



**Global Compact**  
Network Canada

# Maturity Model **Blueprint for Gender Equality**

———— Leadership in the  
**Canadian Private Sector**



Women and Gender  
Equality Canada

Femmes et Égalité  
des genres Canada

**Canada**

# GLOSSARY

**Baseline Data:** Baseline data is the bottom-line information that organization's collect or use when they begin to track and monitor a specific subject. Baseline data can be collected anew through an assessment or it can be data an organization already possesses but which has been repurposed and analyzed differently.

**Corporate Social Responsibility:** CSR is an element of an organization's corporate governance which revolves around its commitment to social, environmental, and economic factors. Examples of CSR activities include supporting ethical businesses; investing in organizations or programs that improve the environment or social causes; and employees volunteering with charities that serve the community in which an organization operates.

**Disaggregated Data:** Data that is organized by different sub-categories relevant to the subject of the data. For example, gender-disaggregated data is organized by gender identities such as men, women, and a range of gender identities within the spectrum. Other sub-categories can include different social identities such as race, ethnicity, sexual orientation, age, and ability.

**Equal Pay for Equal Work:** The notion that all genders should receive equal compensation for substantially the same job (e.g. two chefs or two machine operators on the same line).

**Gender Analysis:** An approach for considering gender issues in all aspects of workplace policy and program development. The purpose of a workplace gender analysis is to assess the impacts of policies and programs on different genders while also ensuring that their different roles, needs, and participation are taken into account. Also referred to as gender-based analysis.

**Gender-Based Violence:** Gender-based violence is violence committed against someone based on their gender, gender identity, or expression. It can be physical, verbal, sexual, or psychological. Sexual- and gender-based harassment are forms of gender-based violence.

**Gender Portrayals:** The different ways that gender identities, capabilities, and roles are visually represented in marketing and advertising materials.

**Gender-Responsive Language:** Language that recognizes differences and inequalities between different genders and actively tries to reduce inequalities and address the needs of different genders.

**Gender-Responsive Marketing and Advertising:** Marketing and advertising that recognizes the differences and inequalities between different genders and takes active measures to reduce those inequalities and address their different needs (e.g. marketing materials that show positive, attainable role models and feature diverse, realistic portrayal of all genders and social identities, including faces, bodies, sexual orientation, gender identity and expression, and cultural background).

**Gender-Responsive Procurement:** Procurement that is aware of the differences and inequalities between different genders and takes active measures to reduce those inequalities and address the different needs of all genders, such as purchasing from diverse suppliers and those that support gender equality.

**Gender Wage Gap:** The gender wage gap measures the difference in what women earn compared to men. No matter how it is measured, whether hourly, annually, or as an average, a gap exists.

**Goal:** A goal is an established objective that an organization is working towards achieving. Goals can be both qualitative and quantitative.

**Intersectionality:** The term intersectionality defines the notion that social identities, such as race, ethnicity, gender identity, biological sex, sexual orientation, age, socio-economic status, disability/ability, marital status, migration status, religion, and education, overlap and intersect in dynamic ways that shape each individual and their experiences.

**Key Performance Indicators:** KPIs are measurable values for achieving business objectives and goals. Organizations set KPIs as part of an overall strategy to track and improve performance.

**Mentorship:** A relationship between a mentor – usually more experienced and senior – and a mentee – usually more junior – in which the mentor provides reactive career advice, guidance, and feedback to help a mentee improve performance.

**Organizational Culture:** Organizational culture comprises the different beliefs, values, attitudes, priorities, and purposes of businesses as well as the ways that these factors influence employees' experiences and behaviour in the workplace.

**Pay Equity:** *Pay equity* compares the compensation of women's jobs with men's jobs (e.g. female-dominated human resource jobs vs. male-dominated mechanical jobs).

**Qualitative Goals:** Revolve around organizational elements like impact, satisfaction, and attitude without correlating to specific numerical values.

**Quantitative Goals:** Features a numerical value and can often be framed using the language of "targets" or "quotas."

**Quotas:** Strictly observed numerical goals related to gender representation that are usually issued by policymakers to ensure organizations meet predetermined standards.

**Recruitment Practices or Policies:** Methods or approaches to how organizations recruit, screen, scout, and bring in new employees. Examples include job postings; job lists; channel and networks; evaluation committees; screening, hiring, and selection; training and development.

**Sponsorship:** A relationship between a sponsor – typically a senior leader or someone who has influence and decision-making capabilities – and a protégé in which the sponsor advocates, protects, and fights for their protégé's career advancement and access to critical opportunities for development.

**Targets:** Measurable numerical goals, usually related to gender representation, that an organization seeks to reach within a specific period of time.

**UN Sustainable Development Goal 5 (Gender Equality):** The aim of this goal is to achieve gender equality and empower all women and girls. SDG 5 has 9 targets and 14 indicators that support the realization of this goal.

**Women's Empowerment Principles:** The WEPs, co-created by UN Global Compact and UN Women, are a set of principles that offer guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace, and community.

**Workplace Flexibility Arrangements:** Options include flexible work schedules (e.g. start/finish, compressed work weeks, time swaps, split shifts); flexible number of hours worked (e.g. reduced hours/part-time, job sharing, partial leave); flexible work locations; flexible leaves (e.g. short- and long-term family responsibility leave, bereavement leave, buyable leave, educational leave); pregnancy, adoption, parental, and dependent care leave; and in-office or on-site flexibility (e.g. lactation rooms, childcare facilities in washrooms, break areas, take your kid to work).

**Zero-tolerance policy:** A policy outlawing an action that applies to all levels, all types of workers, and anyone who has a relationship with your organization. This policy should include a range of options in terms of determining sanctions and consequences and should always support individuals who report.

**Note on Sources:** Definitions have been informed by the following sources: UN Women, UN Global Compact, UNESCO, Government of Ontario, Ontario Pay Equity Commission, Canada's Department of Women and Gender Equality, Ontario Human Rights Commission, the 519 Glossary of Terms, Interaction, Government of Canada, Canadian Women's Foundation, WHO and UN Free and Equal Australian Workplace Gender Equality Agency, European Institute for Gender Equality, Catalyst, McKinsey & Company, Global Diversity Practice, and Institute for Intersectionality Research and Policy.

# INSTRUCTIONS OF USE

## WHAT IS THE MATURITY MODEL?

The Maturity Model was created as part of Global Compact Network Canada's (GCNC) Gender Equality Leadership in the Canadian Private Sector project and has been designed to work in tandem with the Blueprint for Gender Equality Leadership in the Canadian Private Sector and corresponding resource database. The Maturity Model is a comprehensive self-assessment tool that can guide organizations looking to further advance gender equality in the workplace by providing an assessment of the different attributes described within the Blueprint. By answering the questions in the Maturity Model and examining the results, your organization can identify and expand upon efforts already underway and uncover opportunities for improvement in current practices while you work to fully

integrate gender equality into your business and achieve systematic change. The Maturity Model is not meant to provide a ranking but aims to help your organization prioritize areas that may benefit from more action and, when combined with the Blueprint and resource database, provide you with the information, recommendations, and resources to do so.

Please note that the Maturity Model is available online in an interactive, user-friendly platform which includes aspects not available technologically in this PDF. To access the online Maturity Model, visit the [Blueprint for Gender Equality Leadership in the Canadian Private Sector website](#).

## WHAT ARE THE ADVANTAGES OF USING THE MATURITY MODEL?

Using the Maturity Model to assess gender equality throughout your organization can bring about the following benefits:

- Gain greater understanding of systems, policies, practices, and initiatives that advance or impede gender equality in your workplace
- Identify practical ways to improve each attribute and demonstrate gender equality leadership
- Creation or expansion of a pool of data and key performance indicators related to gender equality and diversity and inclusion that can be used to support a wide range of business activities
- Findings can be used to build brand recognition, enhance external stakeholder engagement, and attract, recruit, and retain talent
- Findings can be used internally to build value when advocating for gender equality, improving a gender equality or inclusion strategy, and effecting positive change based on current evidence
- Ability to track and evaluate the success of gender equality efforts over the course of time with repeated use of the Maturity Model

## WHO IS THE MATURITY MODEL FOR?

The questions that comprise the Maturity Model are intended to be as comprehensive as possible so that all organizations can use the tool regardless of their size, industry, lifespan, business segments, staff location, type of workers retained, or how far advanced they are when it comes to achieving gender equality. For this reason, some

questions and/or answers may not be completely applicable for all users or describe verbatim an organization's reality. Nevertheless, all organizations should actively work to advance all three cornerstones of gender equality – Leadership, Inclusion, and Transparency and Accountability.

## WHAT INFORMATION WILL YOU NEED TO COMPLETE THE MATURITY MODEL?

The questions in the Maturity Model are qualitative in nature, so you will not be required to provide raw numerical data or detailed statistics; rather, you will be asked about the existence, characteristics, and application of systems, policies, codes, processes, practices, initiatives, etc. relevant to gender equality in the workplace. In some cases, questions will only require general knowledge of the organization being assessed, but in a number of cases, questions will require a comprehensive understanding of human resources, business operations, and organizational structure, and will therefore require collaboration. The information needed for this assessment is in line with a number of leading gender equality certification organizations. Therefore, if you intend to apply for certification at some point, the information you gather to complete this assessment will also support that process.

In order to expedite the completion of the Maturity Model, you will need to gather or gain access to any materials, documents, and information related to the following categories:

- **Existence and application of policies, plans, approaches, or strategies** (e.g. gender equality or diversity and inclusion; human rights/workers' rights; codes of conduct; grievance and remediation mechanisms; *equal pay for work of equal value* and/or *pay equity*; workplace safety and wellbeing including discrimination and harassment; supplier diversity or supplier workers' rights; corporate social responsibility/ outreach/ partnerships)
- **Processes and practices related to your workforce** (e.g. recruitment, retention, and promotion; performance reviews; remuneration; flexible work arrangements, including parental leave; career development, including mentorship and sponsorship; gender-based violence prevention and response; supply chain; marketing and advertising; data collection and reporting)
- **Materials related to data collection and goal setting** (e.g. methods of data collection; types of data such as disaggregated, intersectional, by hierarchical levels; data, goals/targets, and KPIs related to the following: workforce demographics; recruitment; hiring; attrition; promotion; retention pre- and post-parental leave; gender wage gap; different types of workforce)
- **Available resources or training/education** (e.g. topics related to gender equality, diversity and inclusion, intersectionality, capacity building, career development, workplace safety, flexible work; who uses these resources)
- **Communication of gender equality** (e.g. messages/ information being communicated; frequency and methods used; who is communicating and who is receiving; practices for inclusive language, progress being reported)
- **External initiatives, partnerships, outreach, or corporate social responsibility activities** and how gender factors into these decisions and agreements
- **Internal and external reports** (e.g. what information is being shared internally and publicly; data available and accompanying narrative; long and short time periods; process of reporting)

## HOW TO USE THE MATURITY MODEL?

The Maturity Model contains qualitative multiple-choice questions designed to correspond with the attributes in the Blueprint. One person from your organization, preferably a human resources professional or employee who has a comprehensive knowledge of the policies, processes, and systems that relate to gender equality, should be prepared to lead the completion of the Maturity Model. We also recommend providing the lead with the ability to identify and collaborate with colleagues from all relevant departments or teams within the organization (e.g. human resources, governance, communications, advertising, procurement). To use the Maturity Model effectively, we suggest the following steps:

1. **Before engaging with the Maturity Model, consult the Blueprint.** Going through the Blueprint will give you a first glance at the Maturity Model questions, help you identify relevant colleagues to collaborate with, and pinpoint the information needed to complete the questionnaire.
2. **Begin the information collection process.** Given the comprehensive reach of the Blueprint, this information will likely come from several sources and teams across the organization (e.g. human resources, governance, communications, advertising, procurement). See the section titled “What information will you need to complete the Maturity Model?” for details.
3. **Once you have assembled data, prepare to use the Maturity Model.** Please note that while this PDF version

can be used for reference, in order to receive any results, you will have to use the online version of the Maturity Model. We recommend setting aside one day to become familiarized with the questionnaire and build in time to confer with your colleagues about relevant information, if necessary.

4. **Complete the Maturity Model.** Select the answers that most closely align with your organization’s current state at the time of the assessment in order to receive an accurate representation of what gender equality looks like in your workplace. Remember that the Maturity Model is a tool to help your organization reflect and provide a clear path forward.
5. **Examine your selected answers and consider the different ways you can enhance progress.** If you would like to view your results, enter your answers into the online version of the Maturity Model. The online version of the Maturity Model will allow your organization to pinpoint specific strengths and opportunities for improvement within different areas that impact gender equality in the workplace.
6. **Consult the Blueprint and resource database.** Using the Blueprint and resource database together with the Maturity Model will help you address gaps and opportunities for improvement. We recommend returning periodically to the Maturity Model to evaluate your organization’s progress and identify new areas of focus.

## HOW TO ASSESS PROGRESS WITH THE MATURITY MODEL?

The phases to the right identify an organization’s progress on their journey towards gender equality in the workplace. The phases reflect a combination of action and commitment from least comprehensive to leading practice. In practice, the phases are not necessarily discrete or sequential as shown below. Organizations may remain longer in one phase than another, may begin their journey at different phases, or may move between phases differently.

<b>Requiring</b>	Action or commitment is currently not in place
<b>Developing</b>	Ad hoc or non-strategic action or commitment to gender equality in the workplace
<b>Progressing</b>	Planned and strategic action and commitment to gender equality in the workplace
<b>Leading</b>	Integrated, accountable and robust action and commitment to gender equality in the workplace
<b>Unavailable</b>	Unavailable information or question removed due to previous responses

To access the online Maturity Model, visit the [Blueprint for Gender Equality Leadership in the Canadian Private Sector website](#).

# QUESTIONNAIRE

## LEADERSHIP



Senior leaders, especially those in the C-suite, play a crucial role in engendering change and driving progress on gender equality in an organization.

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1. Is the CEO of your organization a gender equality champion?

- Our CEO is not identified as a gender equality champion
- Our CEO has committed to learn more about gender equality and how to become a champion
- Our CEO has expressed their commitment to gender equality internally and externally
- Our CEO actively and visibly implements actions that match their commitment to gender equality
- Information regarding this question is unknown or unavailable

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2. Are there other leaders within the organization apart from your CEO (e.g. senior leadership, senior management, middle management) that are gender equality champions?

- None of our leaders are gender equality champions
- Other leaders in our organization have committed to learn more about gender equality and how to become a champion
- Other leaders in our organization have expressed their commitment to gender equality internally and externally
- Other leaders in our organization actively and visibly implement actions that match their commitment to gender equality
- Information regarding this question is unknown or unavailable

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**3. Has leadership assigned adequate resources for addressing gender equality (e.g. financial, human capital, intellectual, physical)?**

- Leadership has not assigned any resources for addressing gender equality
  - Leadership has only assigned limited resources for addressing gender equality upon request
  - Leadership has assigned adequate resources but is not actively involved in successfully addressing gender equality
  - Leadership has assigned adequate resources and is actively involved in successfully addressing gender equality
  - Information regarding this question is unknown or unavailable
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**4. Does leadership regularly review your organization's gender equality progress?**

- Leadership does not review progress for gender equality
  - Leadership infrequently reviews progress for gender equality
  - Leadership regularly reviews progress for gender equality, but no corrective measures are taken
  - Leadership regularly reviews progress for gender equality, and uses the information to make necessary improvements
  - Information regarding this question is unknown or unavailable
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**5. Does leadership regularly review workforce demographics (e.g. gender identity, race/ethnicity, ability/disability)?**

- Leadership does not regularly review workforce demographics
- Leadership has reviewed workforce demographics, but has not used this information
- Leadership meets regularly to review workforce demographics, but this information does not impact decision-making processes
- Leadership meets regularly to review workforce demographics, and this information impacts decision-making processes
- Information regarding this question is unknown or unavailable

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**6. Does leadership communicate gender equality information (e.g. policies, strategies, data, results, progress reports, concrete outcomes, action items) throughout the organization?**

- Leadership does not communicate gender equality information
  - Leadership infrequently communicates gender equality information and it is not visible throughout the organization
  - Leadership regularly communicates gender equality information, but it is only visible to some areas of the organization more than others
  - Leadership regularly communicates gender equality information and it is visible throughout all areas of the organization
  - Information regarding this question is unknown or unavailable
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**7. What role does leadership play in creating and maintaining an organizational culture that is inclusive and accelerates gender equality?**

- Our leadership does not play any role in creating and maintaining an organizational culture that is inclusive and accelerates gender equality
- Our leadership is informally encouraged to support an organizational culture that is inclusive and accelerates gender equality
- Our leadership actively participates in formal practices to support an organizational culture that is inclusive and accelerates gender equality (e.g. training and workshops, "safe words," inclusive culture in leadership job descriptions, one-on-one team meetings), but leadership is not held accountable
- Our leadership is held accountable for creating and maintaining an organizational culture that is inclusive and accelerates gender equality through specific metrics in performance reviews
- Information regarding this question is unknown or unavailable



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**8. How are leaders at all levels held accountable for gender equality results (e.g. performance reviews, incentives, rewards)?**

- Our organization does not hold leaders accountable for gender equality results
- Our organization has gender equality goals to hold senior leadership accountable, but results are not included in their performance reviews
- Our organization includes gender equality results in performance reviews of all levels of leadership (i.e. from middle management to CEO), but these results are not linked to formal incentives, rewards, or penalties
- Our organization includes gender equality results in performance reviews of all levels of leadership (i.e. from middle management to CEO), and has linked formal incentives, rewards, or penalties to these results
- Information regarding this question is unknown or unavailable

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**9. Has your organization implemented a gender equality strategy?**

- Our organization has not implemented a gender equality strategy
- Our organization has implemented initiatives for gender equality, but not a specific strategy
- Our organization has implemented an overarching gender equality strategy with corresponding systems, frameworks, accountability, policies, and processes needed to guide all gender equality efforts
- Our organization has implemented an overarching gender equality strategy that has resulted in gender equality objectives becoming an embedded part of our business strategy and organizational culture
- Information regarding this question is unknown or unavailable

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**10. How well is gender equality embedded within your business strategy?**

- Gender equality is not embedded within our organization
- Gender equality is briefly mentioned within our business strategy and/or is part of compliance obligations
- Gender equality clearly supports a key objective within our business strategy
- Gender equality is a key objective within our business strategy or has become an integral part of our organization
- Information regarding this question is unknown or unavailable

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**11. To what extent is UN Sustainable Development Goal 5 (Gender Equality) a priority for your organization?**

- Our organization has not prioritized UN Sustainable Development Goal 5 (Gender Equality) in any capacity
- Our organization acknowledges the relevancy of UN Sustainable Development Goal 5 (Gender Equality) to our efforts for gender equality
- Our organization has identified the specific targets associated with UN Sustainable Development Goal 5 (Gender Equality) that are relevant to our efforts for gender equality
- Our organization measures the impacts of initiatives to address our targets associated with UN Sustainable Development Goal 5 (Gender Equality)
- Information regarding this question is unknown or unavailable

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**12. Has your organization signed on to the UN Women's Empowerment Principles to showcase commitment towards gender equality?**

- Our organization has not signed on to the UN Women's Empowerment Principles
- Our organization is considering signing on to the UN Women's Empowerment Principles
- Our organization is a signatory of the UN Women's Empowerment Principles, but has not taken concrete action to fulfill these principles
- Our organization is a signatory of the UN Women's Empowerment Principles and has taken concrete action to fulfill these principles
- Information regarding this question is unknown or unavailable

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**13. Has your organization signed on to public commitment initiatives other than the UN Women's Empowerment Principles (e.g. Catalyst Accord 2022, 30% Club Canada, Paradigm for Parity, Equal by 30, Leadership Accord for Gender Diversity, 30 by 30, Minerva BC's Diversity Pledge)?**

- Our organization has not signed on to any public commitment initiatives
- Our organization is considering signing on to public commitment initiative(s)
- Our organization has signed on to public commitment initiative(s), but has not taken concrete action to fulfill these commitments
- Our organization has signed on to other public commitment initiative(s) and has taken concrete action to fulfill these commitments
- Information regarding this question is unknown or unavailable

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**14. To what extent does your Board of Directors support the organization's gender equality efforts?**

- Our Board of Directors does not support the organization's gender equality efforts
- Our Board of Directors is somewhat involved in supporting the organization's gender equality efforts (e.g. reviews information about gender equality implementation, meets with C-suite in charge of gender equality)
- Our Board of Directors is considerably involved in supporting the organization's gender equality efforts (e.g. oversees management implementation of gender equality, regularly monitors gender equality metrics)
- Our Board of Directors is deeply involved in supporting the organization's gender equality efforts (e.g. has committee responsible for the oversight of gender equality, aligned executive compensation to metrics)
- Information regarding this question is unknown or unavailable

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**15. Has your Board of Directors established clear actions to demonstrate its own commitment to gender equality?**

- Our Board of Directors has not established any actions to demonstrate its commitment to gender equality
- Our Board of Directors has acknowledged the importance of gender equality and/or has incorporated gender equality into its meeting agenda
- Our Board of Directors has taken some actions for gender equality (e.g. recruitment practices, term limits, age limits, required experience criteria, advanced talent pipeline development, virtual meeting attendance)
- Our Board of Directors has established a formal policy to ensure actions for gender equality are implemented (e.g. recruitment practices, term limits, age limits, required experience criteria, advanced talent pipeline development, virtual meeting attendance)
- Information regarding this question is unknown or unavailable

# INCLUSION



Inclusion allows for gender equality in the workplace to be embedded in the long term and is the piece of the puzzle that makes employees feel valued, empowered, and part of the organization.

We have identified 12 attributes of an inclusive environment on the road towards gender equality:

1. Organizational Culture
2. Capacity Building and Awareness Raising
3. Intersectionality
4. Internal Communication
5. Closing Gender Wage Gaps
6. Recruitment, Retention, and Promotion
7. Career Development
8. Workplace Flexibility
9. Workplace Wellbeing and Safety
10. Marketing and Advertising
11. Supply Chain
12. Outreach Initiatives and Partnerships

## ORGANIZATIONAL CULTURE

Organizational culture comprises the different beliefs, values, attitudes, priorities, and purposes of businesses as well as the ways that these factors influence employees' experiences and behaviour in the workplace. An organization's culture can bind together diversity and inclusion efforts, both of which are crucial to the success of all gender equality attributes.

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### 1. To what extent is your organizational culture aligned with the organization's approach to gender equality?

- Our organizational culture is not aligned with the organization's approach to gender equality
- Our organizational culture incidentally includes some elements that are aligned with the organization's approach to gender equality
- Our organizational culture purposefully includes some elements that are aligned with the organization's approach to gender equality
- Our organizational culture is fully aligned with the organization's approach to gender equality
- Information regarding this question is unknown or unavailable

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### 2. What role do employees play in creating and maintaining an organizational culture that is inclusive and accelerates gender equality?

- Our employees do not play any role in creating and maintaining an organization culture that is inclusive and accelerates gender equality
- Our organization informally encourages employees to support an organizational culture that is inclusive and accelerates gender equality
- Our organization has adopted formal practices to encourage employees to support an organizational culture that is inclusive and accelerates gender equality (e.g. inclusive culture in employee job descriptions, share lived experiences, spotlight inclusive actions, celebrate employee diversity), but it does not hold employees accountable
- Our organization has included specific metrics in performance reviews to hold employees accountable for creating and maintaining an organizational culture that is inclusive and accelerates gender equality
- Information regarding this question is unknown or unavailable

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### 3. How does your organization support its gender equality champions, change agents, and allies in creating and maintaining an organizational culture that is inclusive and accelerates gender equality?

- Our organization does not have gender equality champions, change agents or allies, or has them but does not have measures to support these individuals
- Our organization provides resources about creating and maintaining an organizational culture that is inclusive and accelerates gender equality that anyone, including gender equality champions, change agents, and allies can access
- Our organization provides resources and tools tailored to supporting its gender equality champions, change agents, and allies in creating and maintaining an organizational culture that is inclusive and accelerates gender equality
- Our organization provides resources and tools, and has implemented training tailored to supporting its gender equality champions, change agents, and allies in creating and maintaining an organizational culture that is inclusive and accelerates gender equality
- Information regarding this question is unknown or unavailable

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**4. How does your organization ensure that its culture responds to the needs of all employees with regards to gender equality?**

- Our organization has no measures in place to ensure its culture responds to the needs of all employees
- Our organization accepts employee feedback to identify areas of improvement for its culture with regards to gender equality
- Our organization encourages employee feedback about their experiences to make improvements to its culture with regards to gender equality
- Our organization actively requests employee feedback – especially from underrepresented groups – about their experiences as well as expectations to ensure its culture responds to the needs of all employees with regards to gender equality
- Information regarding this question is unknown or unavailable

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**5. How does your organization ensure respectful communication and interactions?**

- Our organization does not have any measure in place to ensure respectful communication and interactions
- Our organization promotes respectful communication and interactions, but does not have a formal code, a policy, or guidelines in place
- Our organization has implemented a formal code, a policy, or guidelines for respectful communication and interactions that is available to all employees
- Our organization ensures that everyone is informed and educated about the code, policy, or guidelines for respectful communication and interactions
- Information regarding this question is unknown or unavailable

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**6. How does your organization ensure the use of gender-responsive language throughout its systems, processes, and documents in order to prevent bias, stereotypes, etc.?**

- Our organization has no measure to ensure the use of gender-responsive language
- Our organization is committed to using gender-responsive language throughout its systems, processes, and documents to prevent bias, stereotypes, etc.
- Our organization has reviewed language use throughout its systems, processes, and documents to address bias, stereotypes, etc.
- Our organization regularly reviews language use throughout its systems, processes, and documents, and has mandated the use of gender-responsive language to prevent bias, stereotypes, etc.
- Information regarding this question is unknown or unavailable

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**7. Does your organization have clear, confidential reporting and remediation mechanisms that are responsive to the needs of different genders?**

- Our organization has not implemented any reporting and remediation mechanisms
- Our organization has informal mechanisms for reporting and remediation that are available to any employee
- Our organization has formal mechanisms in place for clear, confidential reporting and remediation that are responsive to the needs of different genders
- Our organization has formal mechanisms in place for clear, confidential reporting and remediation that are responsive to the needs of different genders as well as other social identities (e.g. race/ethnicity, sexual orientation, disability/ability, age)
- Information regarding this question is unknown or unavailable

## CAPACITY BUILDING AND AWARENESS RAISING

All employees must understand what gender equality is at a fundamental level, and be knowledgeable about, and responsive to, company policies, practices, and initiatives.

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**1. Does your organization offer awareness raising programs for gender equality (e.g. resources and information; workshops, speakers, in-person events; programming from expert organizations)?**

- Our organization does not offer capacity building and awareness raising programs
- Our organization is planning to offer capacity building and awareness raising programs
- Our organization offers some capacity building and awareness raising programs that are available to all employees
- Employees are actively encouraged by leadership and management to use the capacity building and awareness raising programs offered by the organization
- Information regarding this question is unknown or unavailable

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**3. Has your organization created and shared resources with gender equality information specific to the organization (e.g. benefits of gender equality, action items, progress, outcomes)?**

- Our organization does not share any gender equality information specific to the organization
- Our organization is planning to create and share resources with gender equality information specific to the organization
- Our organization has created and shared resources with information about gender equality specific to the organization
- Our organization regularly updates and shares resources with information about gender equality specific to the organization
- Information regarding this question is unknown or unavailable

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**2. Does your organization offer formal capacity building programs for gender equality (e.g. training related to emotional intelligence, conscious and unconscious bias, gender stereotypes)?**

- Our organization does not offer formal capacity building programs for gender equality
- Our organization is planning to offer formal capacity building programs for gender equality
- Our organization offers formal capacity building programs that are available to all employees
- Employees are actively encouraged by leadership and management to complete the formal capacity building programs offered by the organization
- Information regarding this question is unknown or unavailable

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**4. Has your organization implemented programs that specifically engage men to ensure their awareness and capacity to support gender equality (e.g. Catalyst's MARC Leaders programming)?**

- Our organization does not participate in or have programs that specifically engage men
- Our organization welcomes everyone to participate in capacity building and awareness raising programs
- Our organization actively encourages men to participate in all capacity building and awareness raising programs
- Our organization actively encourages men to participate in initiatives specifically directed to them to ensure their awareness and capacity to support gender equality
- Information regarding this question is unknown or unavailable

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**5. How does your organization ensure that its capacity building and/or awareness raising programs respond to the needs of all employees?**

- Our organization has no measures in place to ensure these programs respond to the needs of all employees
- Our organization accepts employee feedback to identify areas of improvement for these programs
- Our organization encourages employee feedback about their experiences to make improvements to existing capacity building and awareness raising programs
- Our organization actively requests employee feedback about their experiences as well as expectations to ensure that existing and future capacity building and awareness raising programs respond to the needs of all employees
- Information regarding this question is unknown or unavailable

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**6. Does your organization evaluate the outcomes from capacity building and/or awareness raising programs?**

- Our organization does not evaluate outcomes from capacity building and/or awareness raising programs
- Our organization evaluates immediate program outcomes (e.g. knowledge, skill acquisition, level of awareness)
- Our organization evaluates immediate and intermediate program outcomes (e.g. changes in working practices, improved engagement, application of obtained knowledge)
- Our organization evaluates immediate, intermediate, and long-term outcomes (e.g. implementation of new practices, increased support of gender equality strategy)
- Information regarding this question is unknown or unavailable

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**7. Has your organization incorporated employee recognition and rewards to encourage and create awareness about inclusive practices and behaviours?**

- Our organization does not use employee recognition and rewards to encourage inclusive practices and behaviours
- Our organization uses informal recognition and reward practices (e.g. words of encouragement, words of appreciation in front of the team)
- Our organization has an employee recognition and reward program that includes informal and formal practices usually led by executives (e.g. words of recognition, employee recognition wall)
- Our organization has an employee recognition and reward program that includes informal and formal practices where everyone is encouraged to recognize each other (e.g. newsletters, intranet messages, celebration of achievements events)
- Information regarding this question is unknown or unavailable

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**8. How does your organization ensure that all managers and/or team leaders are aware and have the capacity to support gender equality efforts within their teams?**

- Our organization has not taken any steps to ensure that all managers and/or team leaders are aware or have the capacity to support gender equality efforts within their teams
- Our organization shares available tools and resources with managers and/or team leaders to help raise awareness and build their capacity to support gender equality efforts within their teams
- Our organization encourages managers and/or team leaders to use available tools, resources, and training sessions to help raise awareness and build their capacity to support gender equality efforts within their teams
- Our organization provides managers and/or team leaders with tailored tools, resources, and training to ensure they are aware and have the capacity to support gender equality efforts within their teams
- Information regarding this question is unknown or unavailable

- .....
9. How does your organization ensure that leadership (i.e. Board of Directors, CEO, senior leadership, senior management) gain an understanding of what gender equality should look like in the workplace?
- Our organization has not taken any steps to ensure that leadership gain an understanding of what gender equality should look like in the workplace
  - Our organization shares available tools and resources with leadership to help them gain an understanding of what gender equality should look like in the workplace
  - Our organization encourages leadership to use available tools, resources, and training sessions to help them gain an understanding of what gender equality should look like within their teams
  - Our organization provides leadership with tailored tools, resources, and training to ensure they gain an understanding of what gender equality should look like within their teams
  - Information regarding this question is unknown or unavailable



## INTERSECTIONALITY

The term intersectionality defines the notion that social identities, such as race, ethnicity, gender identity, biological sex, sexual orientation, age, socio-economic status, disability/ability, marital status, migration status, religion, and education, overlap and intersect in dynamic ways that shape each individual and their experiences. An organization's gender equality approach and initiatives require the recognition and integration of all intersectional identities in order to be truly inclusive.

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**1. Has your organization considered various social identities to design, plan, or implement its gender equality efforts?**

- Our organization has not considered various social identities for designing, planning, or implementing its gender equality efforts
- Our organization mentions a few social identities when designing, planning, or implementing its gender equality efforts
- Our organization examines various social identities when designing, planning, or implementing its gender equality efforts
- Our organization actively involves groups of individuals of various social identities when designing, planning, or implementing its gender equality efforts
- Information regarding this question is unknown or unavailable

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**2. How does your organization ensure that all identities are acknowledged and equally supported in organizational programs, policies, initiatives, etc.?**

- Our organization has no measures in place to ensure that all identities are acknowledged and equally supported
- Our organization accepts employee feedback to identify areas of improvement
- Our organization encourages employee feedback about their experiences to make improvements to existing organizational programs, policies, initiatives, etc.
- Our organization actively requests employee feedback – especially reaching out to groups of individuals of various social identities – about their experiences as well as expectations to ensure that existing and future organizational programs, policies, initiatives, etc. acknowledge and equally support all identities
- Information regarding this question is unknown or unavailable

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**3. How does your organization address intersectionality within its workers' rights policies (e.g. human rights, employee rights, or human resources policies)?**

- Our organization does not have any measures in place to address intersectionality within its workers' rights policies
- Our organization vaguely mentions some intersectional factors within its workers' rights policies
- Our organization clearly addresses intersectional factors within its workers' rights policies, but this information does not influence our decision making
- Our organization clearly addresses intersectional factors within its workers' rights policies, and this information influences our decision making
- Information regarding this question is unknown or unavailable

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**5. How does your organization ensure a common understanding of what intersectionality looks like within its workplace?**

- Our organization has not taken any steps to ensure a common understanding of what intersectionality looks like within its workplace
- Our organization is considering providing general resources, information, or training sessions about intersectionality
- Our organization provides general resources, information, or training sessions about intersectionality
- Our organization actively involves groups of individuals of various social identities to incorporate their lived experiences into its resources, information, and training sessions
- Information regarding this question is unknown or unavailable

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**4. Has your organization analyzed how its policies may impact each gender as well as other social identities differently?**

- Our organization has not analyzed how any policies may impact each gender as well as other social identities
- Our organization is considering analyzing how its policies may impact each gender as well as other social identities differently
- Our organization has analyzed how its policies may impact each gender as well as other social identities differently to make improvements to existing policies
- Our organization has analyzed all of its policies, and has incorporated gender and intersectionality analysis into the policy development process
- Information regarding this question is unknown or unavailable

## INTERNAL COMMUNICATION

Accurate, transparent, effective, and extensive internal communication is integral for the successful implementation of gender equality efforts and corresponding employee engagement.

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**1. Is there clear and ongoing internal communication that gender equality is a priority to your business?**

- Our organization does not communicate any information about gender equality
- Our organization infrequently mentions gender equality in internal communications
- Our organization has internally declared that gender equality is a priority to its business
- Our organization discusses gender equality as a priority to its business in all general meetings
- Information regarding this question is unknown or unavailable

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**2. Does your organization transparently communicate gender equality information (e.g. policies, strategies, data, results, progress reports, concrete outcomes, action items) to all employees?**

- Our organization does not communicate any information about gender equality to employees
- Our organization only communicates gender equality information to relevant employees (e.g. human resources, diversity and inclusion, CEO, women's Employee Resource Groups)
- Our organization communicates gender equality information to all high-level employees (e.g. CEO, senior leadership, senior management)
- Our organization transparently communicates gender equality information to all employees throughout the organization
- Information regarding this question is unknown or unavailable

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**3. How does your organization ensure that gender equality information is visible to all employees?**

- Our organization has no measures to ensure gender equality information is visible to all employees
- Our organization infrequently communicates gender equality information to all employees
- Our organization regularly communicates gender equality information, but cannot ensure it is visible to all employees
- Our organization regularly communicates gender equality information, and has ensured it is visible to all employees
- Information regarding this question is unknown or unavailable

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**4. How does your organization ensure all senior leaders are prepared to effectively communicate gender equality information to employees?**

- Our organization has not taken any steps to ensure that senior leaders are prepared to effectively communicate gender equality information
- Our organization shares available tools and resources with all senior leaders to help them effectively communicate gender equality information
- Our organization encourages all senior leaders to use available tools and resources to help them effectively communicate gender equality information
- Our organization provides all senior leaders with tailored resources and training to ensure they gain an understanding of what gender equality should look like within their teams
- Information regarding this question is unknown or unavailable

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**5. What methods does your organization use to communicate gender equality information to employees at all levels?**

- Our organization has no methods to ensure that employees at all levels access gender equality information
- Our organization uses existing internal communication channels to spread messages about all strategies or initiatives, including gender equality information (e.g. news about gender equality in company newsletter, town halls, mass emails)
- Our organization has implemented a gender equality communication plan, but this plan does not tailor messages to specific levels of employees (e.g. CEO message to all employees, speaker series with general topics)
- Our organization has implemented a gender equality communication plan that includes key messages tailored to specific levels of employees (e.g. lived experiences campaigns for executives, workshops for managers, webinars for workforce)
- Information regarding this question is unknown or unavailable

## CLOSING GENDER WAGE GAPS

Organizations should incorporate the concept of *equal pay for equal work* and *equal pay for work of equal value* (or *pay equity*) and work towards eliminating the gender wage gap and its causes.

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### 1. Has your organization identified its gender wage gap and its causes?

- Our organization has not identified its gender wage gap or its causes
- Our organization has identified our gender wage gap and its causes, and is committed to reducing them
- Our organization has identified our gender wage gap and its causes, and has implemented a policy for addressing them
- Our organization has identified our gender wage gap and its causes, and has implemented a policy and a timeline for addressing them
- Information regarding this question is unknown or unavailable

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### 2. To what extent is your CEO committed to reducing/eliminating the gender wage gap?

- Our CEO has not expressed any commitment to reducing/eliminating the gender wage gap
- Our CEO has internally expressed their commitment to reducing/eliminating the gender wage gap
- Our CEO has expressed their commitment to reducing/eliminating the gender wage gap internally and externally
- Our CEO has implemented actions that match their commitment to reducing/eliminating the gender wage gap
- Information regarding this question is unknown or unavailable

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### 3. How does your organization ensure that gender-based wage discrimination does not exist?

- Our organization has not taken any steps to ensure that gender-based wage discrimination does not exist
- Our organization has assessed its compensation systems, benefits programs, and remuneration policies to identify and address any discriminatory practices
- Our organization regularly reviews its compensation systems, benefits programs, and remuneration policies, and has taken corrective measures to eliminate any discriminatory practices
- Our organization has established a system of periodic reviews of its compensation systems, benefits programs, and remuneration policies to ensure no new discriminatory practices emerge
- Information regarding this question is unknown or unavailable

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### 4. Does your organization have an *equal pay for equal work* and *pay equity* policy or equivalent?

- Our organization does not have a remuneration policy that addresses any aspects of pay inequity
- Our organization has a remuneration policy that includes a commitment to avoiding wage discrimination or pay inequities, but does not have a specific *equal pay for equal work* and *pay equity* policy
- Our organization has an *equal pay for equal work* policy or a *pay equity* policy, but our policy does not address both *equal pay for equal work* and *pay equity*
- Our organization has successfully developed and implemented an *equal pay for equal work* and *pay equity* policy, or an equivalent policy that addresses both *equal pay for equal work* and *pay equity*
- Information regarding this question is unknown or unavailable

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**5. How does your organization ensure that *pay equity* is addressed?**

- Our organization does not have any measure to ensure that *pay equity* is addressed
- Our organization is in the process of developing an action plan to address *pay equity*
- Our organization has a team or accountable party with appropriate authority and resources responsible for achieving specific and measurable *pay equity* targets
- Our organization has a team or accountable party led by senior leadership that is responsible for achieving specific and measurable *pay equity* targets
- Information regarding this question is unknown or unavailable

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**7. Does your organization publish gender wage gap data in public corporate reports or filings?**

- Our organization does not have any gender wage gap data or has the data but does not publish it in corporate reports as it is not legislated to file this information
- Our organization includes gender wage gap data in corporate filings as it is legislated to do so
- Our organization is planning or has started including some gender wage gap data in publicly available reports although it is not legislated to do so
- Our organization includes detailed gender wage gap data in publicly available reports although it is not legislated to do so
- Information regarding this question is unknown or unavailable

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**6. Is your organization compliant with relevant *equal pay for equal work* and *pay equity* legislation?**

- Our organization does not proactively comply with *equal pay for equal work* and *pay equity* legislation
- Our organization has identified the requirements of *equal pay for equal work* and *pay equity* legislation and has committed to becoming compliant before a complaint is filed or a regulatory audit is commenced
- Our organization has taken all the steps necessary for *pay equity* compliance (i.e. classify jobs by gender, assess the value of jobs in a gender neutral way, compare the wages of female jobs to those of comparable male jobs, and adjust the underpaid female jobs) in accordance with the timeframes set out in the relevant *equal pay for equal work* and *pay equity* legislation
- Our organization regularly reviews its compensation systems to ensure ongoing compliance with *equal pay for equal work* and *pay equity* legislation to take into account changes to the composition of its workforce and changes to the work being performed in the organization
- Information regarding this question is unknown or unavailable

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**8. Does your organization share gender wage gap data in internal reports?**

- Our organization does not have gender wage gap data or has the data but does not share it in internal reports
- Our organization shares gender wage gap data in internal reports with relevant groups or stakeholders (e.g. senior leadership, governance, or shareholder reports)
- Our organization is planning or has started including some gender wage gap data in internal reports that are available to all high-level employees (e.g. CEO, senior leadership, senior management)
- Our organization includes detailed gender wage gap data in internal reports that are available to all employees
- Information regarding this question is unknown or unavailable

## RECRUITMENT, RETENTION, AND PROMOTION

Organizations must have policies and practices in place that increase the number of women at all levels of the pipeline and advance all genders' participation in non-traditional careers or industries to ensure an equitable distribution of labour.

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**1. Does your organization have recruitment practices or policies that are gender-responsive?**

- Our organization does not have gender-responsive recruitment practices or policies
- Our organization is developing or committed to develop gender-responsive recruitment practices or policies
- Our organization has gender-responsive recruitment practices or policies in place but there is no enforcement or update
- Our organization has gender-responsive recruitment practices or policies that are well enforced and regularly updated
- Information regarding this question is unknown or unavailable

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**2. Does your organization have recruitment practices to encourage more women to apply for open positions (e.g. promote openings within women's professional networks or associations, use industry-specific job boards or career fairs, recruit from a broad range of universities or educational institutions)?**

- Our organization does not have any practices to encourage more women to apply for open positions
- Our organization has recruitment practices that welcome all qualified applicants for open positions
- Our organization has recruitment practices aimed to encourage diverse applicants, including women
- Our organization has recruitment practices aimed to proactively attract more women applicants in addition to practices aimed at attracting diverse applicants
- Information regarding this question is unknown or unavailable

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**3. Does your organization have recruitment practices to encourage all genders to apply for open positions in non-traditional careers (e.g. promote openings within professional networks or associations, use specific job boards or career fairs, recruit from a broad range of universities or educational institutions)?**

- Our organization does not have any practices to encourage different genders to apply for open positions in non-traditional careers
- Our organization has recruitment practices that welcome all qualified applicants regardless of the role
- Our organization has recruitment practices aimed to encourage different genders to apply for open positions in non-traditional careers
- Our organization has recruitment practices aimed to proactively attract underrepresented genders to apply for open positions in non-traditional careers
- Information regarding this question is unknown or unavailable

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**4. Does your organization perform a gender analysis of its jobs and roles to reduce bias and discrimination in job descriptions (e.g. review skills qualifications, language use, role titles)?**

- Our organization has not performed a gender analysis of its jobs or roles
- Our organization is committed to analyzing its jobs and roles to reduce bias and discrimination in job descriptions
- Our organization has performed a gender analysis of its jobs and roles to reduce bias and discrimination in job descriptions
- Our organization regularly performs a gender analysis its of jobs and roles, and has incorporated gender analysis into the job description process
- Information regarding this question is unknown or unavailable

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**5. How does your organization address bias, discrimination, and stereotypes in its recruiting, screening, and hiring processes?**

- Our organization does not have measures to address bias, discrimination, and stereotypes in its recruiting, screening, and hiring processes
- Our organization is planning to review or is currently reviewing its recruiting, screening, and hiring processes, but has not implemented any formal measures to address bias, discrimination, and stereotypes
- Our organization has reviewed its recruiting, screening, and hiring processes, and has encouraged employees involved in these processes to be mindful of bias, discrimination, and stereotypes
- Our organization regularly reviews its recruiting, screening, and hiring processes, and has implemented formal measures to address and prevent bias, discrimination, and stereotypes (e.g. training, checklist criteria, standard interview scripts and questionnaires, diverse committees, process reports)
- Information regarding this question is unknown or unavailable

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**6. How does your organization address bias, discrimination, and stereotypes in its performance reviews and promotion or succession processes?**

- Our organization does not have measures to address bias, discrimination, and stereotypes in its performance reviews and promotion or succession processes
- Our organization is planning to review or is currently reviewing its performance reviews and promotion or succession processes, but has not implemented any formal measures to address bias, discrimination, and stereotypes
- Our organization has reviewed its performance reviews and promotion or succession processes, and has encouraged employees involved in these processes to be mindful of bias, discrimination, and stereotypes
- Our organization regularly reviews its performance reviews and promotion or succession processes, and has implemented formal measures to address and prevent bias, discrimination, and stereotypes (e.g. training, checklist criteria, standard interview scripts and questionnaires, diverse committees, process reports)
- Information regarding this question is unknown or unavailable

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**7. How does your organization ensure that employees of all genders have equal development and advancement opportunities?**

- Our organization has no measures to ensure equal development and advancement opportunities
- Our organization is committed to providing equal development and advancement opportunities to employees of all genders, but has not taken any concrete action
- Our organization ensures that identified high-potential employees of all genders use career development and advancement tools (e.g. training, mentorship, sponsorship, career plans)
- Our organization ensures gender balance when identifying high-potential employees and provides them with career development and advancement tools (e.g. training, mentorship, sponsorship, career plans)
- Information regarding this question is unknown or unavailable

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**8. How does your organization ensure that all employees are aware of available development and advancement opportunities?**

- Our organization does not take action to ensure all employees are aware of available development and advancement opportunities
- Our organization has resources and information available to any employee upon request and/or provides them upon employment with information about available development and advancement opportunities
- Our organization actively communicates available development and advancement opportunities to all employees using several methods (e.g. workshops, emails, intranet)
- Our organization requests all managers or team leaders to regularly communicate and encourage available development and advancement opportunities to all employees within their teams
- Information regarding this question is unknown or unavailable



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**9. Does your organization track recruitment, hiring, attrition, or promotion rates by gender?**

- Our organization does not track recruitment, hiring, attrition, or promotion rates by gender
- Our organization tracks recruitment, hiring, attrition, or promotion rates, but not by gender
- Our organization tracks recruitment, hiring, attrition, or promotion rates by gender across the organization as a whole
- Our organization tracks recruitment, hiring, attrition, and promotion rates by gender across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

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**10. Does your organization track recruitment, hiring, attrition, or promotion history by gender?**

- Our organization does not track recruitment, hiring, attrition, or promotion history
- Our organization tracks recruitment, hiring, attrition, or promotion history, but not by gender
- Our organization tracks recruitment, hiring, attrition, or promotion history by gender across the organization as a whole
- Our organization tracks recruitment, hiring, attrition, and promotion history by gender across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

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**11. Does your organization track attrition and promotion rates following pregnancy/maternity and parental leave?**

- Our organization does not track attrition or promotion rates following pregnancy/maternity and parental leave
- Our organization tracks some of this information across the organization as a whole
- Our organization tracks attrition and promotion rates following pregnancy/maternity and parental leave across the organization as a whole
- Our organization tracks attrition and promotion rates following pregnancy/maternity and parental leave across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

## CAREER DEVELOPMENT

Approaching opportunities for career development, specifically mentorship and sponsorship, from a gender-responsive perspective greatly influences women's ability to succeed at work.

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### 1. Does your organization offer mentorship programs?

- Our organization does not offer mentorship programs
- Our organization has informally adopted or is considering adopting mentorship programs
- Our organization has formal mentorship programs that are available to all employees, but these programs have only been adopted in some organizational units (e.g. teams, departments, functions)
- Our organization has formal mentorship programs, and ensures these programs are adopted organization-wide in all units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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### 2. Does your organization offer sponsorship programs?

- Our organization does not offer sponsorship programs
- Our organization has informally adopted or is considering adopting sponsorship programs
- Our organization has formal sponsorship programs that are available to all employees, but these programs have only been adopted in some organizational units (e.g. teams, departments, functions)
- Our organization has formal sponsorship programs, and ensures these programs are adopted organization-wide in all units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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### 3. Does your organization offer career development programs other than mentorship or sponsorship (e.g. training, networking, Employee Resource Groups)?

- Our organization does not offer career development programs
- Our organization has informally adopted or is considering adopting career development programs
- Our organization has formal career development programs that are available to all employees
- Our organization has formal career development programs, and ensures these programs are actively supported and communicated by leadership and management throughout the organization
- Information regarding this question is unknown or unavailable

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### 4. How does your organization ensure that all career development programs respond to the needs of all employees?

- Our organization has no measures in place to ensure career development programs respond to the needs of all employees
- Our organization accepts employee feedback to identify areas of improvement for these programs
- Our organization encourages feedback from all employees about their experiences to make improvements to existing career development programs
- Our organization actively requests feedback from all employees – especially reaching out to women of all backgrounds – about their experiences as well as expectations to ensure that existing and future career development programs respond to their needs
- Information regarding this question is unknown or unavailable

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**5. Does your organization evaluate the outcomes from career development programs by gender to determine how they impact career paths?**

- Our organization does not evaluate the outcomes from career development programs
- Our organization only evaluates overall outcomes from career development programs
- Our organization evaluates outcomes from career development programs by gender
- Our organization evaluates outcomes from career development programs by gender as well as other social identities
- Information regarding this question is unknown or unavailable

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**6. How does your organization prevent discrimination or bias in career development programs?**

- Our organization has not taken steps to prevent bias in career development programs
- Our organization encourages program participants (e.g. employees, leadership, trainers, facilitators, program coordinators) to be mindful of discrimination and bias
- Our organization actively encourages all program participants to complete training that includes discrimination or bias
- Our organization actively encourages all participants to complete training, and has implemented formal practices to prevent discrimination and bias (e.g. selection and assignment criteria, expectations guidelines, evaluation rubrics, scripts)
- Information regarding this question is unknown or unavailable

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**7. How does your organization ensure that senior leaders participate in mentorship and/or sponsorship programs?**

- Our organization does not have any measure to ensure that senior leaders participate in mentorship and/or sponsorship programs
- Our organization informally encourages all senior leaders to participate in mentorship and/or sponsorship programs
- Our organization has included mentorship and/or sponsorship in all senior leaders' job descriptions to make sure they are aware that they are expected to participate in these programs
- Our organization has included specific metrics in performance reviews to hold senior leaders accountable for participating in these programs
- Information regarding this question is unknown or unavailable

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**8. How does your organization hold both parties accountable in mentorship and/or sponsorship relationships?**

- Our organization does not have a system in place to hold both parties accountable in mentorship and/or sponsorship programs
- Our organization provides both parties with information, support, and resources to ensure that they understand their roles and expectations
- Our organization has implemented a program policy or guidelines outlining goals, targets, and expectations for both parties, but no evaluation framework is in place
- Our organization has a program policy or guidelines outlining goals, targets, expectations, and evaluation frameworks for both parties in the programs
- Information regarding this question is unknown or unavailable

## WORKPLACE FLEXIBILITY

Flexible work practices and policies that permit alternative working conditions and respond to employees' needs and preferences can facilitate better work-life balance for all employees.

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**1. Does your organization offer flexible work schedules (e.g. start/finish, compressed work weeks, time swaps, split shifts)?**

- Our organization does not offer flexible work schedules
- Our organization has informally adopted flexible work schedules
- Our organization has a formal policy that includes flexible work schedules, but they have only been adopted in some organizational units (e.g. teams, departments, functions)
- Our organization has a formal policy that includes flexible work schedules, and ensures they are adopted organization-wide in all units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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**2. Does your organization offer flexible number of hours worked (e.g. reduced hours/part-time, job sharing, partial leave)?**

- Our organization does not offer flexible number of hours worked
- Our organization has informally adopted flexible number of hours worked
- Our organization has a formal policy that includes flexible number of hours worked, but they have only been adopted in some organizational units (e.g. teams, departments, functions)
- Our organization has a formal policy that includes flexible number of hours worked, and ensures they are adopted organization-wide in all units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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**3. Does your organization offer flexible work locations?**

- Our organization does not offer flexible work locations
- Our organization has informally adopted flexible work locations
- Our organization has a formal policy that includes flexible work locations, but flexible work locations have only been adopted in some organizational units (e.g. teams, departments, functions)
- Our organization has a formal policy that includes flexible work locations, and ensures they are adopted organization-wide in all units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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**4. Does your organization offer flexible leaves (e.g. short- and long-term family responsibility leave, bereavement leave, buyable leave, educational leave)?**

- Our organization does not offer options for flexible leaves
- Our organization has informally adopted flexible leaves
- Our organization has a formal policy that includes flexible leaves, but flexible leaves have only been adopted in some organizational units (e.g. teams, departments, functions)
- Our organization has a formal policy that includes flexible leaves, and ensures they are adopted organization-wide in all units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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**5. Does your organization provide top-ups for pregnancy, adoption, parental, or dependent care leave?**

- Our organization does not provide top-ups for pregnancy, adoption, parental, or dependent care leave
- Our organization is considering the adoption of top-ups for pregnancy, adoption, parental, or dependent care leave
- Our organization has a formal policy that provides top-ups for pregnancy, adoption, parental, or dependent care leave, but it is not actively communicated by leadership or management
- Our organization has a formal policy that provides top-ups for pregnancy, adoption, parental, or dependent care leave, and ensures these benefits are actively supported and communicated by leadership and management
- Information regarding this question is unknown or unavailable

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**7. Does your organization have transition programs to support employees going on and coming back from extended leave (e.g. pregnancy, parental, dependent care, bereavement leave)?**

- Our organization does not have these types of transition programs
- Our organization has informally adopted or is considering the implementation of these types of transition programs
- Our organization has a formal policy that is available to all employees that includes these types of transition programs, but they are not actively communicated by leadership or management
- Our organization has a formal policy that includes these types of transition programs, and ensures these benefits are actively supported and communicated by leadership and management
- Information regarding this question is unknown or unavailable

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**6. Does your organization offer in-office and on-site workplace flexibility (e.g. lactation rooms, childcare facilities in all washrooms, break areas, time off for dependent responsibilities, take your kid to work options)?**

- Our organization does not offer in-office and/or on-site workplace flexibility
- Our organization offers basic facilities to accommodate in-office and/or on-site workplace flexibility
- Our organization offers several facilities and practices to accommodate in-office and/or on-site workplace flexibility, but they are not actively communicated by leadership or management
- Our organization offers several facilities and practices that accommodate in-office and on-site workplace flexibility, and ensures they are actively supported and communicated by leadership and management
- Information regarding this question is unknown or unavailable

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**8. Does your organization have additional childcare benefits for parents (e.g. emergency backup childcare, childcare subsidies, on-site childcare)?**

- Our organization does not have additional childcare benefits for parents
- Our organization is considering the adoption of additional childcare benefits for parents
- Our organization has a formal policy or program that is available to all employees that includes additional childcare benefits for parents, but they are not actively communicated by leadership or management
- Our organization has a formal policy or program that includes additional childcare benefits for parents, and ensures these benefits are actively supported and communicated by leadership and management
- Information regarding this question is unknown or unavailable

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**9. To what extent is your organization's workplace flexibility policy aligned with its approach to gender equality?**

- Our organization does not have a workplace flexibility policy, or has a policy that is not aligned with its approach to gender equality
- Our organization's workplace flexibility policy incidentally includes some elements that are aligned with its approach to gender equality
- Our organization's workplace flexibility policy purposefully includes some elements that are aligned with its approach to gender equality
- Our organization's workplace flexibility policy is fully aligned with its approach to gender equality
- Information regarding this question is unknown or unavailable

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**10. How does your organization ensure that all managers and/or team leaders are equipped to successfully manage workplace flexibility arrangements?**

- Our organization does not have any measures to ensure that managers and/or team leaders are equipped to manage workplace flexibility arrangements
- Our organization provides information (e.g. guide, toolkit, email summary) to increase the awareness of managers and/or team leaders about managing workplace flexibility arrangements
- Our organization provides resources and tools (e.g. management software, online collaboration programs) to help managers and/or team leaders manage workplace flexibility arrangements
- Our organization provides resources and tools as well as training or support for all managers and/or team leaders to ensure they are equipped to manage workplace flexibility arrangements
- Information regarding this question is unknown or unavailable

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**11. How does your organization ensure that all employees are equipped to utilize workplace flexibility arrangements?**

- Our organization does not have any measures to ensure employees are equipped to utilize workplace flexibility arrangements
- Our organization provides information (e.g. guide, toolkit, email summary) to help employees utilize workplace flexibility arrangements
- Our organization provides resources and tools (e.g. technological equipment, online software, informational resources) to help employees utilize workplace flexibility arrangements
- Our organization provides resources and tools as well as training or support for all employees to ensure they are equipped to utilize workplace flexibility arrangements
- Information regarding this question is unknown or unavailable

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**12. Does your organization encourage all employees to use its workplace flexibility arrangements?**

- Our organization does not encourage employees to use its workplace flexibility arrangements
- Our organization has resources and information available to any employee upon request and/or provides them upon employment
- Our organization actively uses several methods (e.g. workshops, emails, intranet) to encourage employees to use all workplace flexibility arrangements
- Our organization actively uses several methods, and requests all managers and/or team leaders to regularly communicate and encourage the use of all workplace flexibility arrangements within their organizational units (e.g. teams, departments, functions)
- Information regarding this question is unknown or unavailable

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**13. Does your organization encourage men to use adoption, parental, or dependent care leave?**

- Our organization does not encourage men to use adoption, parental, or dependent care leave
- Our organization has resources and information available to any employee upon request and/or provides them upon employment
- Our organization actively communicates available options using several methods (e.g. workshops, emails, intranet) to encourage men to use adoption, parental, or dependent care leave
- Our organization actively uses several methods and requests all managers and/or team leaders to regularly communicate and encourage men to use adoption, parental, or dependent care leave
- Information regarding this question is unknown or unavailable

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**14. Does your organization assess employee use of its workplace flexibility arrangements by gender?**

- Our organization does not assess employee use of existing workplace flexibility arrangements
- Our organization is planning to assess employee use of existing workplace flexibility arrangements by gender
- Our organization has assessed employee use of existing workplace flexibility arrangements by gender across the organization as a whole
- Our organization assesses employee use of existing workplace flexibility arrangements by gender across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

## WORKPLACE WELLBEING AND SAFETY

Organizations must ensure occupational health and safety, prevent workplace violence and harassment, support employees' psychological safety and mental health, and advance comfort and wellbeing for all employees.

- .....
1. **How does your organization ensure that all workplace wellbeing and safety policies recognize and protect sex and gender differences (e.g. mental health, muscular-skeletal, reproductive health, hygiene, security, comfort)?**
    - Our organization does not have a workplace wellbeing and safety policy that recognizes sex and gender differences
    - Our organization acknowledges that the items listed above impact every individual differently, but our workplace wellbeing and safety policies do not address sex and gender differences
    - Our organization has performed a gender analysis of workplace wellbeing and safety policies, and has made the necessary changes to protect sex and gender differences
    - Our organization regularly performs a gender analysis of workplace wellbeing and safety policies, and has incorporated gender-responsive analysis into the policy development process
    - Information regarding this question is unknown or unavailable
  
  2. **How does your organization ensure that workplace wellbeing and safety responds to the needs of employees of all genders?**
    - Our organization has no measures in place to ensure that workplace wellbeing and safety responds to the needs of employees of all genders
    - Our organization accepts employee feedback about their experiences to identify areas of improvement
    - Our organization encourages employee feedback about their experiences to make improvements to workplace wellbeing and safety
    - Our organization actively requests employee feedback and reaches out to women of all backgrounds about their experiences as well as expectations to ensure that workplace wellbeing and safety responds to the needs of all employees
    - Information regarding this question is unknown or unavailable
  
  3. **Does your organization's wellbeing and safety decision-making team accurately and proportionally represent its workforce population?**
    - Our organization does not have a wellbeing and safety decision-making team that accurately and proportionally represents its workforce population
    - Our organization encourages all genders to join our wellbeing and safety decision-making team, but this team does not accurately and proportionally represent its workforce population
    - Our organization ensures there is representation of all genders on our wellbeing and safety decision-making team, but this team still does not accurately and proportionally represent its workforce population
    - Our organization's wellbeing and safety decision-making team accurately and proportionally represent its workforce population
    - Information regarding this question is unknown or unavailable
  
  4. **Has your organization included gender awareness for all staff and employees as part of wellbeing and safety training (e.g. gender-based violence and harassment, postpartum mental health)?**
    - Our organization does not have wellbeing and safety training, or has the training but does not include gender awareness as part of it
    - Our organization is developing or committed to developing gender awareness content for its wellbeing and safety training
    - Our organization has included gender awareness as part of its wellbeing and safety onboarding of all staff and employees
    - Our organization has included gender awareness into all of its wellbeing and safety meetings and/or training sessions for all staff and employees
    - Information regarding this question is unknown or unavailable
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**5. How does your organization prevent workplace discrimination and violence, including gender-based violence?**

- Our organization does not have any measure to address the prevention of workplace discrimination and violence, including gender-based violence
- Our organization is developing or committed to developing an action plan to address the prevention of workplace discrimination and violence, including gender-based violence
- Our organization has an individual or accountable party with appropriate authority and resources responsible for preventing workplace discrimination and violence, including gender-based violence
- Our organization has an individual or accountable party supported by senior leadership that is responsible for achieving specific and measurable goals for preventing workplace discrimination and violence, including gender-based violence
- Information regarding this question is unknown or unavailable

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**6. Does your organization have a zero-tolerance policy against all forms of workplace discrimination and violence, including gender-based violence?**

- Our organization does not address zero-tolerance against all forms of workplace discrimination and violence, including gender-based violence
- Our organization promotes zero-tolerance against all forms of workplace discrimination and violence, including gender-based violence, but does not have a formal policy in place
- Our organization has implemented a zero-tolerance policy against all forms of workplace discrimination and violence, including gender-based violence
- Our organization ensures that everyone is informed and educated about our zero-tolerance policy against all forms of workplace discrimination and violence, including gender-based violence
- Information regarding this question is unknown or unavailable

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**7. Has your organization implemented clear, confidential, and reprisal-free mechanisms for reporting, documenting, and recording cases of workplace discrimination and violence, including gender-based violence (e.g. anonymous grievance systems, employee protection, or whistle-blower policies)?**

- Our organization has not implemented any mechanism for reporting, documenting, and recording cases of workplace discrimination and violence, including gender-based violence
- Our organization has informally adopted clear, confidential, and reprisal-free mechanisms for reporting, documenting, and recording cases of workplace discrimination and violence, including gender-based violence
- Our organization has clear, confidential, and reprisal-free formal mechanisms for reporting, documenting, and recording cases of workplace discrimination and violence, including gender-based violence
- Our organization has ensured that our mechanisms for reporting, documenting, and recording cases of workplace discrimination and violence, including gender-based violence, are successfully implemented organization-wide, and requires managers or team leaders to promote a "see something, say something" environment within their teams
- Information regarding this question is unknown or unavailable

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8. Does your organization have practices that ensure the safety of employees of all genders when in the workplace, commuting to work, visiting clients, or travelling for work (e.g. check-in devices or procedures, security guards, transportation services, visible parking lot, security cameras)?

- Our organization does not have practices aimed to address employee safety out of the workplace
- Our organization has informal practices to ensure employee safety, but only when in the workplace
- Our organization has formal practices that address the safety needs of all employees, but only when in the workplace
- Our organization has formal practices that address the safety needs of all employees when in the workplace, as well as when commuting to work, visiting clients, or travelling for work
- Information regarding this question is unknown or unavailable

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9. Does your organization provide an employee benefits package that includes access to health services specifically designed to address the different needs of all genders (e.g. breast and prostate cancer screening, reproductive, postpartum, and mental health support)?

- Our organization does not provide an employee benefits package
- Our organization provides an employee benefits package, but it does not include gender-specific needs
- Our organization provides an employee benefits package that incidentally includes some benefits that may support gender-specific needs
- Our organization assessed the needs of all employees to provide an employee benefits package that purposefully includes benefits for gender-specific health care
- Information regarding this question is unknown or unavailable

## MARKETING AND ADVERTISING

Marketing and advertising materials that recognize and reduce the inequalities between different genders and address different genders' needs can help prevent gender bias, stereotypes, and discrimination.

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**1. To what extent is creating gender-responsive marketing and advertising a priority for your organization's gender equality efforts?**

- Our organization does not prioritize creating gender-responsive marketing and advertising in any capacity
- Our organization acknowledges the relevancy of creating gender-responsive marketing and advertising to its efforts for gender equality
- Our organization has incorporated some elements of creating gender-responsive marketing and advertising into its efforts for gender equality
- Our organization has fully incorporated creating gender-responsive marketing and advertising into its efforts for gender equality
- Information regarding this question is unknown or unavailable

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**2. How does your organization ensure that gender portrayals in advertisements are diverse, realistic, and do not depict stereotypical roles?**

- Our organization does not have any measures to ensure that gender portrayals in advertisements are diverse, realistic, and do not depict stereotypical roles
- Our organization promotes gender portrayals in advertisements that are diverse, realistic, and do not depict stereotypical roles, but does not have a formal code, a policy, or guidelines in place
- Our organization has a formal code, a policy, or guidelines in place for addressing gender portrayals in advertisements that are diverse, realistic, and do not depict stereotypical roles, but does not ensure advertising and company materials align with this code, policy, or guidelines
- Our organization has practices in place to ensure that advertising and company materials align with its code, policy, or guidelines for addressing gender portrayals in advertisements that are diverse, realistic, and do not depict stereotypical roles
- Information regarding this question is unknown or unavailable

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**3. How does your organization address potential bias in employees involved in communications, marketing, advertising, public relations, etc.?**

- Our organization does not have any measures to address potential bias in employees involved in communications, marketing, advertising, public relations, etc.
- Our organization encourages employees involved in communications, marketing, advertising, public relations, etc. to be mindful of bias, and encourages them to complete training related to gender stereotypes, bias, and intersectionality
- Our organization requests that all employees involved in communications, marketing, advertising, public relations, etc. complete training related to gender stereotypes, bias, and intersectionality
- Our organization has ensured that all employees involved in communications, marketing, advertising, public relations, etc. have completed training related to gender stereotypes, bias, and intersectionality
- Information regarding this question is unknown or unavailable

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**4. How does your organization ensure equal and balanced representation of all genders in advertising and communication materials?**

- Our organization does not track gender representation in advertising and communication materials
- Our organization is committed to improving representation of all genders in advertising and communication materials
- Our organization has tracked representation of all genders in advertising and communication materials, and has taken corrective measures to improve these rates
- Our organization has established a formal system or process to regularly track representation of all genders in all advertising and communication materials to ensure appropriate representation
- Information regarding this question is unknown or unavailable

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**6. Does your organization pre-test and test gender portrayals when developing advertising and external communication materials?**

- Our organization does not pre-test and test all gender portrayals when developing advertising and external communication materials
- Our organization is committed to avoiding any stereotypical portrayals in advertising and external communication materials
- Our organization has tested gender portrayals when developing some advertising and external communication materials to ensure they do not depict stereotypical roles
- Our organization pre-tests and tests gender portrayals when developing all advertising and external communication materials to ensure they do not depict stereotypical roles
- Information regarding this question is unknown or unavailable

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**5. Has your organization joined an initiative that addresses stereotyping and bias in advertising (e.g. UN Women Stereotype Alliance Initiative, #SeeHer Initiative)?**

- Our organization has not joined any initiative that addresses stereotyping and bias in advertising
- Our organization is considering joining an initiative(s) that addresses stereotyping and bias in advertising
- Our organization has joined an initiative(s) that addresses stereotyping and bias in advertising, but has not taken concrete action to fulfill these commitments
- Our organization has joined an initiative(s) that addresses stereotyping and bias in advertising, and has taken concrete action to fulfill these commitments
- Information regarding this question is unknown or unavailable

## SUPPLY CHAIN

Organizations can further gender equality through supplier relations by working with or supporting diverse suppliers and guaranteeing women's rights in suppliers' workplaces.

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**1. To what extent is supply chain diversity and inclusion a priority for your organization's gender equality efforts?**

- Our organization does not prioritize supply chain diversity and inclusion in any capacity
- Our organization acknowledges the relevancy of supply chain diversity and inclusion to its gender equality efforts
- Our organization has incorporated some elements of supply chain diversity and inclusion into its gender equality efforts
- Our organization has fully incorporated supply chain diversity and inclusion into its gender equality efforts
- Information regarding this question is unknown or unavailable

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**2. Does your organization have an enterprise-wide supplier diversity and inclusion policy that specifically addresses gender-responsive procurement?**

- Our organization does not have a policy to support gender-responsive procurement
- Our organization acknowledges the importance of gender-responsive procurement, but its supplier policy does not formally address it
- Our organization has a formal supplier diversity and inclusion policy that clearly mentions gender-responsive procurement, but it is not enterprise-wide
- Our organization has a formal supplier diversity and inclusion policy that includes specific goals for gender-responsive procurement and is enterprise-wide
- Information regarding this question is unknown or unavailable

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**3. Does your organization have a written enterprise-wide supplier diversity and inclusion policy that specifically addresses supplier workers' rights in order to advance gender equality?**

- Our organization does not have a written policy that addresses gender equality and supplier workers' rights
- Our organization acknowledges the importance of gender equality and workers' rights in the supply chain, but its supplier policy does not include it
- Our organization has a written and formal supplier diversity and inclusion policy that clearly mentions gender equality and supplier workers' rights
- Our organization has a written and formal enterprise-wide supplier diversity and inclusion policy that includes specific goals for gender equality and supplier workers' rights
- Information regarding this question is unknown or unavailable

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**4. Has your organization evaluated its supply chain in regard to supplier diversity, gender equality, and human and labour rights performance?**

- Our organization has not evaluated its supplier diversity, gender equality, and human and labour rights performance
- Our organization is planning to evaluate its supplier diversity, gender equality, and human and labour rights performance
- Our organization has evaluated its supplier diversity, gender equality, and human and labour rights performance to assess relevance, efficiency, effectiveness, and impact
- Our organization has a system or process in place to regularly evaluate its supplier diversity, gender equality, and human and labour rights performance to assess relevance, efficiency, effectiveness, and impact
- Information regarding this question is unknown or unavailable

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**5. How does your organization ensure that its supply chain is diverse (e.g. women, ethnicity, LGBTQ2+, diverse abilities)?**

- Our organization does not have any measures in place to ensure its supply chain is diverse
- Our organization is committed to addressing diversity in its supply chain
- Our organization has assigned a team or individual that is responsible for addressing supply chain diversity, but this team or individual does not have appropriate authority and/or resources
- Our organization has a team or individual with appropriate authority and resources that is responsible for achieving specific and measurable targets for supply chain diversity
- Information regarding this question is unknown or unavailable

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**6. How does your organization ensure that direct/prime suppliers and prospective suppliers align with its supplier diversity, gender equality, and human and labour rights efforts?**

- Our organization does not have any measures to ensure that suppliers align with its supplier diversity, gender equality, and human and labour rights efforts
- Our organization's commitment to supplier diversity, gender equality, and human and labour rights is publicly available (e.g. website, social media)
- Our organization has a written formal code of conduct for suppliers that addresses its commitment to supplier diversity, gender equality, and human and labour rights that is publicly available and/or shared with all direct/prime suppliers
- Our organization includes commitments to supply chain diversity, gender equality, and human and labour rights in all direct/prime suppliers' contracts
- Information regarding this question is unknown or unavailable

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**7. How does your organization encourage direct/prime suppliers to purchase more from women's business enterprises?**

- Our organization has no measures to encourage direct/prime suppliers to purchase more from women's business enterprises
- Our organization educates all direct/prime suppliers about the benefits of purchasing more from women's business enterprises
- Our organization has a second-tier program that measures direct/prime suppliers' purchases from women's business enterprises against established goals, but it does not have formal incentives, rewards, and penalties
- Our organization has an active second-tier program for direct/prime suppliers with formal incentives, rewards, and penalties for goal attainment (e.g. order volume, premium pricing, minimum order level)
- Information regarding this question is unknown or unavailable

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**8. How does your organization encourage direct/prime suppliers to advance gender equality and women's empowerment within their workplaces?**

- Our organization has no measures to encourage direct suppliers to advance gender equality and women's empowerment within their workplaces
- Our organization educates all direct suppliers about the benefits of advancing gender equality and women's empowerment within their workplaces
- Our organization measures direct suppliers' performance related to advancing gender equality and women's empowerment within their workplaces against established goals, but this does not include formal incentives, rewards, and penalties
- Our organization has formal incentives, rewards, and penalties for goal attainment of direct suppliers related to advancing gender equality and women's empowerment within their workplaces (e.g. order volume, premium pricing, minimum order level)
- Information regarding this question is unknown or unavailable

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9. Does your organization support the development of women's businesses and diverse enterprises (e.g. capacity building, training)?
- Our organization has no measures to support the development of women's businesses and diverse enterprises
  - Our organization has an outreach program for supplier diversity (e.g. attendance/sponsorship of trade fairs, networking events, educational workshops)
  - Our organization has a supplier development program for women's businesses and diverse enterprises (e.g. training, mentoring, capacity building, outreach activities)
  - Our organization actively collects feedback from enterprises that participate in its supplier development program to ensure their needs are met
  - Information regarding this question is unknown or unavailable

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10. Does your organization work with external stakeholders to support diversity and inclusion in the supply chain (e.g. local governments, supplier diversity networks, human rights organizations, industry associations, universities and incubators)?
- Our organization does not work with any stakeholders to support diversity and inclusion in the supply chain
  - Our organization works with members of its supply chain to address diversity and inclusion
  - Our organization has partnered with some external stakeholders to support diversity and inclusion in the supply chain
  - Our organization actively engages and collaborates with external stakeholders to support diversity and inclusion in the supply chain
  - Information regarding this question is unknown or unavailable

## OUTREACH INITIATIVES AND PARTNERSHIPS

The private sector can drive gender equality within the communities they operate in by developing outreach initiatives, partnerships, and corporate social responsibility programs.

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**1. To what extent is gender equality and women's empowerment part of your corporate social responsibility (CSR), outreach, or community initiatives?**

- Our organization does not have CSR, outreach, or community initiatives, or has these initiatives but gender equality and/or women's empowerment are not part of them
- Our organization incidentally includes elements of gender equality and women's empowerment in its CSR, outreach, or community initiatives
- Our organization purposefully includes gender equality and women's empowerment in its CSR, outreach, or community initiatives
- Our organization has established specific goals for gender equality and women's empowerment as a strategic priority in its CSR, outreach, or community initiatives
- Information regarding this question is unknown or unavailable

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**2. Does your organization fund or partner with organizations working to advance gender equality and women's empowerment?**

- Our organization does not fund or partner with any organizations working to advance women's empowerment and gender equality
- Our organization incidentally funds or partners with organizations working to advance gender equality and women's empowerment
- Our organization funds or partners with organizations working to advance gender equality and women's empowerment, but it does not have specific goals for these relationships
- Our organization funds or partners with organizations working to advance gender equality and women's empowerment, and includes specific goals for these relationships
- Information regarding this question is unknown or unavailable

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**3. Has your organization assessed how its corporate social responsibility (CSR), outreach, or community initiatives may impact each gender differently?**

- Our organization does not have CSR, outreach, or community initiatives, or has these initiatives but has not assessed how they may impact each gender differently
- Our organization is committed to avoiding any negative impacts from its CSR, outreach, or community initiatives, or is considering assessing how these initiatives may impact each gender differently
- Our organization has assessed how its CSR, outreach, or community initiatives may impact each gender differently to make improvements to existing initiatives
- Our organization has assessed how its initiatives may impact each gender as well as other social identities differently, and has incorporated gender and intersectionality analysis into the development process of new initiatives
- Information regarding this question is unknown or unavailable



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4. Has your organization assessed how its partnerships may impact each gender differently?

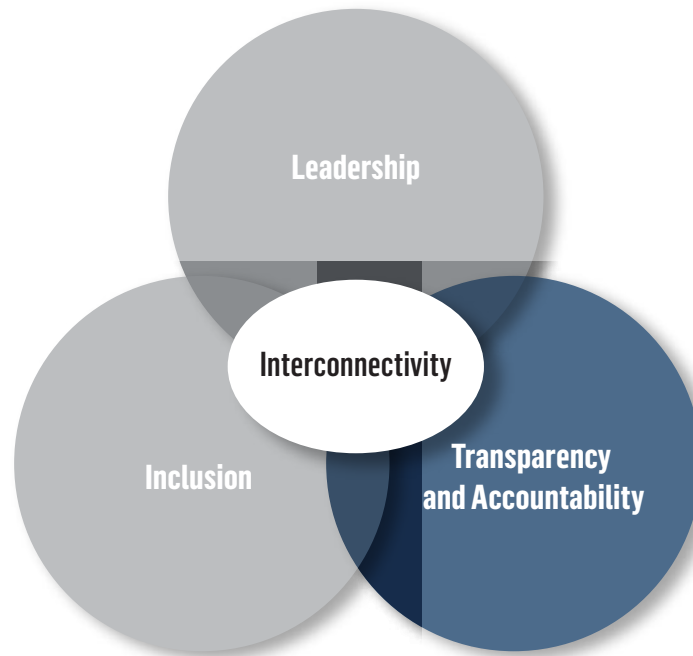
- Our organization does not have any partnership, or has partnerships but has not assessed how they may impact each gender differently
- Our organization is committed to avoiding any negative impacts from its partnerships, or is considering assessing how its partnerships may impact each gender differently
- Our organization has assessed how its partnerships may impact each gender differently to make improvements to existing partnerships
- Our organization has assessed how its partnerships may impact each gender as well as other social identities differently, and has incorporated gender and intersectionality analysis into the development process of new partnerships
- Information regarding this question is unknown or unavailable

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5. Does your organization collaborate with non-governmental organizations (NGOs), governments, suppliers, or community leaders to support its gender equality efforts?

- Our organization does not collaborate with any external stakeholders to support its gender equality efforts
- Our organization has informal partnerships with external stakeholders to support its gender equality efforts
- Our organization has formal partnerships with external stakeholders to support our gender equality efforts, but it does not have specific goals for these relationships
- Our organization has formal partnerships with external stakeholders to support its gender equality efforts, and includes specific goals for these relationships
- Information regarding this question is unknown or unavailable

# TRANSPARENCY AND ACCOUNTABILITY



Transparency and accountability are crucial components to help companies bridge the gap between commitment and action. Accountability refers to the obligation of an individual or organization to account and accept responsibility for its activities, and to disclose the results in a transparent manner, while transparency refers to providing information required for collaboration, cooperation, and collective decision making.

We have identified four key aspects for creating a transparent and accountable system:

1. Baseline Assessment of Gender Equality
2. Goal Setting
3. Measuring and Evaluating
4. Reporting

# BASELINE ASSESSMENT OF GENDER EQUALITY

Organizations can collect or use previously collected baseline data on their current gender equality status and all policies, procedures, and practices in place to inform their efforts moving forward.

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**1. Has your organization collected baseline data to assess the state of gender equality in the workplace?**

- Our organization has not collected baseline data to assess the state of gender equality in the workplace
- Our organization is planning to or is currently collecting baseline data to assess the state of gender equality in the workplace
- Our organization has collected baseline data to assess the state of gender equality in the workplace, but this information has not influenced its gender equality decision making
- Our organization has collected baseline data to assess the state of gender equality in the workplace, and this information has influenced its gender equality decision making
- Information regarding this question is unknown or unavailable

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**3. Has your organization collected disaggregated data to assess the state of gender equality in the workplace?**

- Our organization has not collected any disaggregated data
- Our organization has collected disaggregated data but has not used it to assess the state of gender equality, or is considering collecting disaggregated data to assess the state of gender equality
- Our organization has collected gender-disaggregated data to assess the state of gender equality
- Our organization has collected disaggregated data by gender and other social identities to assess the state of gender equality
- Information regarding this question is unknown or unavailable

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**2. What methods and sources does your organization use to collect baseline data for assessing the state of gender equality in the workplace?**

- Our organization has no measures to ensure baseline data informs the understanding of the state of gender equality in the workplace
- Our organization used a few methods and sources of baseline data (e.g. existing/new data, quantitative/qualitative data, primary/secondary data)
- Our organization used several methods and sources of baseline data (e.g. existing/new data, quantitative/qualitative data, primary/secondary data)
- Our organization used a wide range of methods and sources of baseline data (e.g. existing/new data, quantitative/qualitative data, primary/secondary data)
- Information regarding this question is unknown or unavailable

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**4. Has your organization used employee input to inform its understanding of the state of gender equality in the workplace (e.g. use of surveys, focus groups, in-depth interviews)?**

- Our organization has not used any employee input to inform its understanding of the state of gender equality in the workplace
- Our organization accepted employee input, but this was not openly communicated
- Our organization requested and collected employee input, but this was not openly communicated
- Our organization actively requested and collected employee input, and this was openly communicated throughout the organization
- Information regarding this question is unknown or unavailable

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**5. Has your organization assessed the gender distribution of all organizational levels (i.e. Board of Directors, senior leadership, senior management, middle management, and workforce)?**

- Our organization has not assessed the gender distribution of any organizational levels
- Our organization has assessed the gender distribution of our Board of Directors
- Our organization has assessed the gender distribution of all higher organizational levels
- Our organization has assessed the gender distribution of all organizational levels
- Information regarding this question is unknown or unavailable

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**6. Has your organization assessed the gender distribution of all organizational units (e.g. teams, departments, functions)?**

- Our organization has not assessed the gender distribution of any organizational units
- Our organization is planning to assess the gender distribution of organizational units
- Some units in our organization have assessed their gender distribution
- Our organization has assessed the gender distribution of all organizational units
- Information regarding this question is unknown or unavailable

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**7. Has your organization assessed the gender distribution of all types of workers (e.g. permanent, casual, contractors, shift, seasonal, trainees, students)?**

- Our organization has not assessed the gender distribution of any types of workers
- Our organization has only assessed the gender distribution of permanent employees although it does retain other types of workers
- Our organization has assessed the gender distribution of all workers, but has not identified their type of employment
- Our organization has assessed the gender distribution of all workers identifying their type of employment
- Information regarding this question is unknown or unavailable

## GOAL SETTING

Goal setting, both qualitative and quantitative, accelerates gender equality by instituting specific objectives and measurable targets that can give definition to, and propel, an organization's gender equality efforts.

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**1. Are your goals for gender equality specific, measurable, achievable, resource-based, and time-bound (SMART)?**

- Our organization does not have any goals for gender equality
- Our organization has goals for gender equality, but they do not meet any of the SMART requirements
- Our organization's goals for gender equality meet some of the SMART requirements
- Our organization's goals for gender equality meet all of the SMART requirements
- Information regarding this question is unknown or unavailable

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**2. Has your organization set goals for gender equality based on baseline data of the state of gender equality in the workplace?**

- Our organization has not collected baseline data to assess the state of gender equality in the workplace
- Our organization has set goals for gender equality that incidentally include some elements of baseline data of the state of gender equality in the workplace
- Our organization has set goals for gender equality that purposefully include some elements of baseline data of the state of gender equality in the workplace
- Our organization has set goals for gender equality that are fully based on baseline data of the state of gender equality in the workplace
- Information regarding this question is unknown or unavailable

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**3. Has your organization established gender representation targets for all organizational levels (i.e. Board of Directors, senior leadership, senior management, middle management, and workforce)?**

- Our organization has not established gender representation targets for any organizational level
- Our organization has established gender representation targets for its Board of Directors
- Our organization has established gender representation targets for all higher organizational levels
- Our organization has assessed gender representation targets for all organizational levels
- Information regarding this question is unknown or unavailable

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**4. Has your organization established gender representation targets for all organizational units (e.g. teams, departments, functions)?**

- Our organization has not established gender representation targets for any organizational units
- Our organization is planning to establish gender representation targets for all organizational units
- Some organizational units have established their own gender representation targets
- Our organization has established gender representation targets for all organizational units
- Information regarding this question is unknown or unavailable

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**5. Has your organization established gender representation targets for all types of workers (e.g. permanent, casual, contractors, shift, seasonal, trainees, students)?**

- Our organization has not established gender representation targets for any types of workers
  - Our organization has only established gender representation targets for permanent employees although it does retain other types of workers
  - Our organization has established organization-wide gender representation targets that can apply to all workers, but there are no specific targets for any types of workers
  - Our organization has established specific gender representation targets for all types of workers
  - Information regarding this question is unknown or unavailable
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**6. Has your organization established quantitative goals for gender equality other than representation (e.g. hiring, retention, and promotion; gender wage gap; flexible work use; parental leave use; gender-based violence reports)?**

- Our organization has not established quantitative goals for gender equality other than representation
- Our organization is planning to establish quantitative goals for gender equality other than representation
- Our organization has established a few quantitative goals for gender equality other than representation
- Our organization has established a wide range of quantitative goals for gender equality other than representation
- Information regarding this question is unknown or unavailable

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**7. Has your organization established qualitative goals to support gender equality efforts (e.g. impact of initiatives, engagement, inclusive culture, attitude towards gender equality)?**

- Our organization has not established qualitative goals for gender equality
  - Our organization is planning to establish qualitative goals to support gender equality efforts
  - Our organization has established a few qualitative goals to support gender equality efforts
  - Our organization has established a wide range of qualitative goals to support gender equality efforts
  - Information regarding this question is unknown or unavailable
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**8. Has your organization shared goals for gender equality internally and externally?**

- Our organization has not shared goals internally or externally
- Our organization has shared goals for gender equality either internally or externally
- Our organization has shared goals for gender equality both internally and externally
- Our organization regularly shares and provides updates about goals for gender equality internally and externally
- Information regarding this question is unknown or unavailable

## MEASURING AND EVALUATING

For organizations to be held accountable, they must measure and evaluate gender equality indicators and progress on relevant initiatives, processes, and policies.

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**1. Has your organization evaluated its gender equality efforts (e.g. strategy, goals, policy, programs, initiatives) to assess their effectiveness and impact?**

- Our organization has not evaluated its gender equality efforts
- Our organization is planning to evaluate its gender equality efforts to assess their effectiveness and impact
- Our organization has evaluated its gender equality efforts to assess their effectiveness and impact
- Our organization regularly and effectively evaluates its gender equality efforts to assess their effectiveness and impact
- Information regarding this question is unknown or unavailable

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**2. Does your organization have a clear and ongoing process to measure and evaluate workforce diversity (e.g. gender identity, race/ethnicity, ability/disability)?**

- Our organization does not measure and evaluate workforce diversity
- Our organization is developing a process to measure and evaluate workforce diversity, or has a process in place because it is mandated to track workforce diversity
- Our organization has a clear and ongoing process to measure and evaluate workforce diversity although it is not mandated to do so, but this information does not influence its gender equality decision making
- Our organization has a clear and ongoing process to measure and evaluate workforce diversity although it is not mandated to do so, and this information influences its gender equality decision making
- Information regarding this question is unknown or unavailable

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**3. Does your organization make gender equality measuring and evaluating processes participatory, wherever possible (e.g. employee surveys, focus groups, in-depth interviews)?**

- Our organization does not have any gender equality measuring and evaluating processes, or has these processes but they are not participatory
- Our measuring and evaluating processes informally allow some employee feedback, but this is not openly communicated
- Our measuring and evaluating processes request some employee feedback (e.g. use of surveys, focus groups, in-depth interviews), but this is not openly communicated
- Our measuring and evaluating processes actively request employee feedback (e.g. use of surveys, focus groups, in-depth interviews), and this is openly communicated throughout the organization
- Information regarding this question is unknown or unavailable

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**4. Has your organization established key performance indicators (KPIs) based on representation targets (e.g. gender representation at management levels, leadership levels; gender representation in operations units, administrative units; ratio of different genders)?**

- Our organization has not established KPIs based on representation targets
- Our organization is planning to establish KPIs based on representation targets
- Our organization has established overall KPIs based on representation targets across the organization as a whole
- Our organization has established KPIs based on representation targets across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

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**5. Has your organization established key performance indicators (KPIs) based on quantitative goals other than representation (e.g. hiring, retention, and promotion; gender pay gap; flexible work use; parental leave use; employment engagement; gender-based incidents)?**

- Our organization has not established KPIs based on goals other than representation
- Our organization is planning to establish KPIs based on goals other than representation
- Our organization has established overall KPIs based on goals other than representation across the organization as a whole
- Our organization has established KPIs based on goals other than representation across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

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**6. Has your organization established key performance indicators (KPIs) based on qualitative goals (e.g. impact of initiatives, engagement, inclusive culture, attitude towards gender equality)?**

- Our organization has not established KPIs based on qualitative goals
- Our organization is planning to establish KPIs based on qualitative goals
- Our organization has established overall KPIs based on qualitative goals across the organization as a whole
- Our organization has established KPIs based on qualitative goals across all organizational units (e.g. teams, departments, functions) and organizational levels (e.g. senior leadership, middle management, workforce)
- Information regarding this question is unknown or unavailable

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**7. Has your organization made key gender equality data (e.g. metrics, indicators) accessible to all employees?**

- Our organization does not have gender equality data, or has the data but has not made it accessible to employees
- Our organization is planning to make key gender equality data accessible to relevant employees (e.g. human resources, diversity and inclusion, CEO)
- Our organization has made key gender equality data accessible to high-level employees (e.g. CEO, senior leadership, senior management)
- Our organization has made key gender equality data accessible to all employees
- Information regarding this question is unknown or unavailable

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**8. Does leadership in your organization review and evaluate gender equality data (e.g. goals, targets, KPIs)?**

- Our organization does not have gender equality data, or has the data but leaders do not review or evaluate it
- Our senior leadership reviews and evaluates gender equality data less than once a year
- Our senior leadership reviews and evaluates gender equality data annually or more than once a year
- All levels of leadership review and evaluate gender equality data annually or more than once a year
- Information regarding this question is unknown or unavailable

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**9. Has your organization obtained a certification for gender equality (e.g. Women in Governance's Parity Certification, EDGE Certification, UNDP's Gender Equality Seal)?**

- Our organization has not obtained a certification for gender equality
- Our organization can reach for a certification for gender equality if necessary
- Our organization is currently working towards or has obtained a certification for gender equality
- Our organization has obtained a certification for gender equality and intends to retain it
- Information regarding this question is unknown or unavailable



# REPORTING

Internal and external reporting can ensure transparency and accountability by compelling organizations to reflect on progress, track goals, and acknowledge gaps in performance.

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**1. Does your organization externally report on its gender equality performance and efforts (e.g. strategy, goals, policy, programs, initiatives)?**

- Our organization does not externally report on its gender equality performance or efforts
- Our organization externally reports on its gender equality performance and efforts if mandatory
- Our organization externally reports on its gender equality performance and efforts although it is not mandated to do so, but reported information is limited
- Our organization externally reports on its gender equality performance and efforts although it is not mandated to do so, and reported information is comprehensive
- Information regarding this question is unknown or unavailable

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**2. Does your organization internally report on its gender equality performance and efforts (e.g. strategy, goals, policy, programs, initiatives)?**

- Our organization does not internally report on its gender equality performance or efforts
- Our organization internally reports on its gender equality performance and efforts to selected employees (e.g. Board of Directors, CEO, executives, senior management)
- Our organization internally reports on its gender equality performance and efforts to all employees, but reported information is limited
- Our organization internally reports on its gender equality performance and efforts to all employees, and reported information is comprehensive
- Information regarding this question is unknown or unavailable

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**3. Does your organization report (internally and/ or externally) on quantitative data from current and previous years to allow for comparison (e.g. metrics related to representation, recruitment, retention, pay)?**

- Our organization does not include quantitative data from previous years in its reporting
- Our organization includes some quantitative data from current and previous years in its reporting, but does not allow for comparison
- Our organization includes quantitative data from current and previous years in its reporting which allows for comparison, but it does not provide information on future improvement
- Our organization includes quantitative data from current and previous years in its reporting which allows for comparison, and provides information on future improvement where necessary
- Information regarding this question is unknown or unavailable

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**4. Does your organization report (internally and/ or externally) on qualitative data from current and previous years to allow for comparison (e.g. metrics related to impact, corporate culture, inclusion, engagement)?**

- Our organization does not include qualitative data from previous years in its reporting
- Our organization includes some qualitative data from current and previous years in its reporting, but does not allow for comparison
- Our organization includes qualitative data from current and previous years in its reporting which allows for comparison, but it does not provide information on future improvement
- Our organization includes qualitative data from current and previous years in its reporting which allows for comparison, and provides information on future improvement where necessary
- Information regarding this question is unknown or unavailable

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**5. Does your organization include gender-disaggregated data for key performance indicators (KPIs) in its reporting (internally and/or externally)?**

- Our organization does not include gender-disaggregated data for KPIs in its reporting
- Our organization is planning to include gender-disaggregated data for KPIs in its reporting
- Our organization includes gender-disaggregated data for KPIs in its reporting, but information is limited
- Our organization includes gender-disaggregated data for KPIs in its reporting, and information is comprehensive
- Information regarding this question is unknown or unavailable

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**6. Does your organization include relevant narrative material (e.g. action plans to address underperformance, explanations of exclusions) to support data in its reporting (internally and/or externally)?**

- Our organization does not include narrative material in its reporting
- Our organization is planning to include relevant narrative material in its reporting
- Our organization includes narrative material in its reporting, but information may not be relevant to reported data
- Our organization includes narrative material in its reporting, and information is relevant to reported data
- Information regarding this question is unknown or unavailable

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**7. Does your organization use established frameworks for external reporting that include components of gender equality (e.g. GRI, SASB)?**

- Our organization does not use established reporting frameworks
- Our organization is considering using an established reporting framework for external reporting on gender equality
- Our organization uses established reporting frameworks as a guide for external reporting on gender equality
- Our organization formally adheres to established reporting frameworks for external reporting on gender equality
- Information regarding this question is unknown or unavailable

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Women and Gender  
Equality Canada

Femmes et Égalité  
des genres Canada

Canada

## ABOUT THE GCNC



Global Compact  
Network Canada

The Gender Equality Leadership in the Canadian Private Sector project and the resulting Blueprint was co-authored by the following members of the Global Compact Network Canada (GCNC): Ayman Chowdhury, Project Leader, Sandra Espinosa, Project Manager, and Brittany Gataveckas, Project Associate.

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The GCNC is the Canadian network of the United Nations Global Compact, an organization dedicated to catalyzing business action to advance the Sustainable Development Goals (SDGs) and the 10 Principles of the UN Global Compact in Canada. GCNC and its many corporate and nonprofit participants unify and build the capacity of the Canadian private sector to embrace sustainable business practices by convening and accelerating opportunities for multistakeholder collaboration. SDG 5 – achieving gender equality and empowering all women and girls – is central to the successful realization of all 17 SDGs.

For further information about GCNC and to download the full report, please visit [www.globalcompact.ca](http://www.globalcompact.ca).

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