priorities and needs within national social dialogue initiatives, including those related to COVID-19 response and recovery.</li> <li>• In dialogue and cooperation with government and workers' organisations, link and collaborate with regional and national childcare promotion initiatives such as those by IFC in some Asian garment-producing countries. Support application of such initiatives at national level.</li> <li>• With government and workers' organizations, promote and support campaigns for men to participate equally in unpaid domestic and care responsibilities.</li> <li>• With government and trade unions, monitor, collect, use and disseminate gender disaggregated data on issues in the workplace related to unpaid care in order to inform the development and implementation of appropriate policies and response measures.</li> </ul> <p><u>At workplace level:</u></p> <ul style="list-style-type: none"> <li>• In dialogue and cooperation with workers' organisations, ensure that (1) supportive policies are in place to manage work and family responsibilities, including programmes to return to work after care duties, without penalties; and (2) workers have access to quality and affordable community childcare as necessary, including in line with national policies and laws where applicable; and (3) national policies and laws on maternity protection are implemented in line with international standards.</li> <li>• With workers' organizations, promote and support campaigns for men to participate equally in unpaid domestic and care responsibilities.</li> <li>• Initiate/support negotiation with workers' organizations on inclusion of childcare provision and improved maternity protection in collective agreements.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure women's voices, representation and leadership are central to all initiatives and dialogue concerning childcare provision and maternity protection at workplace and national levels.</li> </ul> <p><u>At national level:</u></p>	<p><b>Workers' organizations</b></p>

	<ul style="list-style-type: none"> <li>• Advocate for effective national policies and laws on quality and affordable childcare and maternity protection in line with international labour standards, including the strengthening of existing policies and laws where necessary.</li> <li>• Support attention to unpaid care and maternity protection priorities and needs within national social dialogue initiatives, including those related to COVID-19 response and recovery.</li> <li>• With employers' organizations, promote and support campaigns for men to participate equally in unpaid domestic and care responsibilities.</li> <li>• Link and collaborate with regional childcare initiatives by IFC, WIEGO, ARNEC and others. Support application of such initiatives at national level.</li> <li>• With government and employers, monitor, collect, use and disseminate gender disaggregated data on issues in the workplace related to unpaid care in order to inform the development and implementation of appropriate policies and response measures.</li> </ul> <p><u>At workplace level:</u></p> <ul style="list-style-type: none"> <li>• In dialogue and cooperation with employers, ensure that (1) supportive policies are in place to manage work and family responsibilities, including programmes to return to work after care duties, without penalties; and (2) workers have access to quality and affordable community childcare as necessary, including in line with national policies and laws where applicable; and (3) national policies and laws on maternity protection are implemented in line with international standards.</li> <li>• With employers, promote and support workplace-based campaigns for men to participate equally in unpaid domestic and care responsibilities.</li> <li>• Initiate/support negotiation with employers on inclusion of childcare provision and improved maternity protection in collective agreements.</li> </ul>	
	<ul style="list-style-type: none"> <li>• As appropriate within organizational mandates, prioritize the availability of quality and affordable childcare, maternity protection and other family-friendly measures in Asia's garment sector as part of policy advocacy (international and national); national/ local capacity development; and resourcing for local partners.</li> <li>• Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>

## PART 3:

### Enabling factor 1: 'Building back better' by embedding gender equality priorities in COVID-19 response and recovery

#### Relevant international frameworks:

A number of relevant frameworks exist to underpin actions to ensure gender equality considerations are at the centre of the COVID-19 response.<sup>10</sup> Added to these is the global COVID-19 Call to Action in the Garment Industry (see earlier reference). This prioritises joint actions by government, employers' organizations and workers' organizations in the following Asian countries: Bangladesh, Cambodia, India, Indonesia, Myanmar, and Pakistan.

<i>Regional actions</i>	<i>Country actions</i>	<i>Key outputs</i>	<i>Actors</i>
-------------------------	------------------------	--------------------	---------------

***Overarching regional focus: Ensuring increased women's voice, representation and leadership within COVID-19 pandemic response and recovery efforts, planning and social dialogue - including within the implementation of the global COVID-19 Call to Action in the globally prioritized countries in Asia.***

#### Key outputs:

- COVID-19 pandemic response and recovery plans and initiatives within the garment sector (or affecting the garment sector) prioritize issues of particular concern to women workers.
- Longer term policies and measures to strengthen national social protection systems recognize and address specific issues relevant to women in garment sector formal and informal employment.

<sup>10</sup> For example, the ILO Centenary Declaration for the Future of Work; the ILO Declaration on Social Justice for a Fair Globalization; the ILO Declaration on Fundamental Principles and Rights at Work; the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration); the UN Guiding Principles on Business and Human Rights; the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises; the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment & Footwear Sector; and the United Nations Framework for the Immediate Socio-economic Response to COVID-19.

<b>Supported by the Project, with advice from the Gender Task Force:</b>	Taking account of the Call to Action and other relevant international frameworks and commitments, work with employers' organizations and workers' organizations to ensure that:	<b>Governments</b>
Monitor and liaise with national COVID-19 response and recovery processes from a women's voice, representation and leadership perspective, particularly where such efforts incorporate elements linked to tripartite actions under the Global Call to Action.	<ul style="list-style-type: none"> <li>gender equality issues and increased women's voice, representation and leadership are evident in national COVID-19 response and recovery initiatives, including with respect to the particular challenges facing informal and formal women workers in the garment sector</li> <li>policies and measures to strengthen and extend social protection (as per the Call to Action) for women and men informal and formal workers are a core focus for the COVID-19 period and beyond.</li> </ul>	
Communicate relevant information to national level counterparts to support local linkages and initiatives.	<ul style="list-style-type: none"> <li>Where applicable, meet outstanding payment obligations to suppliers for cancelled, delayed or already produced orders.</li> <li>Work with suppliers to negotiate ongoing arrangements which put the priorities and needs of the predominantly female sector workforce at the centre.</li> </ul>	<b>Brands / buyers</b>
	Work together with governments and workers' organizations as appropriate at national and enterprise levels to: <ul style="list-style-type: none"> <li>put gender equality issues to the fore in negotiations with brands and buyers</li> <li>ensure measures are in place and implemented to address increased violence, harassment and unpaid care burdens carried by women workers</li> <li>ensure women's voice, representation and leadership are at the centre of all initiatives and dialogue to respond to and promote recovery from the COVID-19 pandemic.</li> </ul>	<b>Employers/suppliers</b>
	Work together with governments and employers' organizations as appropriate at national and enterprise levels to: <ul style="list-style-type: none"> <li>put gender equality issues to the fore In negotiations with brands and buyers</li> <li>ensure measures are in place and implemented to address increased violence, harassment and unpaid care burdens carried by women workers</li> </ul>	<b>Workers' organizations</b>

	<ul style="list-style-type: none"> <li>ensure women's voice, representation and leadership are at the centre of all initiatives and dialogue to respond to and promote recovery from the COVID-19 pandemic, including through collective bargaining at enterprise level.</li> </ul>	
	<ul style="list-style-type: none"> <li>As appropriate within organizational mandates, prioritize the needs of women garment workers within the national COVID-19 response and recovery as part of advocacy (international and national), capacity development and resourcing for local partners.</li> <li>Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>

## Enabling factor 2: Leveraging the intersection between gender equality, environmental sustainability and climate change for systemic change in the garment sector

### Relevant international frameworks:

**Enhanced Lima Work Programme on Gender (LWPG) and Gender Action Plan (GAP):** Adopted at the UN Climate Conference, COP 25, Madrid, December 2019.

**Solidarity and Just Transition Declaration:** Adopted at the 24th Conference of the Parties (COP24) to the United Nations Framework Convention on Climate Change (UNFCCC) in Katowice, Poland, December 2018.

**International Labour Conference (ILC) resolution and conclusions** promoting decent work, sustainable development and green jobs in response to climate change, adopted at 102nd ILC Session, 2013.

**ILO Guidelines for a Just Transition:** Adopted at 102nd International Labour Conference, 2013.

**Fashion Industry Charter for Climate Action:** Adopted in 2018 by fashion stakeholders under the auspices of UN Climate Change, with the aim of achieving net-zero emissions by 2050.

**UN Alliance for sustainable fashion:** Supports coordination between UN bodies working in fashion and promotes projects and policies to ensure fashion value chains contribute to the achievement of the SDGs.

<i>Regional actions</i>	<i>Country actions</i>	<i>Key outputs</i>	<i>Actors</i>
<p><b><u>Overarching regional focus:</u></b></p> <p><i>Increased actions by Asian garment sector stakeholders to integrate gender equality, environmental sustainability and climate change resilience within garment sector policy and planning initiatives.</i></p> <p><i>Key issues in this context include the negative environmental impacts of the garment industry and its contributions to climate change; the unsustainable nature of many garment sector products; heat stress in garment factories due to rising temperatures; and disruption to production and jobs due to extreme weather events.</i></p>			
<p><b>Key output:</b></p> <ul style="list-style-type: none"> <li>Increased number of gender-responsive policies, strategies, plans and investments to promote green jobs, green skills and the greening of garment production.</li> </ul>			
<p><b>Supported by the Project, with advice from the Gender Task Force:</b></p> <p>Monitor and liaise with relevant intergovernmental, CSO, research and other bodies on current and emerging data, analysis, commitments and initiatives related to the intersection of gender equality, environmental sustainability and climate change.</p>	<ul style="list-style-type: none"> <li>In line with international commitments on gender equality, environmental sustainability and climate change, develop and promote gender-responsive policies, strategies, plans and investments to promote green jobs, green skills and the greening of production in women intensive industries such as garment production.</li> </ul>		<b>Governments</b>
	<p>In supplier factories, promote and support:</p> <ul style="list-style-type: none"> <li>The application of environmental sustainability tools such as the Higg Index.</li> <li>Policy and practical steps where relevant to integrate gender equality and environmental sustainability/climate change policies (e.g. in the context of issues such as greening production, heat stress and climate change resilience).</li> <li>Gender-responsive technical innovation/ upgrading as part of greening garment production.</li> </ul>		<b>Brands / buyers</b>

Communicate relevant information to national level counterparts to support local linkages and initiatives.	<ul style="list-style-type: none"> <li>• Work with governments, worker's organizations, investors and brands/ buyers to develop and implement gender-responsive policies, strategies, plans and investments to promote green jobs, green skills and the greening of production, and support a Just Transition by ensuring women have equal access to skills upgrading relevant to technological innovations within the sector.</li> <li>• Ensure that (1) women's voice, representation and leadership and (2) the ILO's Just Transition Guidelines are at the centre of relevant decision-making.</li> </ul>	<b>Employers/suppliers</b>
	<ul style="list-style-type: none"> <li>• Work with governments, employers' organizations and individual and employers to develop and implement gender-responsive policies, strategies, plans and investments to promote green jobs, green skills and the greening of production, and support a Just Transition by ensuring women have equal access to skills upgrading relevant to technological innovations within the sector.</li> <li>• Ensure that (1) women's voice, representation and leadership and (2) the ILO's Just Transition Guidelines are at the centre of relevant decision-making.</li> <li>• In collective bargaining, prioritize gender-responsive measures to address issues such as greening of production, climate change-induced heat stress and the impacts of extreme weather events.</li> </ul>	<b>Workers' organizations</b>
	<ul style="list-style-type: none"> <li>• As appropriate within organizational mandates, prioritize the gender-responsive greening of Asia's garment sector within policy advocacy (international and national); national/ local capacity development; and resourcing for local partners.</li> <li>• Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>
<b>Enabling factor 3: Improving and leveraging data to promote gender equality and women's empowerment</b>		
<b>Relevant international frameworks:</b>		

**SDG target 17.18:** By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

**Asia-Pacific Declaration on Advancing Gender Equality and Women's Empowerment: Beijing+25 Review:** Calls on the region's governments to strengthen gender-responsive national statistical systems and data collection, analysis and use, United Nations Economic and Social Commission for Asia and the Pacific (ESCAP, 2020).

<i>Regional actions</i>	<i>Country actions</i>	<i>Actors</i>
<p><b><u>Overarching regional focus:</u> <i>Develop a multi-stakeholder approach to:</i></b></p> <p><b><i>(1) map key data gaps in Asia's garment sector, and</i></b></p> <p><b><i>(2) strengthen and support governmental, private sector, trade union and other relevant statistical capacities and outputs to address these gaps.</i></b></p>		
<p><b>Key outputs:</b></p> <ul style="list-style-type: none"> <li>Increased availability of up-to-date, comparable, sex-disaggregated and gender-sensitive data on key issues and trends within the garment sector in Asia.</li> <li>National government and other stakeholder policies, measures and social dialogue processes to enhance gender equality and women's empowerment within Asia's garment sector are increasingly evidence-based.</li> </ul>		
<p><b>Supported by the Project, with advice from the Gender Task Force:</b></p> <p>Monitor and liaise with the statistical units of the ILO, ESCAP, UN Women and other relevant organizations to advocate for the</p>	<p>In line with international commitments, take steps with international partner support to:</p> <ul style="list-style-type: none"> <li>conduct regular labour force surveys to help shed light on formal and informal work in the garment sector</li> <li>initiate more regular time-use surveys as part of labour force surveys to gather data on the gender dynamics of unpaid work</li> <li>improve official collection, analysis and availability of data on trends, issues and policy options related to pay equity; discrimination, violence and harassment; and women's voice, leadership and representation in sector decision-making, including in the garment sector</li> </ul>	<p><b>Governments</b></p>



<p>region's garment sector supply chains to be visible within the regional gender statistics agenda.</p> <p>Initiate/facilitate steps to (1) map key garment sector gender data gaps and sources and (2) propose ways forward to strengthen and support relevant governmental, private sector, trade union and CSO gender statistics capacities and activities.</p>	<ul style="list-style-type: none"> <li>include intersectionality disaggregation as part of data collection and analysis to ensure all aspects of disadvantage are captured and reflected in policy and programme development.</li> </ul>	
	<ul style="list-style-type: none"> <li>Support suppliers to contribute to national and sector efforts to improve data availability on gender-related issues and trends in the sector.</li> </ul>	<b>Brands / buyers</b>
	<ul style="list-style-type: none"> <li>Contribute to initiatives to improve gender-related sector data and use in policy development, planning and negotiations to improve gender equality in the workplace.</li> </ul>	<b>Employers/suppliers</b>
	<ul style="list-style-type: none"> <li>Contribute to initiatives to improve gender-related sector data and use in policy development, planning, negotiations and campaigning to improve gender equality in the workplace.</li> </ul>	<b>Workers' organizations</b>
	<ul style="list-style-type: none"> <li>As appropriate within organizational mandates, prioritize the gathering, dissemination and use of gender-related garment sector data to monitor key trends and inform sector policy development, advocacy and programmes at individual organization and multi-stakeholder levels.</li> <li>Link with and support joint stakeholder initiatives in this and other related priority areas under this Road Map.</li> </ul>	<b>International organizations and campaigns</b>

## ► Annex 1: Organizations, campaigns and networks promoting gender equality in the garment sector

---

A diverse array of international initiatives are acting to “move the needle” towards greater gender equality within garment supply chains in Asia and globally. The following list highlights several but by no means all of these:

**ACT (Action, Collaboration, Transformation).** ACT is an agreement between global corporations and the IndustriALL Global Union. It aims to implement industry-level national collective bargaining agreements in an effort to secure a wage that companies will take into account in their purchasing practices. **Website:** <https://actonlivingwages.com/>

**Asia Wage Floor Alliance (AFWA).** An international alliance of trade unions and labour rights activists working together to demand garment workers are paid a living wage. It began in 2005, when trade unions and labour rights activists from across Asia came together to agree a strategy for improving the lives of garment workers. **Website:** <https://archive.cleanclothes.org/livingwage/afw/about>

**Business for Social responsibility (BSR).** A global non-profit organization that works with its network of over 250 member companies and other partners to build a just and sustainable world. BSR's HERproject aims to empower low-income women working in global supply chains, including the garment sector in Asia. HERproject brings together global brands, suppliers, and local NGOs via workplace-based interventions on women's health, financial inclusion and gender equality. **Website:** <https://www.bsr.org/en/>

**CARE International.** CARE's Made by Women strategy seeks to ensure women in the garment industry have access to decent jobs, are free from violence and harassment and can give voice to their rights at work. Women's leadership in the sector and putting a stop to sexual harassment and gender-based violence are particular priorities in garment factories in several Asian countries. **Website:** <https://www.care-international.org/>

**Clean Clothes Campaign (CCC).** Since 1989, this global network of more than 230 unions and NGOs has been dedicated to improving working conditions and empowering workers in the global garment and sportswear industries. CCC educates and mobilizes consumers, lobbies companies and governments, and offers direct solidarity support to workers as they fight for their rights and demand better working conditions. **Website:** <https://cleanclothes.org/>

**Fair Wear Foundation (FWF).** Focuses on garment production, specifically sewing, cutting and trimming processes (the most labour intensive parts of the supply chain). FWF works with more than 140 member brands, and engages directly with factories, trade unions, NGOs and governments to improve working conditions and make fashion fair for everyone. **Website:** <https://www.fairwear.org/>

**Ethical Trading Initiative (ETI).** A multisector tripartite alliance of companies, unions and NGOs that promotes ethical trade. This is accomplished through defining and promoting best practice, providing practical training, resources and tools, supporting worker initiatives, developing strategic alliances and influencing key sector players. **Website:** <https://www.ethicaltrade.org/>

**Gesellschaft für Internationale Zusammenarbeit (GIZ):** Promotes women's leadership, awareness of rights and improved conditions within garment factories in selected Asia countries through initiatives such as its Women's Café's and FABRIC (Promoting sustainability in the textile and garment industry in Asia) programmes. **Website:** <https://www.giz.de/en/worldwide/34136.html>

**Global Deal:** Initiated by Sweden and now hosted by the OECD, the Global Deal for Decent Work and Inclusive Growth is an initiative for social dialogue and better conditions in the global labour market. The initiative aims to promote better wages, better working conditions, increased gender equality and more equality for workers around the world. The Global Deal encompasses over 100 actors globally, including governments, companies and organisations. **Website:** <https://www.theglobaldeal.com/about/>

**ILO/IFC Better Work Programme.** Better Work brings together governments, brands, factory owners, unions and workers in garment producing countries. Through such means as factory assessments, public disclosure and capacity building, Better Work improves working conditions, implementation of ILO Conventions, compliance with national laws, and industry competitiveness. **Website:** <https://betterwork.org/>

**International Finance Corporation (IFC) Childcare Programme:** Promotes access to good quality, affordable childcare, including in selected Asian countries. Since 2017, IFC has published a series of global, regional and national reports making the business case for employer-supported childcare and outlining best practices. IFC's Global Tackling Childcare Advisory program works with companies to aid the implementation of family-friendly workplace policies. **Website:** <https://www.ifc.org>

**Oxfam:** Oxfam is engaged within the garment sector in Asia as part of its gender justice and women's rights focus. Oxfam supports women in their fight to have equal opportunities to secure jobs and fair pay as men; the participation of women in leadership and decision-making at all levels; and efforts to stop violence against women by changing laws and challenging culturally accepted practices that treat women as second-class citizens. **Website:** <https://www.oxfam.org/en/tags/garment-industry>

**The STAR Network (Sustainable Textile of the Asian Region):** The first inter-Asian network of producer associations, the STAR Network was initiated by GIZ's FABRIC project, which is promoting sustainability in the textile and garment industry in Asia. The network brings together representatives of the producing associations from Bangladesh, Cambodia, China, Myanmar, Pakistan and Vietnam. The network's members all meet regularly and have undertaken work together in order to promote sustainable production. **Website:** <http://www.asiatex.org/en/about/184.html>

**Sustainable Apparel Coalition (SAC).** Brings together more than 250 brands and vendors globally to collaborate in the promotion of improved sustainability in the GTF industry. A core focus of SAC collaboration is the promotion, support and use of the Higg Index, a set of tools that standardizes value chain sustainability measurement for all industry participants. **Website:** <https://apparelcoalition.org/>

**Women in Informal Employment: Globalizing and Organizing (WIEGO).** A global research - policy network focused on improving conditions for workers in the informal economy. WIEGO's members include membership-based organizations of workers in the informal economy, researchers and development professionals. **Website:** <https://www.wiego.org/>

## ► Annex 2: Selected resources to support campaigning for change in the garment sector

---

ESCAP (United Nations Economic and Social Commission for Asia and the Pacific). 2019. *Pathways to Influence: Promoting the Role of Women's Transformative Leadership to Achieve the SDGs in Asia and the Pacific*.

ESCAP and ILO. 2020. *The Protection We Want: Social Outlook for Asia and the Pacific*.

IFC (International Finance Corporation). 2019. *Tackling Childcare: The Business Case for Employer-Supported Childcare in Myanmar*.

———. 2020. *Tackling Childcare: The Business Case for Employer-Supported Childcare in Vietnam*.

———. 2020. *Tackling Childcare: Employer-Supported Childcare in Cambodia*.

ILO. 2015. *Guidelines for a Just Transition towards Environmentally Sustainable Economies and Societies for All*.

———. 2015. *Maternity, Paternity at Work: Baby Steps Towards Achieving Big Results*.

———. 2016. *Decent Work in Global Supply Chains*, ILC.105/IV.

———. 2016. *Minimum Wage Policy Guide*.

———. 2017. "Breaking Barriers: Unconscious Gender Bias in the Workplace", ACT/EMP Research Note.

———. 2018. *Care Work and Care Jobs for the Future of Decent Work*.

———. 2018. *Global Wage Report 2018/19: What Lies Behind Gender Pay Gaps*.

———. 2019. *A Quantum Leap for Gender Equality: For a Better Future of Work for All*.

———. 2019. *Women in Business and Management: The Business Case for Change*.

———. 2019. *Sexual Harassment at Work: Insights from the Global Garment Industry*.

———. 2019. ILO Centenary Declaration for the Future of Work, adopted by the International Labour Conference at its 108th Session.

———. 2019. *Green Jobs and a Just Transition for Climate Action in Asia and the Pacific*.

———. 2019. *Promoting Decent Work in Global Garment Sector Supply Chains: Highlights and Insights*.

———. 2020. *Safe and Healthy Working Environments Free from Violence and Harassment*.

———. 2020. *ILO Violence and Harassment Convention, 2019 (No. 190): 12 Ways It Can Support the COVID-19 Response and Recovery*.

———. 2020. "COVID-19: Call to Action in the Global Garment Industry", Note.

———. 2020. *Gendered Impacts of COVID-19 on the Garment Sector*.

———. 2020. *What Next for Asian Garment Production after COVID-19? The Perspectives of Industry Stakeholders*.

———. 2020. "Convention No. 190 and Recommendation No. 206 at a Glance", Briefing Note.

———. 2020. *Empowering Women at Work: Company Policies and Practices for Gender Equality*.

———. 2020. *Empowering Women at Work: Trade Union Policies and Practices for Gender Equality*.

———. 2021. ["The Contribution of Social Dialogue to Gender Equality"](#), Global Deal for Decent Work and Inclusive Growth Thematic Brief.

———. n.d. [Women in Business and Management. The Business Case for Change – Country Snapshots](#).

ILO, Better Work, and Cornell University School of Industrial and Labour Relations. 2020. "The Supply Chain Ripple Effect: How COVID-19 Is Affecting Garment Workers and Factories in Asia and the Pacific", Research Brief.

ILO, UNICEF (United Nations Children's Fund), and UN Women. 2020. "Family-friendly Policies and Other Good Workplace Practices in the Context of COVID-19: Key Steps Employers Can Take", Brief.

ILO and WIEGO (Women in Informal Employment: Globalizing and Organizing). 2019. "Quality Childcare Services for Workers in the Informal Economy", Policy Brief No. 1.

———. 2020. "Labour and Human Rights Frameworks Promoting Childcare for All Workers", Policy Brief No. 2.

———. 2020. ["Extending Childcare Services to Workers in the Informal Economy: Policy Lessons from Country Experiences"](#), Policy Brief No. 3.

IndustriALL. 2018. *Implementing Global Agreements with Brands in the Textile and Garment Sector*.

———. 2019. *Making Use of Global Agreements in the Garment Industry*.

IOE (International Organisation of Employers). n.d. "The Living Wage", Guidance Paper.

ITUC (International Trade Union Confederation). n.d. "Count Us In".

Kucera, David, and Fernanda Barcia de Mattos. 2020. "Automation, Employment, and Reshoring: Case Studies of the Apparel and Electronics Industries." *Comparative Labor Law & Policy Journal on "Automation, Artificial Intelligence, & Labor Law"* 41 (1): 101–128.

Kucera, David, and Sheba Tejani. 2014. "Feminization, Defeminization, and Structural Change in Manufacturing." *World Development* 64 (December): 569–582.

Martinez, Cristina, Samantha Sharpe, and Katarina Veem. Forthcoming. "No Sustainable Recovery for the Textile and Garment Sector in Asia after the COVID-19 Pandemic without Environmental Investment".

Oelz, Martin, Shaun Olney, and Manuela Tomei. 2013. *Equal Pay: An Introductory Guide*. ILO.

Rubery, Jill, and Mathew Johnson. 2019. "Closing the Gender Pay Gap. What Role for Trade Unions?", ILO-ACTRAV Working Paper.

## ► Annex 3: Tools for gender equality in Asia's garment sector

---

**Better Work and CARE: Standard Operating Procedures Addressing Gender Based Violence and Harassment.** These are designed to support the industry to adopt good practice. (Details to be added after launch on 24 Feb 2021).

**CARE:** (to support businesses wanting to prevent sexual harassment). *What Works? Preventing and Responding to Sexual Harassment in the Workplace. A Rapid Review of Evidence.*

**CARE: Workplace sexual harassment prevention package for garment factories in Cambodia.** Through the CARE 'Safe Workplaces, Safe Communities' project, participating factories worked in consultation with CARE to develop a tailored workplace sexual harassment policy. Aimed at enabling garment factory HR personnel to deliver training. **Website:** [khm.info@careint.org](mailto:khm.info@careint.org)

**Fair Labor Association (FLA)/Fair Compensation Programme.** This programme offers companies the FLA Workplace Code of Conduct to be drawn upon, as well as a Wage Data Collection Toolkit that enables corporations to benchmark suppliers' wage payment and progress based a number of wage indicators, including the Asia Floor Wage, World Bank gross national income per capita, and prevailing industry wages. **Website:**

<https://www.fairlabor.org/report-type/fair-compensation>.

**Fair Wage Approach.** A tool offered by the Fair Wage Network, enables corporations to monitor "12 dimensions of a fair wage", of which a living wage is just one dimension. A fair wage is defined as covering the minimum acceptable standards of living and the tool provides advice for how companies can assess wage payments through worker and management surveys and remediation plans. **Website:**

<http://fair-wage.com/12-dimensions/#:~:text=Distinct%20from%20an%20audit%20approach,Human%20Resources%20policies%20and%20practices>.

**Higg Index:** A suite of tools that enables brands, retailers, and facilities of all sizes — at every stage in their sustainability journey — to accurately measure and score a company or product's sustainability performance. **Website:** <https://apparelcoalition.org/the-higg-index/>

**ILO Gender Mainstreaming Strategies (GEMS) Toolkit.** The toolkit provides 12 practical programming tools to facilitate the implementation of gender mainstreaming in organizations, policies, programmes and projects. The tools include quick reference guides, checklists and tips for programming gender equality in decent work promotion. **Website:** [https://www.ilo.org/asia/publications/WCMS\\_143847/lang--en/index.htm](https://www.ilo.org/asia/publications/WCMS_143847/lang--en/index.htm)

**Open Apparel Registry (OAR).** This tool maps garment facilities worldwide to identify them and their affiliations by collating disparate supplier lists from industry stakeholders within one central, open source map and database. The OAR compiles data from multiple sources, including multi-stakeholder initiatives, brand and retailer supplier lists, facilities and factory groups, service providers and government databases.

**GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit).** *Women's Cafés. Capacitating Workers to Claim Their Rights*

## ► Annex 4: Maximizing the impact of leadership development training - lessons and good practices

---

A number of lessons and good practices were highlighted by a mapping of women's leadership training initiatives carried out for the UN joint publication *Pathways to Influence: Promoting the Role of Women's Transformative Leadership to Achieve the SDGs in Asia and the Pacific* (ESCAP 2019). The range of initiatives covered by the mapping included programmes and activities run by governments, the United Nations, international agencies, bilateral official development assistance agencies, international and local NGOs, businesses, foundations, academic institutions and specialist providers.

Key lessons and good practices included:

- ensuring local ownership of programmes to ground them in the local context and better meet long-term organizational needs
- working with partners to articulate the theory of change behind leadership development
- trusting local participants to know what they need and have the capacity to absorb
- supporting women in the spaces where they are already leaders
- growing the pool of women leaders at the grass-roots level
- valuing and supporting the role of informal associational engagement as a leadership pathway
- facilitating appropriate links for emerging leaders in informal settings with leadership opportunities in formal (including electoral)
- settings
- using appropriate approaches to foster leadership development, including peer-to-peer interaction, mentoring and coaching
- developing capabilities to understand power dynamics and patterns of exclusion in any situation
- promoting collective rather than individualized approaches (e.g. linking leadership development initiatives to communities and families)
- coordinating with other international agencies and partners to enhance shared learnings and impact.

## ► Annex 5: References

---

- Anner, Mark. 2020. *Leveraging Desperation: Apparel Brands' Purchasing Practices during COVID-19*. Global Centre for Workers Rights. Penn State University, Center for Global Workers' Rights.
- CARE. 2020. *Where Are the Women? The Conspicuous Absence of Women in COVID-19 Response Teams and Plans, and Why We Need Them*.
- Granskog, Anna, Libbi Lee, Karl-Hendrik Magnus, and Corinne Sawers. 2020. "Survey: Consumer Sentiment on Sustainability in Fashion", McKinsey & Company Retail Insights Blog, 17 July.
- ILO. 2015. *Guidelines for a Just Transition towards Environmentally Sustainable Economies and Societies for All*.
- . 2016. *Decent Work in Global Supply Chains*, ILC.105/IV.
- . 2019a. *A Quantum Leap for Gender Equality: For a Better Future of Work for All*.
- . 2019b. *Promoting Decent Work in Global Garment Sector Supply Chains: Highlights and Insights from the ILO project Labour Standards in Global Supply Chains: A Programme of Action for Asia and the Garment Sector*.
- . 2020a. "COVID-19: Call to Action in the Global Garment Industry", Note.
- . 2020b. *Gendered Impacts of COVID-19 on the Garment Sector*.
- . 2020c. "Social Security Board Reforms Enhance and Extend Health Protection in Myanmar", news release, 13 February 2020.
- ILO, Better Work, and Cornell University, School of Industrial and Labour Relations. 2020. "The Supply Chain Ripple Effect: How COVID-19 Is Affecting Garment Workers and Factories in Asia and the Pacific", Research Brief.
- Kabeer, Naila. 2004. "Globalization, Labor Standards, and Human Rights: Dilemmas of Collective (In)Action in an Interdependent World." *Feminist Economics* 10 (1): 3–35.
- Kjellstrom, Tord, Nicolas Maitre, Catherine Saget, Matthias Otto, and Tahmina Karimova. 2019. *Working on a Warmer Planet: The Effect of Heat Stress on Productivity and Decent Work*. ILO.
- Kucera, David, and Sheba Tejani. 2014. "Feminization, Defeminization, and Structural Change in Manufacturing." *World Development*. 64 (December): 569–582.



## ► Annex 6: Recommendations for joint action on gender equality in garment supply chains in Asia

The following recommendations are provided by the paper: *Moving the Needle: Gender Equality and Decent Work in Asia's Garment Sector*.<sup>11</sup> They aim to provide a basis for joint stakeholder dialogue and action at regional and national levels within Asian garment supply chains. Highly interdependent and mutually reinforcing, they seek to (i) support action by governments, employers, workers, NGOs international agencies and other actors, both collectively and in their own right; and (ii) accommodate national diversity and build on the many and diverse existing initiatives already underway across the region.

**Prioritize and promote joint stakeholder actions at all levels of the sector to continue addressing the impacts of the COVID-19 pandemic, while simultaneously identifying and taking opportunities to move towards a more sustainable garment sector in Asia in the longer term, one that is resilient, equitable and productive. In this context:**

- Leverage the global garment sector COVID-19 Call to Action as a key framework for joint efforts in this regard, especially in those Asian countries initially prioritized by the International Working Group set up to promote and coordinate the Call.<sup>12</sup> Link and synergize implementation of the 'Call to Action' with other existing international platforms and agreements that support change in global and regional supply chains.<sup>13</sup>
- Promote and implement policies, strategies and initiatives to ensure that gender equality and women's empowerment commitments constitute a central element of the COVID-19 response and recovery in the sector.
- Ensure critical issues such as the purchasing practices of international brands that affect the wages and working conditions of women in the sector are also addressed as part of multi-stakeholder sector reform dialogue and initiatives.

**Prioritize attention to the achievement of equal pay for work of equal value across the garment sector in line with the Equal Remuneration Convention, 1951 (No. 100). Key steps in this direction should include:**

- Monitor and enforce implementation of existing policies and laws on equal pay for work of equal value, as well as minimum wage levels, in line with international commitments and guidance from international labour standards.
- Take steps to strengthen existing relevant policies, laws and institutional arrangements where necessary, including labour inspection systems, through gender-sensitive social dialogue involving employers' and workers' organizations. Ensure women and men informal workers' priorities and needs are prioritized in this context.
- Support attention to gender pay equity priorities and needs within national social dialogue initiatives related to the Decent Work Agenda as well as within collective bargaining and agreements. In the latter context, prioritize the inclusion of gender pay equity provisions, return to work' provisions for mothers and specific actions to address motherhood-related employment, pay equity and leadership gaps.

<sup>11</sup> Available at [https://www.ilo.org/asia/publications/WCMS\\_789822/lang-en/index.htm](https://www.ilo.org/asia/publications/WCMS_789822/lang-en/index.htm)

<sup>12</sup> The People's Republic of Bangladesh, the Kingdom of Cambodia, the Republic of India, the Republic of Indonesia, the Union of Myanmar and the Islamic Republic of Pakistan

<sup>13</sup> These include the ILO Centenary Declaration for the Future of Work; the ILO Declaration on Social Justice for a Fair Globalization; the ILO Declaration on Fundamental Principles and Rights at Work; the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration); the UN Guiding Principles on Business and Human Rights; the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises; the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment & Footwear Sector; and the United Nations (UN) Framework for the Immediate Socio-economic Response to COVID-19.

- Ensure women's voices, representation and leadership are central to all initiatives and dialogue concerning gender pay equity and minimum wage levels. Prioritize women-intensive sectors for attention in national minimum wage level negotiations.
- At company/employer level, review and adjust wage and salary systems to ensure use of gender-neutral job evaluations to identify 'work of equal value.'
- Prioritize the systematic collection, use and dissemination of data on gender pay gaps and trends, including in the garment sector, to support policy development, implementation and monitoring, as well as advocacy and collective bargaining on measures to address the issue.

**Prioritize, develop and support policies, strategies and measures to increase women's voice, representation and leadership in all aspects of the garment sector. Key steps in this direction should include:**

- Promote, strengthen and implement existing national policies, laws, strategies and plans on promoting women in leadership and management in society, including in business (e.g. national quota provisions where they exist).
- Initiate and promote policies and measures to promote women's voice, representation and leadership in garment sector social dialogue processes at all levels (from national to enterprise), including COVID-19 response and recovery and collective bargaining.
- Establish policies and measures to increase the number and participation of women in leadership and management roles within employers' and workers' organizations in the sector, including through establishing gender quotas or targets and providing leadership development opportunities, mentorship and sponsorship for women.
- Initiate and support and measures to increase the number and participation of women in workplace leadership, management, supervision and bipartite committee roles.
- Identify and address barriers which constrain women's access to leadership and management roles in the sector – e.g. the influence of discriminatory social norms, lack of quality and affordable childcare, violence and harassment and lack of skills development opportunities.
- Promote positive role models of women in leadership and management in the garment sector as well as the economy as a whole.
- Prioritize the systematic collection, use and dissemination of data on women in leadership and decision-making in the garment sector to support policy development, implementation and monitoring, as well as advocacy and collective bargaining on measures to address the issue.

**Prioritize, develop and support policies, strategies and measures to eradicate violence and harassment within the garment sector, including gender-based violence and harassment, in line with the Violence and Harassment Convention C.190. Key steps in this direction should include:**

- Prioritize the promotion, implementation and ratification of International Labour Convention No. 190 and Recommendation No. 206 on violence and harassment in the workplace as a central focus for multi-stakeholder advocacy and action within the sector, linking with initiatives to this end in wider society.
- Ensure the promotion and application within the sector of existing national policies, laws and strategies on gender equality; gender-based violence; and women's health and wellbeing, including sexual and reproductive health and rights.
- Ensure that women's voice, representation and leadership are at the centre of all sector decision-making and social dialogue on policies and measures concerning violence and harassment, including gender-based violence.
- Contribute to and implement international commitments and national policies and laws to eradicate violence and harassment in the world of work.
- Through social dialogue processes involving employers and workers, establish enterprise policies, procedures, safe complaints mechanisms, workplace committees, training programmes for managers and supervisors, and worker awareness programmes to eradicate violence and harassment in the world of work, in line with the Violence and Harassment Convention No. 190 and its accompanying Recommendation No. 206.

- Prioritize the systematic collection, use and dissemination of data on violence and harassment in the world of work, including gender-based violence, to support policy development, implementation and monitoring, as well as advocacy and collective bargaining on measures to address the issue.

**Prioritize attention to the recognition, reduction and redistribution of the disproportionate unpaid care responsibilities carried by women in the garment sector, in line with the Workers with Family Responsibilities Convention, C.156, and the Maternity Protection Convention, C.183. Key steps in this direction should include:**<sup>14</sup>

- Promote education and public awareness-raising to shift discriminatory social norms regarding the respective roles of women and men with respect to unpaid care.
- Encourage and promote the engagement of men in unpaid care.
- Develop policies, strategies, actions and investments for quality care services and decent care work at workplace and community levels, using tripartite dialogue and involving women workers.
- Expand and increase collectively financed maternity rights and protection, as well as parental and paternity leave, in line with international labour standards.
- Link such initiatives with the Call to Action and other efforts to expand social protection policy and coverage to address the needs of women, especially those in informal and vulnerable situations exacerbated by the COVID-19 pandemic.
- Prioritize the systematic collection, use and dissemination of data on issues and trends related to unpaid care within the sector, to support policy development, implementation and monitoring, as well as advocacy and collective bargaining on measures to address the issue.

**Prioritize, promote and practice gender-inclusive social dialogue at all levels, including within the workplace.**

- Such dialogue provides a core vehicle for multi-stakeholder strategizing, planning and cooperation to promote a more resilient, equitable and productive sector in both the current and post-COVID-19 contexts.
- Ensure in this context that gender inclusion is real, substantive and premised on systematic, trackable and accountable measures to achieve equality in voice, representation and leadership.

**Accelerate efforts to ratify, implement and monitor international labour Conventions and associated Recommendations that have a particular bearing on gender inequalities in the world of work.**

- Leverage such Conventions, and associated ratification efforts and campaigns, to prioritize and promote policies and measures that contribute to gender equality and the application of international labour standards in Asia's garment sector supply chains.

**Ensure that gender equality dimensions are mainstreamed into garment sector policies, strategies, plans and initiatives at all levels to strengthen environmental sustainability and address the impacts of climate change (for example, the promotion of green jobs and skills and investment in the greening of production processes).**

- Similarly, ensure that gender equality and women's empowerment policies, strategies, plans and initiatives at all levels take account of environmental sustainability and climate change considerations. These include the impacts on productivity, health and well-being of (i) increased workplace temperatures and (ii) the greater intensity and regularity of extreme weather events.

<sup>14</sup> The full set of ILO policies and measures with respect to gender equality around unpaid care work is set out under the ILO 5R Framework for Decent Care Work. The 5Rs are: **recognize, reduce and redistribute** unpaid care work; **reward** paid care work, by promoting more and decent work for care workers; and guarantee care workers' **representation**, social dialogue and collective bargaining. The 5R-related policies and measures are guided by international labour standards (ILO 2018a).

**Increase the overall impact of the various stakeholder programmes and projects promoting gender equality in the garment sector across the region by (1) seeking joint initiatives where possible and (2) sharing knowledge, experience, lessons and good practices for wider benefit and impact.**

- Encourage, facilitate and support active collaboration at regional, subregional and national levels between actors working on gender equality in the sector, including through multi-stakeholder platforms where relevant to amplify impact, enhance regular communications and ensure the efficient use of available resources.
- Take advantage of the regional online knowledge hub established by the ILO Decent Work in the Garment Sector Supply Chain in Asia project to disseminate information, research and analysis, evaluation findings, lessons and good practices.

**Strengthen the systematic collection, use and dissemination of up-to-date, comparable, sex-disaggregated and gender-sensitive data to inform the development of policies, measures and social dialogue processes to enhance gender equality and women's empowerment within garment sector supply chains in Asia. Relevant measures include:**

- more regular labour force surveys in garment producing countries where this is not yet the case;
- more regular time-use surveys to gather data on the gender dynamics of unpaid work, including as part of labour force surveys<sup>15</sup> and in line with the 19th International Conference of Labour Statisticians (ICLS) standards in labour force surveys module<sup>16</sup>;
- improved collection, analysis and availability of data on trends, issues and policy options related to pay equity; discrimination, violence and harassment; and women's voice, leadership and representation in sector decision-making.

**Develop a multi-stakeholder plan to (1) map key data gaps and (2) strengthen and support the coordination of governmental, private sector, trade union and other relevant statistical efforts to this end, including in the above areas.**

<sup>15</sup> The ILO is exploring the potential for using time-use methods that could be attached to labour force surveys in a modular format to enable regular collection of time-spent in unpaid productive activities as a complement to national time-use surveys (ILO ILOSTAT n.d.)

<sup>16</sup> The 19th International Conference of Labour Statisticians in 2013 is widely regarded as a ground-breaking event. The Conference adopted five resolutions concerning statistics of work, employment and labour underutilization; further work on forced labour, cooperatives and labour migration; and the functioning of the Conference (ILO ILOSTAT n.d.).