February 2024
Working Paper Series
Number 10

ANKER RESEARCH INSTITUTE

SUMMARY REPORT

Gender Pay Gaps in Global Supply Chains: Findings from Workplaces in Bangladesh, Colombia, Morocco, Thailand, and Turkey

Sally Smith, Richard Anker, Martha Anker, Luisa Fernanda Bernat Díaz, Eduardo Lazzari, Thiago De Oliveira Meireles, and Carmelita Veneroso

ABSTRACT

AUTHORS:

Sally Smith

Richard Anker

Martha Anker

Luisa Fernanda Bernat Díaz

Eduardo Lazzari

Thiago De Oliveira Meireles

Carmelita Veneroso

KEYWORDS:

Gender, inequality, wages, gender pay gap, global supply chains, living wage, Anker Methodology

JEL CODES:

J30, J70, J16, J24

WORKING PAPER SERIES

No. 10

ANKER RESEARCH INSTITUTE

Gender Pay Gaps in Global Supply Chains: Findings from Workplaces in Bangladesh, Colombia, Morocco, Thailand, and Turkey

This report presents the findings of studies in five countries to test the Anker Research Institute's new methodology for measuring the size and determinants of gender pay gaps at workplaces in global supply chains. These studies involved analysis of payroll data for over 15,000 women and men working at 12 factories, farms, and packhouses in the garment and agri-food sectors, as well as over 350 interviews with workers, managers, and stakeholder organizations.

We found considerable diversity in the size of gender pay gaps across the study workplaces, ranging from gaps of at least 22% in favor of men at 3 garment factories in Bangladesh to small gaps of -0.5% to -1.5% in favor of women at 2 garment factories in Thailand. At 3 garment factories in Turkey, the gender pay gap ranges from 4% to 17%, while in Morocco, there is a small gap of 5% for a farm producing fresh produce but a much larger gap of 15% for a packhouse that it supplies. In Colombia, there are gender pay gaps of around 10% at 2 banana farms, despite the unionized farm having markedly higher wage levels than the non-unionized farm. There is a gender gap to a living wage at 9 out of the 12 study workplaces (i.e., the proportion of women earning a living wage is lower than the proportion of men earning a living wage at these workplaces). Importantly, the gender pay gap at workplace level is often considerably higher or lower than the gender pay gap at national level.

There is also variation in the direct determinants of the gender pay gap at each workplace. A common factor is occupational gender segregation and a tendency for jobs that are mostly done by men to pay more than jobs that are mostly done by women. Other direct determinants are gender differences in contract types, forms of pay, access to additional wage payments, and amount of time worked. Underlying causes include: discriminatory norms and gender stereotypes; lack of formal or structured approaches to recruitment, training, promotion, and/or equal opportunities; weaknesses in worker representation and grievance mechanisms; localized socio-economic conditions and regulatory frameworks; and supply chain dynamics. Based on these findings, the report makes a series of recommendations for employers, workers, and other actors associated with global supply chains to reduce and eventually eliminate gender pay gaps, where they exist.

ACKNOWLEDGEMENTS

The authors would like to extend their sincere thanks to the many different organizations and individuals who made this research possible. Our thanks to Fairtrade International for providing financial support for the development of our new gender pay gap methodology, and particularly to Wilbert Flinterman, Senior Advisor for Workers' Rights and Trade Union Relations, for his leadership and encouragement for this work. Thanks also go to Lykke Andersen at SDSN Bolivia and INESAD, Karen Mason, formerly at the University of Michigan and the World Bank, Kristin Komives at ISEAL, Anita Sheth and Jebet Yegon at Fairtrade International, and Agathe Caublot, Alistair Smith, and Holly Woodward-Davey at Banana Link for their thoughtful and valuable comments on an earlier draft of the methodological guidelines.

Sincere thanks go to all the organizations that provided funding for this research: Primark, for the studies in Turkey and Bangladesh; Patagonia, for the study in Thailand and for this synthesis report; the UN Food and Agriculture Organization (FAO), Fairtrade International, and Fairtrade Germany for the study in Colombia; and Tesco, for the study in Morocco. We acknowledge the leadership and commitment of these companies and organizations by agreeing to fund the studies and share the findings in a public report. We are also grateful to the staff of these organizations for sharing valuable insights and providing excellent on-the-ground support for the research. Thanks also to the Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC) for facilitating the study in Colombia.

The research benefitted enormously from in-country experts in each country: Dundar Sahin, CEO of the SOLO Institute and SAI's country representative in Turkey, and his SOLO Institute colleagues, Cilasun Bayulgen, Atila Filmer, and Tugce Ozturk; Md. Abdul Alim, CEO of Sustainable Management Systems Inc. and SAI's country representative in Bangladesh, and Sumaya Rashid, Country Director of SR Asia Bangladesh; Chit Zizawah Pwint, social compliance consultant in Thailand; Carlos Andrés Escobar, CEO of Conexión Ecológica in Colombia; and Nadia Amrani, gender and social development consultant in Morocco. These experts provided invaluable technical and practical support during the design and data collection phases of the pilot studies and greatly enriched the research with their knowledge, expertise, and experience. We thank them for their hard work and dedication to this task.

Our sincere thanks go to Stephanie Barrientos, Emeritus Professor in the Global Development Institute at the University of Manchester, for her comprehensive review of a draft of this report and for providing a wealth of helpful comments and suggestions for improvements.

We would also like to thank our wonderful colleagues Monica Heaney and Frankie Hewitson at the Anker Research Institute (ARI) and Jane Hwang and Selasi Amoani at Social Accountability International (SAI) for their support with operations and communications aspects of the research. Special thanks to Gabriella Olavarria, SAI/ARI intern, who provided excellent support with the development of this report.

Finally, and most importantly, we would like to thank the employers in each country that voluntarily and generously opened their doors to us and gave us access to extensive information on wages and benefits with an open mind and positive attitude, as well as all the women and men workers who shared their experiences of work with us and talked to us about often quite sensitive topics. We extend these thanks to all the interviewees from stakeholder organizations in Turkey, Bangladesh, Thailand, Colombia, and Morocco for helping us to understand the wider context for women and men workers in the garment and agrifood industries and for providing suggestions for actions to address gender pay gaps and other gender issues in their countries. We hope that both this report, and the confidential reports that were prepared for each employer, serve you all well.

Any errors or omissions are the responsibility of the authors alone.

ABOUT THE AUTHORS

The Anker Research Institute was founded and is led by Richard Anker and Martha Anker and is currently hosted by Social Accountability International in the USA. The Institute includes a global network of researchers and research institutions around the world, with the goal of generating knowledge to improve the living standards of working people and their families to a decent level throughout global supply chains.

The Anker Research Institute is a founding member of the Global Living Wage Coalition (GLWC) and works closely with the GLWC's Action Network in a unique knowledge-action partnership to improve the effectiveness of living wage strategies and to generate wage improvements worldwide.

Contact: inquiries@ankerinstitute.org

Sally Smith

Gender Lead and a Senior Researcher at the Anker Research Institute. She has been researching gender, poverty, and inequality in global supply chains for over 20 years, formerly at the Institute of Development Studies (IDS) at the University of Sussex and then as a consultant for a range of non-profit and international organizations.

Martha Anker

Co-founder and Director of the Anker Research Institute. She spent 25 years with the World Health Organization (WHO) where she was an applied statistician. Her research on sex, gender, and epidemic-prone infectious diseases focused on gender differences in both the transmission of infectious diseases and its consequences.

Richard Anker, PhD

Co-founder and Director of the Anker Research Institute. He spent 30 years with the International Labour Organization (ILO) where he was a senior economist. He headed one of the first international research programs in the United Nations system on gender and labor issues and has written numerous books and articles on gender and jobs, occupation segregation, poverty, labor markets, and decent work indicators.

Luisa Fernanda Bernat Díaz, PhD

Economist at the Facultad de Ciencias Económicas y Administrativas, Pontificia Universidad Javeriana-Bogotá. She specializes in labor markets, inequalities, poverty, and education in Colombia and Latin America with a gender perspective.

Eduardo Lazzari, PhD

Political scientist, former Postdoctoral Researcher Fellow at Harvard University and Fundação Getúlio Vargas, and consultant at the World Bank. His work is focused on poverty, inequality, public policies, labor markets, and household surveys.

Thiago de Oliveira Meireles, PhD

Data scientist at Regional Center for Studies on the Development of the Information Society (Cetic br). He works with survey research on internet and communications technology (ICTs) and new technologies for data collection and analysis.

Carmelita Veneroso

Senior Data Analyst at the Anker Research Institute and a Senior Analyst at CEBRAP - Brazil. Her main areas of expertise are social and gender stratification and inequality, public policies for women, labor markets, and socio-economic and demographic indicators.

EXECUTIVE SUMMARY

Measuring and understanding gender pay gaps at workplaces in global supply chains[1]

The right to equal opportunities and equal pay for women and men workers is a long-established human right. Gender equality in employment and pay is also important for economic growth and sustainable development and brings benefits to businesses. Despite this, all around the world, women earn less than men, on average.[2]

This report focuses on gender pay gaps within the context of global supply chains.[3] Companies of all sizes, but particularly large brands and retailers, are under increasing pressure to ensure respect for human rights, including no discrimination, in global supply chains. But differences between the wages of women and men working in supply chains, which can be an indicator of discrimination, are not being systematically assessed. Up to now, most studies on gender pay gaps have been focused on the country level and broad societal and economic factors such as education and the law, over which individual companies have little influence or control. To address this, the Anker Research Institute (ARI) has developed a new methodology to measure the size and determinants of gender pay gaps at specific workplaces. This provides employers and other stakeholders with the information they need to reduce and eliminate gender pay gaps.

In this report, we present the results of pilot studies to test this methodology in 5 countries (Bangladesh, Colombia, Morocco, Thailand, Turkey) and 3 economic sectors (garments, bananas, fresh produce). These studies involved analysis of payroll data for around 15,000 workers at 12 factories, farms, and packhouses where goods and services are produced for global consumption. At each workplace, we looked at wages for the entire workforce from production workers, cleaners, maintenance workers, and security guards to administrators, technicians, and managers. All types of workers were included in the analysis, including permanent workers, contract workers, seasonal workers, and migrant workers. We also conducted over 350 semi-structured interviews with managers, workers, industry associations, trades unions, women's rights organizations, NGOs, academics, and other experts to explore the root causes of gender pay gaps in each location.

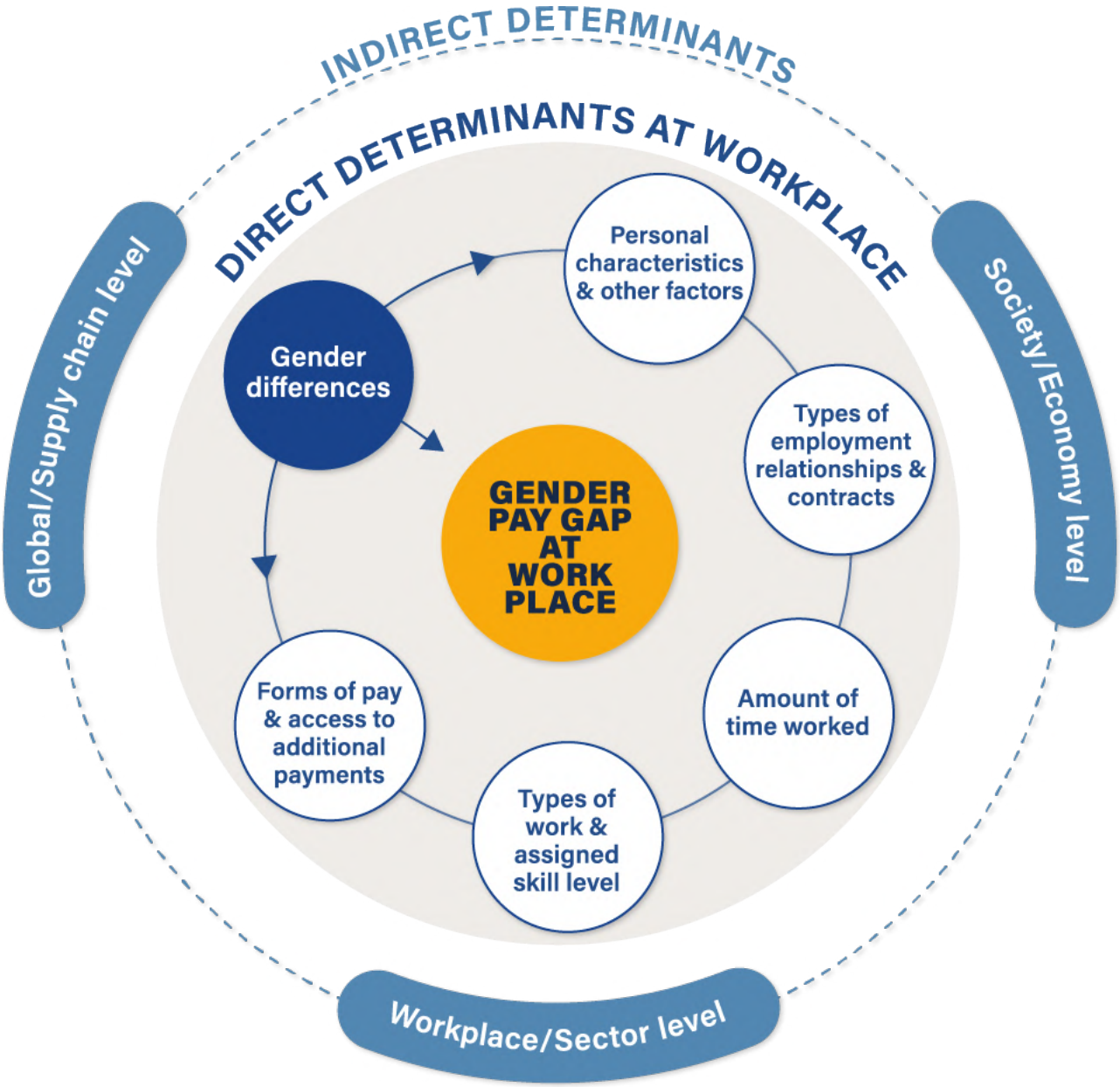
Figure 1 shows our analytical framework for measuring and understanding gender pay gaps at workplace and sector levels. Table 1 provides a summary of workforce characteristics for the 12 study workplaces.

1 This report is about differences in pay between the broad gender categories of 'women' and 'men' because disaggregated information and data on wages for transgender and gender non-conforming people as separate groups are currently not available at employer level or at country level. This is a limitation of almost all research on gender pay gaps to date and one that needs to be addressed to ensure that discrimination against minority gender groups is monitored and addressed.

2 ILO Global Wage Report 2018/19. https://www.ilo.org/global/research/global-reports/global-wage-report/2018/lang--en/index.htm

3 Global supply chains are networks that span multiple countries and involve the production, distribution, and consumption of goods and services. Large buying companies, such as global brands and retail chains, typically have considerable control over the flow of information, processes, and resources along the chain and across borders. As such, these lead firms are increasingly expected to ensure respect for human and labor rights in their global supply chains.

Figure 1. Anker Research Institute's analytical framework for measuring and understanding gender pay gaps at the workplace or sector level



Source: Authors.

Table 1. Overview of workforce characteristics for the 12 pilot study workplaces

	SIZE OF WORKFORCE[i]	% WOMEN AT EACH WORKPLACE[ii]	AGE OF WORKERS	TYPES OF CONTRACTS/ FORMS OF PAY	MIGRANT WORKERS
GARMENTS					
Turkey 3 factories	200 to 400 workers per factory, total 935 workers	Between 50% and 70% women	Majority 31-50 years. Women generally older than men.	• Full-time permanent workers	Some domestic migrants
Bangladesh 3 factories	1,500 to 4,000 workers per factory, total 8,506 workers	Between 30% and 60% women	Majority 18-35 years. Men's ages more widely spread than women's ages	• Full-time permanent workers: daily/piece/ monthly rate • Contract workers	Many domestic migrants
Thailand 2 factories	1,000 to 3,000 workers per factory, total 4,586 workers	Between 60% and 80% women	Majority 18-35 years. Women generally older than men	• Full-time permanent workers: daily/ monthly rate	Many migrants from Myanmar and domestic migrants
AGRIFOOD					
Colombia Bananas: 2 farms with integrated packhouses	100 to 300 workers per farm, total 333 workers	Between 10% and 20% women	Majority 31-50 years. Men's ages more widely spread than women's ages	• Full-time permanent workers: task/ monthly rate • 'Special shift' workers • Fixed term workers	No information available
Morocco Fresh produce: 1 farm, 1 packhouse	200 to 400 workers per farm/ packhouse, total 661 workers	10% to 20% women (farm) 70% to 80% women (packhouse)	Majority 31-50 years. Women generally older than men	• Full-time permanent workers: daily/ monthly rate • Fixed term workers • Seasonal workers	Some domestic migrants

Notes. (i) The number of workers at each workplace has been rounded to the nearest 100 and the proportion of women has been rounded to the nearest 10% to conceal the identity of each workplace. (ii) Special shift workers in Colombia work on days when bananas are being packed for export and on other days as required.

Source: Payroll data. Calculations by the authors.

Overall findings on gender pay gaps at pilot study workplaces

The gender pay gap is the ratio of average wage for women to average wage for men, expressed as a percentage difference. A negative value means that average wages for women are higher than average wages for men. We measured the gender pay gap at each study workplace using two wage variables:

i. Base wage: This is the basic wage for standard working hours excluding overtime pay and cash allowances and bonuses.

ii. Gross cash wage: This is the total amount of pay received before mandatory deductions and includes base wage, overtime pay, and cash allowances and bonuses, but not in-kind benefits.

The gender pay gap in base wages for standard working hours ranges from -1.5% to 29.5% depending on the workplace, with variation between and within countries in the size of the gap. The garment factories in Bangladesh have the largest gender pay gaps of 22% to 30% for base wages, while at the garment factories in Turkey, the gaps are smaller but variable, at between 4% and 17%. In contrast, the garment factories in Thailand have small gaps of -0.5% to -1.5% in favor of women. In the agrifood sector studies, the gender pay gap for base wages is largest for the fresh produce packhouse in Morocco, at 15%, followed by 10% for both banana farms in Colombia, and only 5% for the fresh produce farm in Morocco.

The gender pay gap for gross cash wages including overtime pay and cash allowances and bonuses ranges from -5.5% to 25.9%. The gender pay gap for gross cash wages is usually similar to the gaps for base wages, but for 3 workplaces (1 in Bangladesh, 1 in Thailand, and 1 in Morocco), there is a difference of at least 5% between the two values, as illustrated in Figure 2.

This demonstrates the usefulness of using both metrics (gap in base wages and gap in gross cash wages) to measure gender pay gaps (see Figure 2).

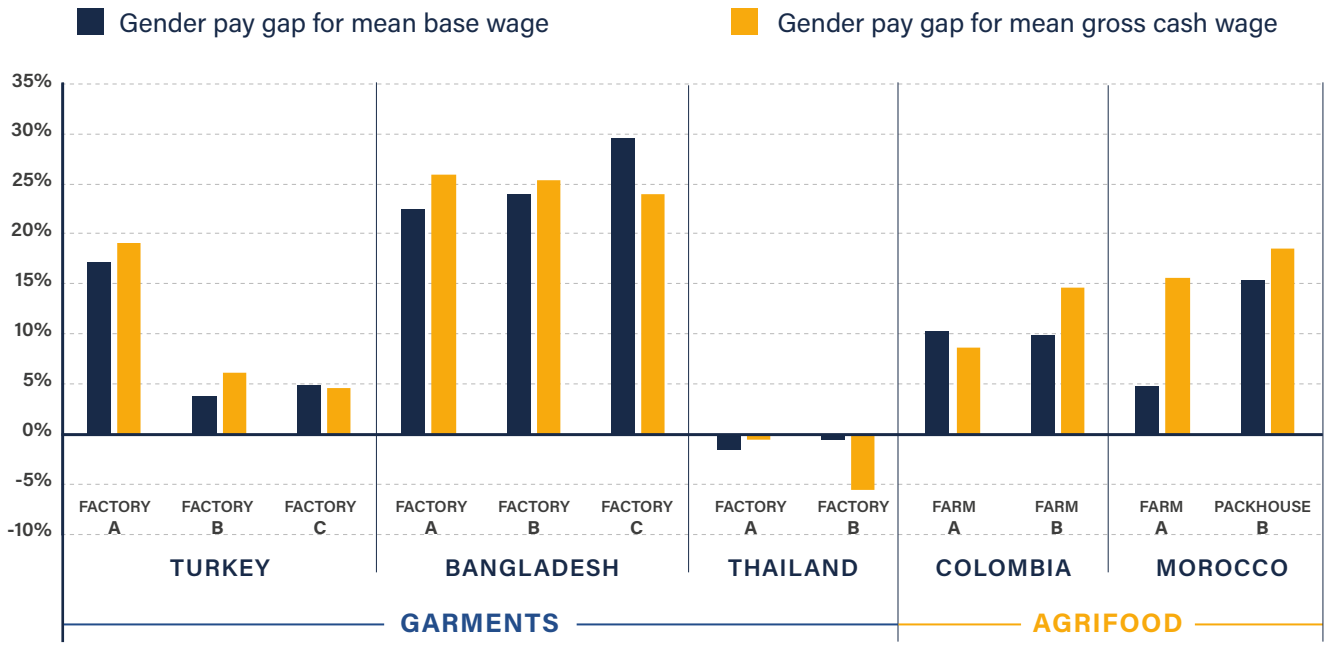
Gender pay gaps at national level are a poor predictor of gender pay gaps at the study workplaces. There are only 5 out of 24 possible cases where the gender pay gap in base wage or gross cash wage at workplace level is within 5% of the comparable country-wide gender pay gap. For some workplaces, the gender pay gap is larger than the national gender pay gap and for others, it is smaller.

Gender gaps to a living wage

We compared Anker Methodology living wage estimates for each workplace location with the average monthly prevailing wage for each worker. This excludes overtime pay because a living wage must be earned in normal working hours but includes allowable cash allowances and bonuses and a fair and reasonable monetary value for in-kind benefits. **In 9 out of 12 workplaces, the proportion of women with a living wage is lower than the proportion of men with a living wage.** For 8 workplaces (2 in Turkey, 3 in Bangladesh, 1 in Colombia, and 2 in Morocco), fewer than 10% of women earn a living wage, while the proportion of men earning a living wage is under 10% for just one workplace (in Bangladesh).

This gender gap to living wages is important because it means that efforts to close living wage gaps need to be gender-aware. **It is also important to recognize that even if all workers are paid a living wage, this does not mean that the gender pay gap will automatically disappear.**

Figure 2. Gender pay gap for base wages and gross cash wages at the 12 study workplaces (based on mean wage during relevant study period for each country)



Notes. (i) The gender pay gap is the ratio of average wage for women to average wage for men, expressed as a percentage difference. A negative value means that average wages for women are higher than average wages for men. (ii) Base wage is the basic wage for standard working hours excluding overtime pay and cash allowances and bonuses. (iii) Gross cash wage is the total amount of pay received before mandatory deductions and includes base wage, overtime pay, and cash allowances and bonuses, but not in-kind benefits. (iv) For all countries except Morocco, gender pay gaps are for average wages for one month calculated using 1-2 years of payroll data. For Morocco, gender pay gaps are for average wages for one day calculated using 1 year of payroll data. (v) Workers who started or left mid-month or who were paid less than normal due to a COVID-19 national lockdown were excluded from the analysis of average wages. We also excluded non-regular payments, such as severance pay and wage advances, as well as some cash allowances that were conditional and only received by a few workers, such as allowances for marriage or bereavement. (vi) For Colombia, we used 10% trimmed means to reduce the influence of outliers on mean values because the total number of workers was low.

Source: Payroll data. Calculations by the authors.

Direct determinants of gender pay gaps at pilot study workplaces

Our analysis of payroll data allowed us to identify the direct causes of gender differences in wages at each workplace.

- **Occupational gender segregation is an important determinant of gender pay gaps at all workplaces except for the two factories in Thailand**. Although women and men are generally paid the same when they do the same work, occupations that are dominated by men tend to pay more than occupations that are dominated by women. Men's dominance of supervisory and managerial positions at 8 of the 12 workplaces, for example, is an important component of this occupational gender segregation.

- **Differences in the types of contracts that women and men have and/or in their forms of pay and access to additional wage payments are determinants of gender pay gaps at all workplaces**. At many workplaces, men are disproportionately likely to have contracts and/or forms of pay that are associated with higher wages, such as monthly rate pay and piece rate pay in Bangladesh (rather than daily rate pay), and permanent contracts in Morocco (rather than fixed term or seasonal con-

tracts). Men sometimes also have more access than women to additional wage payments, such as performance-related bonuses and overtime pay, but in other cases it is the reverse, and for many workplaces, access varies depending on the type of payment.

- **Differences in the amount of time worked by women and men are small, except in Morocco where most women are seasonal workers and women seasonal workers work fewer days per year than men seasonal workers**. In garment factories in Bangladesh and Thailand, women tend to work slightly more days per month than men but in Turkey and Colombia, men tend to work slightly more days per month than women. These gender differences in days worked are sometimes counterbalanced by opposing differences in the amount of overtime worked – for example, in Bangladesh, men do more overtime hours than women each month, on average, in spite of working fewer days of the month. We also found that the amount of overtime worked is associated with occupation more than gender.

- **We do not have evidence that gender differences in age and experience, educational attainment, or migrant status are important direct determinants of gender pay gaps at any of the study workplaces.** Note that we were only able to investigate the influence of education on wages for Morocco, due to gaps in the payroll data for the other countries.

Table 2. Summary of findings on the direct determinants of gender pay gaps by sector and country

DIRECT DETERMINANT OF GENDER PAY GAP	GARMENTS			AGRIFOOD	
Gender differences in:	**Turkey**	**Bangladesh**	**Thailand**	**Colombia**	**Morocco**
Types of work performed	✓	✓	×	✓	✓
Employment relationships and contracts	×	✓ / ×	×	×	✓
Forms of pay and access to additional wage payments	✓	✓	✓	✓	✓
Amount of time worked	✓ (minor)	✓ (minor)	✓ (minor)	✓ (minor)	✓
Age and experience, educational attainment, and migrant status	× / ?	× / ?	× / ?	× / ?	× / ?

Notes. In this table, a tick (cross) denotes that the direct determinant does (does not) contribute to gender pay gaps at all study workplaces in the relevant country. A tick with 'minor' indicates that the determinant has only a small effect on gender pay gaps. A tick and a cross indicates that the direct determinant contributes to gender pay gaps at only some of the study workplaces in the relevant country. A question mark indicates that there was insufficient information to draw conclusions for all aspects of the direct determinant.

Indirect determinants of gender pay gaps at pilot study workplaces

We found considerable diversity in the indirect determinants (i.e., root causes) of the gender pay gap at each workplace, but **discriminatory norms and gender stereotypes regarding the types of work women and men do are a common factor.** These affect the management and workplace culture, limit the range of occupations

that women have access to, and reinforce men's dominance of leadership positions. This is **exacerbated by a lack of formal and transparent systems for recruitment, training, remuneration, and/or promotion** at some workplaces. Most study workplaces also lacked **a structured approach to ensure equal opportunities** for women and men, and there were often **weaknesses in worker representation and grievance mechanisms.**

Wages at the study workplaces are also influenced by local labor market conditions. **Where there is more competition for labor and greater diversity in wages across the workforce, we sometimes found wider gender pay gaps**. This means that study workplaces with relatively high wages (including the unionized banana farm in Colombia) sometimes have larger gender pay gaps than study workplaces where most workers earn the statutory minimum wage, or close to it.

The nature of legal and policy frameworks for employment and gender equality also plays a role in determining the size of gender pay gaps. For study workplaces, this is most evident in relation to maternity pay, which is paid at a lower rate than women would earn during regular working days.

Gender pay gaps are also influenced by production dynamics, global economic factors, and buyers' purchasing practices[4], due to associated effects on working time and company performance (and knock-on effects on wages). **This means that gender pay gaps often vary in size over the year and from year to year**. There are signs that tension between buyers' purchasing practices and their requirements for socially and environmentally responsible production are starting to be addressed, as well as indications that **standards and auditing for decent work and other human rights initiatives have resulted in some improvements to employment practices** at some of the study workplaces. In time, this may help to reduce and eliminate gender pay gaps, where they exist.

Conclusions and recommendations from the pilot studies

The main conclusion from the pilot studies is that while gender differences in pay are ubiquitous throughout the world, their size and determinants vary by workplace, sector, and country. Importantly, gender pay gaps can differ markedly even between workplaces in the same sector and the size of the gender pay gap at country level is not a good predictor of the size of the gap for individual workplaces. This demonstrates the value of ARI's new methodology for measuring gender pay gaps at the workplace level and gaining insights into the range of factors that can affect wages for women and men in a given sector or supply chain.

Working with individual worker payroll data was found to be difficult and often required considerable time to understand wage systems and organize and fill in gaps in the data. In addition, in countries and sectors where workers are often informally employed or are employed through third parties, payroll data for many workplaces would probably exclude these workers. Therefore, getting access to and analyzing accurate payroll data for the entire workforce is not likely to be possible for all work-

4 Purchasing practices are the actions taken by a buying company in order to purchase a product or service (in whole or in part) from a supplying business. They encompass design and product development, planning and forecasting, critical path management, contracts, technical specifications, order placement and lead times, cost and price negotiations, payment terms, and also the underlying behaviors, values, and principles of purchasers which impact supplying companies and ultimately workers' lives. (Common Framework for Responsible Purchasing Practices.)

places in global supply chains. Certainly, it would not be feasible to conduct the same level of in-depth analysis at all workplaces in a sector, for cost reasons.

As such, the most appropriate approach for measuring and understanding gender pay gaps in specific supply chains may be to do a small number of in-depth workplace studies and stakeholder interviews to understand gender dynamics and the diversity of employment relationships and wage systems in the relevant location, and then use this information to develop simplified tools for scaling up measurement that are focused on the most important issues for the context.

The following recommendations are shaped around the findings of the pilot studies, noting that not all recommendations are relevant for all employers because of variation in the size and causes of gender pay gaps. These recommendations are also likely to be relevant for many other workplaces in the same sectors and locations of each country, partly because the root causes of gender pay gaps are often at societal level. More detailed recommendations can be found in section 10 of the Full Report.

a. Recommendations for employers, to be to be implemented with support from worker organizations, industry associations, commercial partners, and others

- Monitor wages for women and men across the entire workforce and make a commitment to reducing and eventually eliminating gender pay gaps, where they exist.
- Develop a Gender Equality and Women's Advancement Strategy to ensure a structured approach to equal opportunities for women and men, with clear lines of responsibility for implementing the strategy and incentives for supervisors and managers to improve the gender balance in teams they are responsible for.
- Develop a formal skills development program that enables all workers, especially women, to acquire the skills required for higher-paying occupations.
- Adopt measures to achieve a gender balance at all levels of management over time, such as mentoring schemes and partnerships with technical colleges.
- Be transparent around wages and wage-setting processes and ensure workers understand how wages are determined.
- Ensure systems for recruitment, allocation of work, skills training, and promotions are gender-equitable, transparent, and objective.
- Address physical and safety-related barriers to women performing some types of work by adopting gender-aware occupational health and safety protocols and allocating tasks across mixed-gender teams according to each worker's capabilities.
- Formalize the employment relationship and provide job security and regular work for all workers, including guaranteed employment for seasonal workers each season and long-term service agreements and employment protections for contract workers.
- Address gender stereotypes and unconscious gender biases that limit women's opportunities and occupations, such as through training, use of role models, adjusting working practices, and other strategies.

- Ensure workers committees and grievance mechanisms address the needs of all women and men workers, including seasonal and contract workers, and allow trade union representatives access to the workplace to organize workers.

- Adopt family-friendly working conditions, including flexible working hours and support for childcare, to enable more women to stay at work after having children.

b. Recommendations for industry associations, trade unions, governments, global retailers and brands, standard organizations and auditing companies, NGOs, international organizations, and others

- Share the findings of this report on gender pay gaps with employers and other stakeholders to increase understanding of gender pay gaps in garment and agrifood supply chains.

- Support further research to deepen understanding of gender pay gaps in garment and agrifood supply chains, such as: new studies on gender pay gaps using ARI's methodology and the development of tools for scaling up gender pay gap measurement; research on gender biases in the assessment of worker productivity; and studies into the links between purchasing practices and gender pay gaps.

- Undertake comprehensive and gender-neutral evaluations of all occupations in the garment sector and agrifood sectors to ensure equal pay for work of equal value.[5]

- Work with employers and workers to design and implement actions and programs that enable women to engage in higher-paying occupations, taking into consideration all causes of occupational gender segregation for the relevant location.

- Organize gender awareness training for workers, supervisors, and managers at all tiers of supply chains to address unconscious gender bias and gender stereotypes and cultural norms that limit women's employment opportunities.

- Support efforts to strengthen worker organizations and adequate representation of women and men workers. Ensure workers understand the difference between workers committees and trade unions and facilitate dialogue between employers and trade unions with a view to promoting freedom of association and collective bargaining.

- Ensure auditors are trained to detect discriminatory employment practices and the causes of gender differences in wages, including segregation of women into lower paying occupations and unconscious gender biases in recruitment, training, and promotion.

- Create systems to recognize and reward employers that have gender-equitable employment policies and practices, such as preferential sourcing from buying companies, tax incentives, and/or other commercial incentives.

- Step up company efforts and collaborative initiatives to promote living wages and ensure living wage strategies incorporate a gender perspective.

5 The right to equal pay for work of equal value means that workers should be paid the same when they do work that is not the same but can be shown to be of equal value, when evaluated using objective criteria such as skills and qualifications required, working conditions, level of effort, and level of responsibility. This is different from the right to equal pay for equal work, which means workers should be paid the same when they do the same or similar work. Both are established human rights under ILO Equal Remuneration Convention (100).

- Ensure global brands and retailers adopt responsible purchasing practices that foster commercial success for all enterprises in their supply chains and enable employers to close gender pay gaps and pay a living wage.

- Include information on the adoption of gender-equitable living wage strategies and progress addressing gender pay gaps in global supply chains as part of corporate public reporting on responsible business practices and human rights due diligence, and related reporting frameworks and benchmarking initiatives.

ANKER
RESEARCH
INSTITUTE