

ILO, UN WOMEN AND OECD'S

VISION FOR

THE EQUAL PAY INTERNATIONAL

COALITION (EPIC)

TO CONTRIBUTE TO THE ACHIEVEMENT OF

SDG TARGET 8.5

FOCUSSING ON EQUAL PAY BETWEEN

WOMEN AND MEN FOR WORK OF EQUAL VALUE

The main purpose of this note is to build consensus on the vision, mission, main objectives and building blocks of a multi stakeholder Coalition to contribute to the achievement of SDG target 8.5: “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value” focussing on equal pay between women and men for work of equal value.

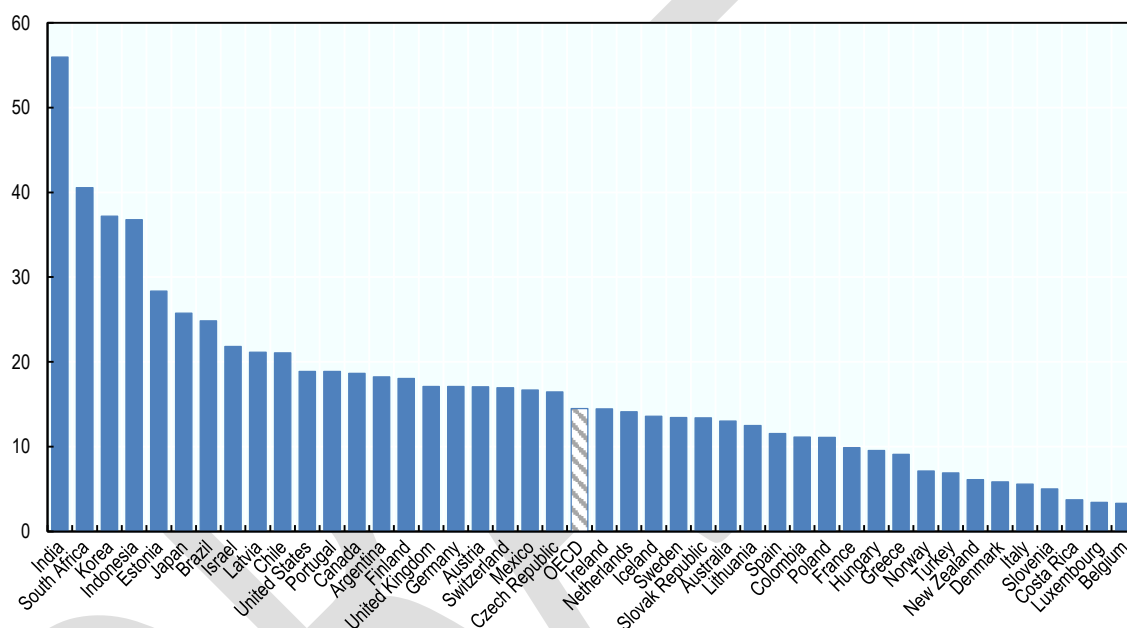
Table of Contents

| | |
|--|----|
| The Challenge | 3 |
| What is equal pay for work of equal value and why is it important to deal with it?..... | 5 |
| The business case..... | 7 |
| Growing international momentum to accelerate progress in respect of equal pay for work of equal value..... | 8 |
| Addressing the challenge and seizing the opportunities through EPIC | 10 |
| Why a Coalition? | 10 |
| What will EPIC do? | 10 |
| Key Coalition Partners..... | 11 |
| Composition of a Coalition..... | 11 |
| The Equal Pay Platform of Champions..... | 11 |
| What will the Equal Pay Platform of Champions do? | 11 |
| The building blocks | 12 |
| Indicators of success | 15 |
| 1. <i>Reduced gender pay gap</i> | 15 |
| 2. <i>Demonstrated commitment to achieving equal pay</i> | 15 |
| 3. <i>Universal ratification of relevant international labour standards</i> | 16 |
| Proposed Governance Structure | 16 |
| Operational and funding arrangements | 17 |
| EPIC Timeline through 2017 | 18 |
| ANNEX I. Contribution of SDG 8, target 8.5, to other Sustainable Development Goals | 19 |
| ANNEX II: The Equal Pay Platform of Champions..... | 20 |

The Challenge

The ILO-Gallup world survey *Towards a Better Future for Women and Work: Voices of Women and Men* shows that across the world, women want to be in paid jobs. It also shows that one of the main challenges for women at work is unequal pay.¹ Across all regions, countries and sectors, women are paid less than men. Across G20 and OECD countries median monthly earnings for women are on average 17 per cent below those of men² and, elsewhere, the situation is not any better.

Figure 1: Gender pay gap in G20 and OECD countries, 2015 or latest year



Note: The gender pay gap is defined as the difference between male and female median monthly earnings divided by male median monthly earnings for full-time employees. Source: OECD.

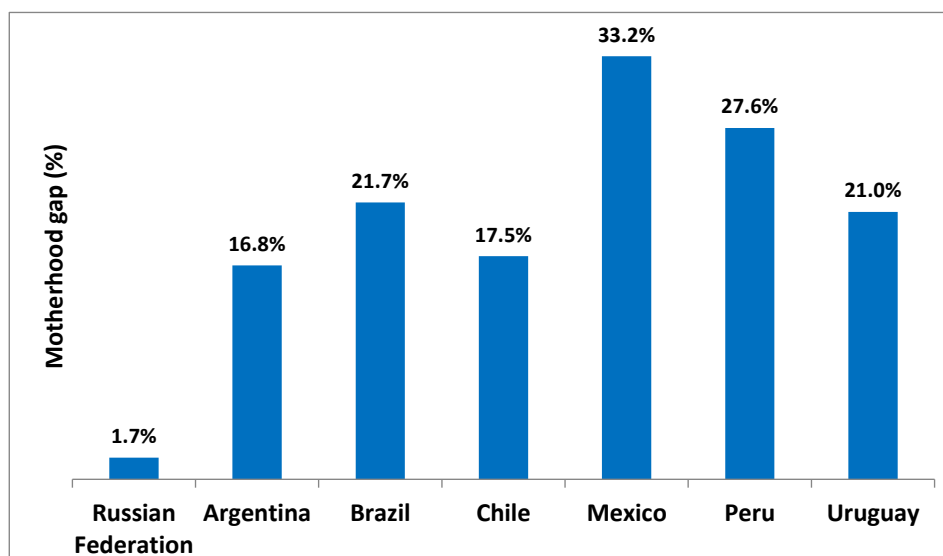
The gender pay gap is symptomatic of the many challenges, including discrimination, that women face before entering the labour market and throughout their working lives, and that make them more vulnerable to poverty. Everywhere, the gender pay gap tends to widen at the age of parenthood. This is often the result of the fact that working fathers receive a wage premium, while working mothers experience a wage penalty. For example, in the United States fathers enjoy a wage premium of 11 per cent on annual earnings (compared to non-fathers) whereas mothers receive a 5 per cent penalty on the same measure of income (compared to non-mothers).³ The difference in average gross monthly earnings between non-mothers and mothers, or the so-called motherhood wage gap, seems to be common, although its size differs by country (Figure 2).

¹ ILO-Gallup, *Towards a Better Future for Women and Work: Voices of Women and Men*, 2017.

² OECD, Report on the Implementation of the OECD Gender Recommendations, Meeting of the OECD Council at Ministerial level, 7-8 June 2017.

³ Lundberg, S.; Rose, E. 2000. "Parenthood and the earnings of married men and women", in *Labour Economics*, Vol. 7, No. 6, pp. 689-710

Figure 2: Motherhood wage gap in selected countries, latest year



Source: ILO estimates (ILO, 2014)

Mothers who take time off to look after children may not be able to catch up in pay on their return to work, experiencing a long-term impact on careers and pay.⁴ The challenges continue as women retire. The gender gap in pensions reflects both lower pension coverage among women compared to men and lower pension benefits for women, due to lower earnings and intermittent career paths, and translates into higher poverty risks for older women compared to men. On average, across the OECD, the percentage of elderly women in poverty was 13.0 per cent in 2014, compared to 8.3 per cent for men.⁵

The quality of women's jobs is another important cause of gender inequalities in pay. Women are over-represented in informal employment and in low-paying jobs. They tend to work in different occupations and sectors relative to men, and concentrate in a more limited number of them, with gender segregation by sector having increased by one-third over the past two decades.⁶ Evidence shows that, on average, occupations in which women prevail tend to have lower earnings than occupations in which men predominate, but the wage penalty is much larger where employer discretion is greatest. There is less of a wage penalty where wage setting is guided by formal rules. Where trade union density and collective bargaining coverage are high, the gender pay gap is smaller.⁷

Changes in the organization of production and work, with the rise in new work arrangements and non-standard forms of employment,⁸ are adding to the challenge. While they provide new employment opportunities, these work arrangements are associated with greater income insecurity and often lower earnings. Women, for instance, are more likely than men to be in part-time employment, including marginal part-time, and involuntary part-time. Research has shown that workers in non-standard forms of employment often have lower hourly earnings than workers in standard forms of employment, and have fewer opportunities for skills upgrading and career progression.⁹

Evidence also suggests that the gender pay gap varies significantly according to the characteristics of the enterprises. In Europe, for instance, the gender pay gap increases with the

⁴ ILO, Women at Work: Trends, 2016

⁵ OECD Income Distribution Database

⁶ ILO, World Employment and Social Outlook: Trends for Women 2017

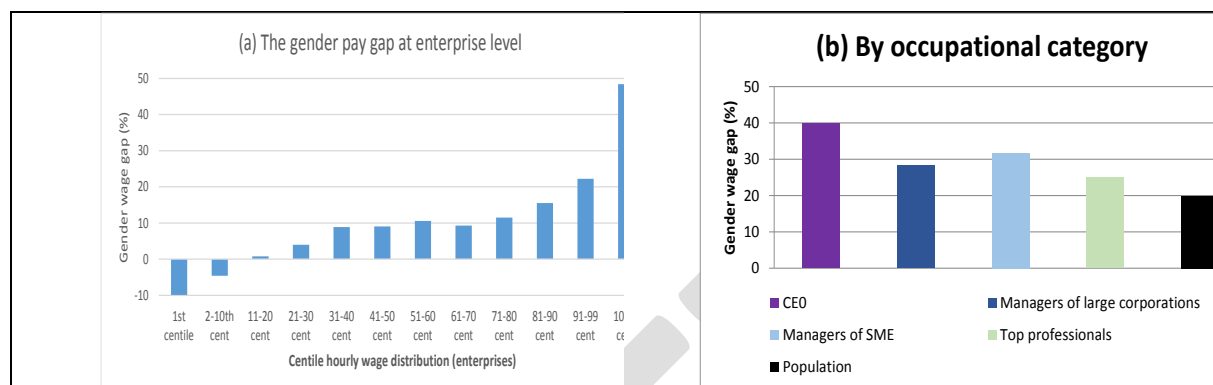
⁷ ILO, Women at Work: Trends, 2016; OECD, Closing the Gender Gap – Act Now, 2012

⁸ The term “non-standard forms of employment” (NSFE) is an umbrella term for different **employment** arrangements that deviate from standard **employment**. They include: temporary work, part-time work, private agency work and other multi-party employment arrangements, disguised employment relationships and dependent self-employment.

⁹ ILO, Non-Standard Employment Around the World: Understanding challenges, shaping prospects, 2016

enterprises' average wages. Among low-paying enterprises, the gender pay gap can be negative, while among enterprises that record average wages at the top 1 per cent, the difference in hourly wages between men and women is about 50 per cent on average and higher than the gender pay gap observed in the population (Figure 3).

Figure 3: The gender pay gap ranked by enterprise average wage (a) and by top occupational categories (b)



Note: The occupational skill categories is based on the ISCO-88 classifications. See ILO, 2016, Figures 53 and 54 for more details. Source: ILO estimates using the Structure of Earnings Survey from Eurostat (ILO, 2016)

What is equal pay for work of equal value and why is it important to deal with it?

Equal pay for work of equal value is a principle enshrined in the Equal Remuneration Convention, 1951 (No. 100), which has been ratified by 173 States. Equal pay for work of equal value means that equally qualified women and men should get equal pay when they perform the same or a similar job in equivalent conditions. Equal pay for work of equal value also covers situations where women and men do different work. When women and men carry out work that differs in content, involving different responsibilities and demanding different skills or qualifications, and is performed under different conditions, but is overall of equal value, they should be paid equally. This principle is critical to women's economic empowerment. Redressing the undervaluation of jobs typically performed by women not only improves women's economic autonomy, it also helps address occupational segregation and other structural barriers that women face. While an overall gender equality policy is essential for promoting equal pay, gender equality cannot be achieved without equal pay for work of equal value.¹⁰

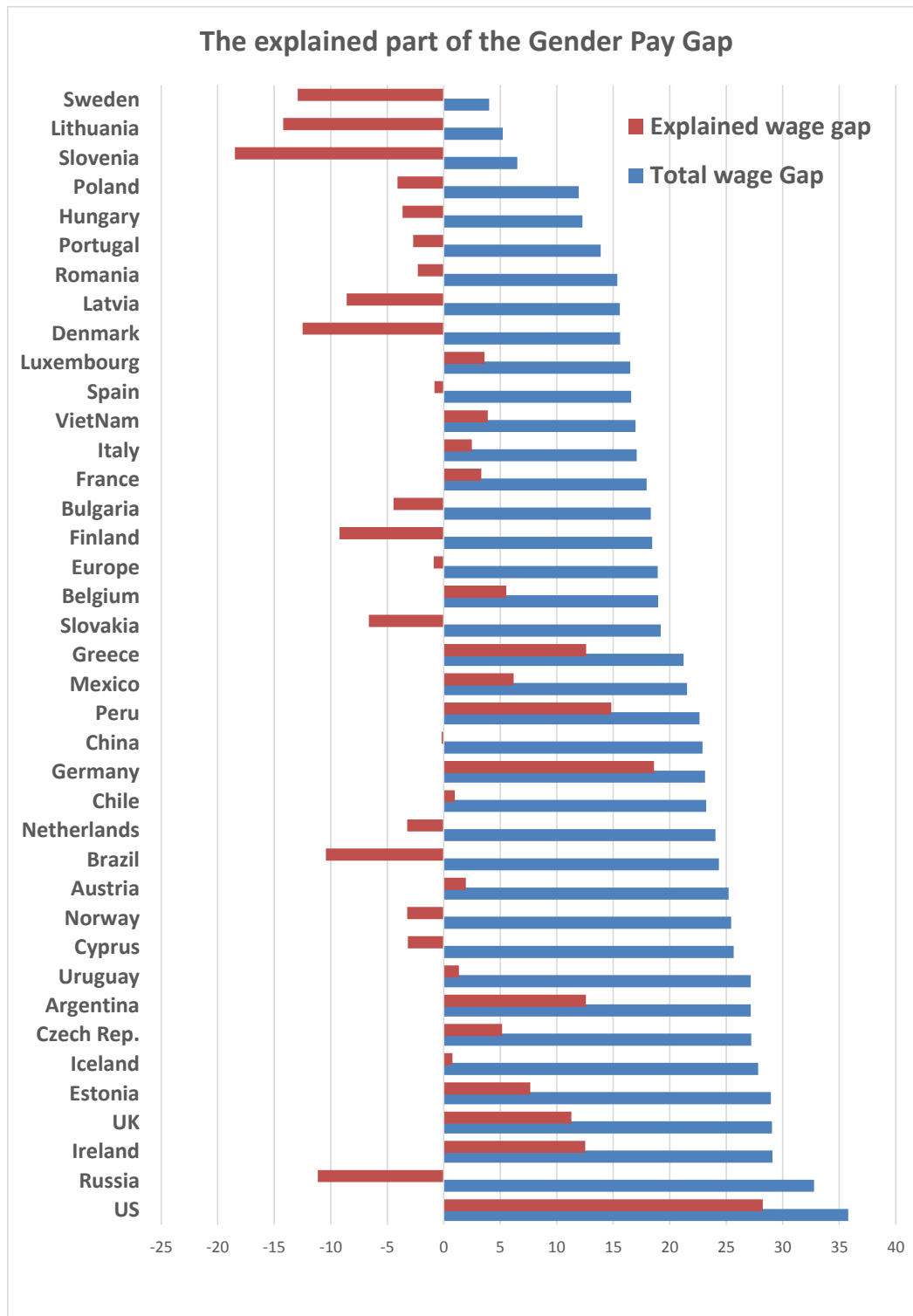
Equal pay for work of equal value is also reflected in the 2030 Agenda for Sustainable Development which was adopted by the summit of heads of State in September 2015 to frame the global development agenda (2030 Agenda) for the coming years. This Agenda recognizes equal pay for work of equal value as key to inclusive growth and poverty reduction. Within the Sustainable Development Goal (SDG) 8, which calls for the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, a specific **target 8.5** was established to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value by 2030. Achieving target 8.5 will also accrue to other relevant SDGs, namely **Goal 1** to end poverty in all its forms everywhere, **Goal 5** aimed at achieving gender equality and empowerment for all women and girls, **Goal 10** aimed at reducing inequalities within and among countries and **Goal 16** aimed at promoting inclusive societies (Annex I).

Differences in earnings between men and women are explained in part by observable factors, such as education, work experience, hours devoted to paid employment, the sector of economic activity, the occupation or the size of the enterprise. However, in all countries, a portion of the gender pay gap remains unexplained after accounting for observable workers' and jobs' characteristics. This

¹⁰ ILO, 98th Session, June 2009, Resolution concerning gender equality at the heart of decent work

unexplained portion of the gender pay gap is equated with discrimination in pay or remuneration and its size differs by country (Figure 4).

Figure 4: Mean gender wage gap before and after adjusting the total wage gap by human capital attributes, for a selection of countries, latest years



ILO estimates, see the Global Wage Report 2014/15, 2014

This suggests that gender stereotyping, social norms and institutions, the lack of pay transparency and gender biases in the way in which wages are structured or fixed also play an important role in determining pay differentials between men and women.

As mentioned, the principle of equal remuneration for women and men for work of equal value has been widely endorsed, with over 90 per cent of ILO member States having ratified Convention No. 100. However, its application in practice has proven difficult, because of a lack of understanding of what “work of equal value” is all about and what it entails, and yet, tackling discrimination in remuneration is key to closing the overall gender pay gap.

Research has shown that gender pay equity needs to be pursued through a policy package that promotes an inclusive and transparent labour market alongside the application of equal pay for work of equal value.¹¹ Legislation, which gives full expression to this principle and is effectively implemented and enforced, is an essential measure. In South Africa, for example, the Government adopted and published amendments to the Pay Equity Regulations with a view to implementing the Equal Pay for Work of Equal Value principle; these amendments include criteria and methodology for assessing work of equal value. A Code of Good Practice for implementing the regulations on pay equity was also developed and published.

Gender neutral job evaluations, which help determine the value, free of gender bias, of female-dominated jobs relative to male-dominated jobs, or the extension of the coverage of minimum wages to those occupations, such as domestic work, or sectors in which women prevail, are additional means whereby the underestimation of women’s work can be dealt with.¹²

Collective bargaining, through which employers’ and workers’ organizations determine the terms and conditions of employment at the national, sectoral or enterprise level, also plays an important role in addressing questions of equality and fairness, including in respect of pay.¹³ In Iceland, the signing of a protocol between the social partners, as part of the 2008 and 2010 collective agreements, included a commitment to promote gender equality through the introduction of a certification system for companies, on gender equality and equal pay for work of equal value. Tripartite initiatives, involving the government and the employers’ and workers’ organizations, such as the Tripartite Commission on Equal Opportunities and Treatment in Employment (CTIOTE) in Uruguay, can contribute to promoting the inclusion of gender equality provisions in agreements negotiated by the Wage Councils.

The business case

There is also a strong business case for implementing equal pay for work of equal value. Women’s vital role in employment and economic growth is widely understood and their skills and talent are necessary for the economic and social development of societies. The undervaluing of work predominantly done by women and the under-utilization of women’s skills is a lost resource for the economy and for society at large. A fair remuneration for women results in more disposable income in their pockets, which, in turn, translates in higher investments in their children’s education and health. This, together with a better use of women’s skills, allows them to increase their contribution to national societies and economies.

Pay systems that are transparent and value the entire workforce send positive messages about an organization’s values and ways of working to staff and project a positive image for the company externally. This can contribute to increased economic productivity within companies, nationally and globally. Fair and non-discriminatory pay systems represent good management practice and contribute to the efficient achievement of business objectives by encouraging maximum productivity from all employees.

¹¹ OECD, Gender Gaps, How much longer, 2017, forthcoming.

¹² ILO, Minimum wage policy guide at <http://ilo.org/global/topics/wages/minimum-wages/setting-machinery/lang-en/index.htm>

¹³ ILO: Labour Relations and Collective Bargaining, Issue Brief No. 4: Negotiating for Gender Equality, 2016

Employers that treat staff fairly may find an increase in productivity that comes from higher morale and employee commitment and lower turnover. They may also find it easier to recruit and retain a skilled workforce, including greater retention of women in work, sustaining or improving the company's reputation. Equal pay is also an important element in advancing women into leadership positions in the organization. In some countries, providing equal pay for all employees will reduce the risks of an equal pay claim, which can be costly, complex and time-consuming, involving:

- Expensive legal fees;
- Lost productivity;
- Damaged employee relations and low staff morale;
- Cost of tribunal decision; and
- Loss of reputation.

Growing international momentum to accelerate progress in respect of equal pay for work of equal value

There is a growing momentum and recognition globally of the need for concrete and coordinated action to accelerate progress in making equal pay a reality, thereby contributing to women's economic empowerment.

At the November 2014 G20 Summit in Brisbane, leaders agreed to reduce the gender gap in labour force participation by 25 per cent by 2025. Through its action for better quality of female employment, the G20 leaders aim to substantially increase the quality of women's earnings and thus reduce the gender differences in earnings.

The sixtieth session of the Commission on the Status of Women (CSW60) in March 2016 also acknowledged the importance of equal pay for work of equal value and UN Women launched a global call to action to galvanize multi-stakeholder commitment and action to advance this principle.

Also during CSW60, the first meeting of the Secretary-General's High-level Panel for Women's Economic Empowerment (HLP) was held and its first report was released in September 2016, making action-oriented recommendations on how government, business, employers' and workers' organizations, civil society and development partners can work together to improve economic outcomes for women, including through equal pay for work of equal value. In March 2017 the second report of the HLP focussed on transformative actions needed to advance women's economic empowerment and highlighted, among other matters, the need for laws to provide equal rights for women and men including on equal pay.

Since the 1950s, the ILO has been promoting the ratification of Convention No. 100 and has been assisting member States, which have ratified it, in its implementation. To this end, the ILO provides advice on drafting or revising laws that promote equal pay for work of equal value; offers technical advice to the social partners on how they can cooperate on, or negotiate through, collective bargaining to address the gender wage gap; carries out capacity-building activities for competent national authorities, enterprises as well as employers' and workers' organizations; and produces policy-oriented reports and guides,¹⁴ including on gender-neutral job evaluation processes,¹⁵ or surveys of national companies' workplace policies aimed at supporting women in business, including through wage parity. The next edition of the Global Wage Report (2018/19) – one of the ILO's flagship reports – will review trends in gender wage gaps across regions, sectors and selected occupations and examine relevant policy trends and their impact.

The issue of equal pay between women and men for work of equal value is also a key component of the ILO's time-bound Women at Work Centenary Initiative. The Initiative was launched to take stock of the status and conditions of women and to identify transformative action that promotes full and lasting gender equality. It has three mutually reinforcing tracks: new research and data on the situation

¹⁴ Martin Oelz, Shauna Olney and Manuela Tomei: *Equal Pay: An introductory guide*, ILO 2013

¹⁵ Promoting equity: Gender-neutral job evaluation for equal pay: A step-by-step guide, ILO, Geneva, 2008

of women at work and the obstacles to equality and empowerment, in partnership with key institutions and academics; dialogues with the ILO’s constituents and relevant stakeholders with a view to identifying the innovative policy action needed; and advocacy and support in the implementation of the action identified. The International Labour Conference in June 2017 called upon the ILO to continue promoting active participation of all member States and the social partners in multi-stakeholder partnerships to achieve equal pay for work of equal value.¹⁶

| Relevant international binding standards and other Instruments | Ratifications, Adherents |
|---|--------------------------|
| ILO Equal Remuneration Convention, 1951 (No. 100) | 173 |
| ILO Discrimination (Employment and Occupation) Convention, 1958 (No. 111) | 175 |
| UN International Covenant on Economic, Social and Cultural Rights, 1966 (Article 7i) | 165 |
| UN Convention on the Elimination of all forms of Discrimination against Women, 1976 (Article 11d) | 189 |
| ILO Part-Time Work Convention, 1994 (No. 175) | 17 |
| ILO Domestic Workers Convention, 2011 (No. 189) | 24 |
| OECD Recommendation on Gender Equality in Education, Employment and Entrepreneurship, 2013 | 40 |
| OECD Recommendation on Gender Equality in Public Life, 2015 | 35 |
| ILO Workers with Family Responsibilities Convention, 1981 (No. 156) | 44 |
| Maternity Protection Convention, 2000 (No. 183) | 34 |

The OECD has also contributed to global efforts to raise standards and norms on women’s labour force participation, which will have positive spill-over effects for the gender wage gap. The 2013 OECD Recommendation of the Council on Gender Equality in Education, Employment and Entrepreneurship mirrors this aim as it notably recommends that the principle of equal pay for equal work or for work of equal value is respected in collective bargaining and/or labour law and practice.

Additionally, the OECD’s 2015 Recommendation of the Council on Gender Equality in Public Life promotes a government-wide strategy for gender equality reform, sound mechanisms to ensure accountability and sustainability of gender initiatives, and tools and evidence to inform inclusive policy decisions. The Recommendation promotes a “whole-of-society” approach, calling for flexibility, transparency and fairness to ensure fair pay and equal opportunities for women and men with a mix of backgrounds and experience. The 2013 and 2015 OECD Recommendations provide not only governments, but also parliaments and judiciaries, with clear, timely and actionable guidelines for effectively implementing holistic gender equality and gender mainstreaming initiatives, and for improving equal access to public leadership for women and men from diverse backgrounds.

In the context of the 2030 Agenda for Sustainable Development, a Global Indicator Framework has been established to measure progress towards achieving the SDGs at the local, national, regional, and global levels. The indicator framework will turn the SDGs and their targets into a management tool to help countries develop implementation strategies and allocate resources accordingly, as well as a report card to measure progress towards sustainable development and help ensure the accountability of all stakeholders for achieving the SDGs. Each indicator has one or several custodian agencies responsible for collecting data and reporting.

¹⁶ ILO, 106th Session, June 2017, Proposed resolution concerning the second recurrent discussion on fundamental principles and rights at work

The ILO is the custodian agency responsible for the indicators of target 8.5:

- 8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities
- 8.5.2 Unemployment rate, by sex, age and persons with disabilities

EPIC will build upon these commitments, tools and evidence that show why tackling gender wage gaps, by also removing discrimination in pay, is the right thing to do to protect women's economic rights and makes sense for economies.

Addressing the challenge and seizing the opportunities through EPIC

Why a Coalition?

The process leading to the formulation of the SDGs has fostered an understanding that strategic multi-stakeholder coalitions are required for their successful implementation. Target 8.5 is bold and ambitious and requires an equally bold and ambitious partnership to meet it. EPIC is built on the recognition that no single actor can solve this challenge alone and that efforts can be accelerated through leveraging expertise across a diverse range of stakeholders. EPIC acknowledges the fundamental importance of country ownership, alignment with national priorities, harmonization, managing for results and mutual accountability among partners. It does not aim to replace existing partnerships but rather multiply their outreach and impact, providing a framework within which existing initiatives and organizations can connect and reinforce each other.

What will EPIC do?

The members of EPIC will work together at the global, regional and national levels to support governments, employers and workers and their organizations, and other stakeholders, to make equal pay between women and men for work of equal value a reality, and reduce the gender pay gap. This will be supported through research and data collection, advocacy, knowledge sharing, capacity building, technical advisory services, data analysis and monitoring. Improving the collection of sex-disaggregated data on earnings and clarifying the merits and demerits of different methods to measure the gender pay gap are key to informing policy action and assessing its effectiveness.

The innovative work of EPIC will contribute significantly to challenging some of the main assumptions reinforcing gender pay gaps, by strengthening the evidence base for policy action, sharing good practices and lessons learned, promoting the business case for change in favour of gender equality, and by investing in initiatives already proven to lead to positive results.

Recognizing the complexities of national contexts EPIC will work with countries to assist in their progression to achieving equal pay for equal value of work.

Together with global advocacy to challenge stereotypes and social norms and outreach initiatives to support social justice, EPIC will leverage and support targeted initiatives in a number of countries based on ongoing work of Coalition members. Activities will include analysis of opportunities and challenges at the national level and participatory consultations with constituencies whose engagement and action are key for sustainable transformation.

While the ultimate goal of EPIC would be to achieve equal pay for work of equal value, and as such reduce the gender pay gap, it is recognized that different countries will be starting from a different base, but that all of them need to move progressively towards this goal.

Key Coalition Partners



Composition of a Coalition

Led by the ILO, UN Women and the OECD, EPIC will be an inclusive initiative comprising government entities such as ministries responsible for labour and employment as well as ministries responsible for gender, national statistical offices, national and international employers' and workers' organizations, regional organizations, relevant UN agencies, development partners, the private sector, civil society organizations, and academia. EPIC will also include a platform of champions who will contribute to a broad awareness raising and visible political advocacy campaign (see Annex I).

The Equal Pay Platform of Champions

The Equal Pay Platform of Champions was launched in March 2017 at the sixty-first session of the Commission on the Status of Women (CSW61). The Equal Pay Platform of Champions is a group of influential individual representatives from a range of backgrounds including trade unionists, celebrities and high-level representatives of civil society who, in their personal capacities, commit to developing together advocacy strategies for Member States to adopt laws and policies that support equal pay for work of equal value. Through their engagement in high-level advocacy work, the Champions have committed to raising awareness on the issue of equal pay for work of equal value, and advocating for increased political support for concrete measures to reduce the global gender pay gap by 2030, with some key deliverables by 2020.

What will the Equal Pay Platform of Champions do?

The work of the Equal Pay Platform of Champions is aimed at paving the road for longer-term, coordinated sustainable normative and operational work of EPIC on the issue of equal pay for work of equal value and related gender equality issues. Specifically, the Champions are committed to advocating for the following within their sphere of influence:

- Legislation on equal remuneration for work of equal value in line with ILO Convention No. 100, and accessible dispute resolution mechanisms;
- Policies, practices and institutional mechanisms that directly address gender discrimination in pay and other related dimensions;
- Adequate measures to address the gender bias in wage structures and wage-fixing mechanisms, including through objective job evaluation methods;
- Data, including on wages and other benefits, disaggregated by gender, and possibly by ethnicity, etc.;
- Strong maternity, paternity and parental leave and childcare policies;
- Robust transparent policies at various stages of career progression.

The building blocks

EPIC will engage in coordinated and coherent action at the **global, regional** and **national** levels to support governments, employers and workers and their organizations, and other stakeholders, to make equal pay between women and men for work of equal value a reality, and reduce the gender pay gap.

Vision

Gender equality in the world of work.

Mission

To achieve equal pay between women and men for work of equal value by 2030.

Goals

- Reduced national and global gender pay gaps, especially the portions of the pay gap due to discrimination in pay;
- Demonstrated efforts and results by private sector to implement equal pay initiatives;
- Systems established or strengthened to monitor progress in closing the gender pay gap at the global, regional and national levels;
- Improved national equal pay legislation and strengthened enforcement mechanisms and access to remedies in line with international good practice;
- Increased awareness and greater engagement of the ILO and UN constituents and other key stakeholders at the global, regional and national levels on equal pay;
- Universal ratification of ILO Equal Remuneration Convention, 1951 (No. 100);
- Increased media coverage on the equal pay;
- More empirical evidence and data available on the benefits of equal pay;
- Strengthened national capacity to formulate and implement policies and practical measures to close the gender pay gap.

At the **GLOBAL** level, members of EPIC will:

- Raise awareness on equal pay;
- Accelerate progress on key areas through documentation and dissemination of good practices;
- Monitor and disseminate trends on key indicators of the gender pay gap; and
- Organize global conferences to share experiences, monitor progress and ensure renewed commitment to the issues.

Global level building blocks

- A communications and advocacy campaign
- A knowledge-sharing platform
- A global observatory
- Equal pay conferences

A communications and advocacy campaign

Champions will join forces with members of EPIC to raise awareness of the principle of equal remuneration for work of equal value and its implications, advocate for increased political support and proactively reach out to policymakers, thought-leaders and decision-takers, with a view to achieving equal pay for work of equal value.

Communication tools will include dedicated webpages, social media campaigns and proactive participation in high-level events, conferences and seminars across the globe. An example of this is a pro-bono online campaign #StopTheRobbery which was launched by UN Women at CSW61. The campaign aimed to raise awareness about pay inequality.

The media will be engaged with EPIC, in particular the Champions, to promote its objectives and to disseminate information to the wider public, including on the gender pay gap and good practices and other proactive measures needed to achieve the target. It will assist with the development of meaningful messages/actions for a global advocacy plan that will focus on broad universal elements of the equal pay and related issues that can be concretized in stakeholder commitments. The media campaign will maintain the focus on advocacy and will ensure:

- Awareness raising and global political attention to the issue, including ratification of ILO Equal Remuneration Convention No. 100 for non-ratifying member States;
- Visibility and momentum of the issue through:
 - Intense global media outreach through various channels including social media;
 - Regional consultations to advocate and gain commitment for the work of EPIC;
 - Milestone events throughout the year; and
 - Champions' advocacy in their individual capacity in their constituencies/field of influence

A knowledge-sharing platform

The members of EPIC will develop a knowledge-sharing platform or potentially expand an existing platform such as the OECD's Gender Portal or Wikigender. It will be an online tool providing a gateway to up-to-date knowledge and information on equal pay for work of equal value and objective job evaluations. Currently the OECD Gender Data Portal includes selected indicators measuring gender inequalities in education, employment, entrepreneurship, governance, health and development. Wikigender is an interactive online platform that fosters knowledge sharing on a range of gender equality issues: country profiles, news from Wikigender partners (which include UN Women and the ILO, inter alia) and online events (e.g. webinars).

Similarly, EPIC's knowledge-sharing platform will facilitate an exchange of information, trends, lessons learned and good practices on what works and how. It will promote interregional and cross-country sharing of knowledge and experience, capacity building and peer learning – including through South-South and triangular cooperation mechanisms. It will be a repository for all tools, publications and reports on the topic and will link to the ILO's global database on the applications of Conventions and Recommendations with access to good practices, gaps and challenges experienced by countries in the application of ILO Convention No. 100.

A global observatory

The members of EPIC will develop or expand an existing global observatory to monitor trends and good practices at the national, regional and global levels, in particular with respect to new or modified laws, policies and/or action plans or programmes, establishment and/or revitalization of appropriate national machineries supporting the effective implementation of gender neutral job evaluation methods. The observatory framework will rely heavily on the national statistical offices

which capture data on the gender pay gap. It is proposed that a trends analysis report be published every four years. The observatory will draw on various existing platforms, such as the ILO's NORMLEX, which brings together national labour laws and comments of the ILO's supervisory bodies on the application of Convention No. 100, the OECD Gender Portal and its Social Institutions and Gender Index (SIGI) which includes indicators on laws, attitudes and norms around workplace discrimination, including on equal pay for work of equal work. The SIGI is an SDG 5.1.1 official data source.

Equal pay conferences

The members of EPIC will take part in an Equal Pay Conference at least every four years under the auspices of one of the members, to develop and share innovative interventions for accelerated action, as well as to focus policymakers' attention on the issue. The findings and recommendations of the trends analysis report will be presented during the Conference and will guide EPIC's strategy and work plan for the next period.

At the **REGIONAL** level, members of EPIC will:

- Engage in political dialogue to secure commitment for the issues on regional agendas; and
- Facilitate exchanges within and among regions to expand knowledge and share good practices.

Regional level building blocks

- Political dialogue
- Regional exchanges

Political dialogue

The members of EPIC and Champions, as needed, will engage with relevant regional bodies and stakeholders to secure political commitment for reducing the gender pay gap in the respective regions. Clear manifestations of political commitment could be the development of regional equal pay initiatives, and the hosting and organizing of inter and intra-regional knowledge-sharing conferences.

Regional exchanges

The members of EPIC will facilitate exchanges within and between different regions to expand knowledge sharing and improve the effectiveness of initiatives, with a view to fostering collaboration among like-minded countries.

At the **NATIONAL** level, members of EPIC will, upon the invitation of governments:

- Examine solutions to addressing legislative gaps, including effective access to remedies;
- Review where maternity, paternity, parental and childcare policies could be strengthened;
- Examine gender biases in existing wage structures;
- Support capacity building for responsible institutions, including monitoring and enforcement mechanisms;
- Research, analyse and disseminate relevant data on the gender pay gap; and
- Promote the use of gender neutral job evaluations to compare and ascertain the "value" of different jobs.

National level building blocks

An integrated approach towards implementing National Action Programmes

- National Action Programmes developed or strengthened in implementation to achieve:
 - Improved national legislation;
 - Strengthened enforcement mechanisms;

- Capacity building; and
- Gender-neutral job evaluations.

National Action Programmes

Through the strengthening of existing gender equality action programmes, or the development and implementation of National Action Programmes through development cooperation projects, technical assistance, South-South, North-North and triangular cooperation, members of EPIC will engage with national authorities, in particular ministries of labour, ministries of gender, employers' and workers' organizations, national statistical offices, UN country teams, academic institutions and research bodies, to provide technical assistance in required areas, subject to available resources. Areas include labour law reform, engagement with statistical offices for the monitoring and analysis of the gender pay gap, capacity building for labour inspectors, national statistical offices, the establishment of national mechanisms, training for employers and trade unions on the implementation of gender neutral job evaluation, inter alia and as needed.

While considerable progress has been made in giving full legislative expression to the principle of equal pay for men and women for work of equal value, several countries continue to have legislation that is narrower than required under Convention No. 100. National legislation should not only provide for equal remuneration for equal, the same or similar work, but also address situations where men and women perform different work that is nevertheless of equal value. However, giving legislative expression alone will not be sufficient to achieve target 8.5. It is also important that an effective system of monitoring and enforcement as well as proactive measures are in place, including codes of conduct, equal pay plans, pay equity schemes, pay equity councils, and pay valuation guides, among others.

Indicators of success

EPIC's Steering Committee will agree upon the targets and measurement for each of the indicators of success. The key indicators of success of this Coalition will be:

1. Reduced gender pay gap

The gender pay gap varies from country to country, and between different sectors within a country. While many countries have made progress in reducing the pay gap, in others it has stagnated for many years, or even increased. The examination of trends in the gender pay gap and its structure may provide an indicator of the impact of relevant legislation, institutional mechanisms, and anti-discrimination and equality policies and practices on pay equity.

Policies to promote the better sharing and valuing of care work, both paid and unpaid, can also help to reduce gender wage gaps. In this regard, more determined efforts to eliminate direct and indirect discrimination and to embed the principle of equal opportunity and treatment between women and men in laws and institutions constitute a key first step. Further progress can be made by promoting equal remuneration for work of equal value through wage transparency, including gender-neutral job evaluation, training and awareness-raising.

2. Demonstrated commitment to achieving equal pay

A mix of efforts are required if equal pay is to become a reality. A public commitment by governments, employers' and workers' organizations and the private sector to prioritizing pay equity through the following:

Governments

- Ensuring legislation is in line with ILO Convention No. 100;
- Introducing pay transparency policies;
- Establishing national minimum wages;
- Establishing National Tripartite Equal Pay Bodies;
- Collecting data on wages;

- Monitoring compliance through labour inspection.

Employers' and workers' organizations

- Raising awareness among their membership;
- Promoting collective bargaining in the workplace;
- Providing training to its members.

Private Sector

- Conducting an annual company-wide gender pay analysis across occupations;
- Reviewing personnel processes to reduce unconscious bias and structural barriers;
- Embedding equal pay efforts into broader enterprise-wide equity initiatives;
- Pledging to identify and promote other good practices to close the wage gap;
- Conducting gender neutral job evaluations; and
- Introducing new measures to incentivize staff at all levels to address discriminatory practices in the workplace, including the gender wage gap.

3. Universal ratification of relevant international labour standards

To date all but 14 of the ILO's 187 member States have ratified Convention No. 100. Reports from most of these countries indicate that the ratification process is either under way or under consideration. Universal ratification is almost a reality, and only in cases where there is an existence of political instability or the need for major legislative reform, is this considered a challenge.

Proposed governance structure

A separate vision for EPIC's Operational Guidelines will be the subject of further discussion with partner agencies, members and others to clarify roles, responsibilities and principles of partnership. EPIC will start with a light and flexible governance structure, allowing for alterations and improvements, developing over time into a more formal structure. The table below illustrates possible stages of the governance structure from launch, through transition, to some degree of permanence. Appointment of States to the Steering Committee would be in accordance with strict criteria as outlined in EPIC's Operational Guidelines, including demonstrated national commitment to achieving equal pay and ratification of ILO Convention No. 100.

EPIC would bring the added value of engaging with public and private development partners in a more coordinated manner to avoid duplication of efforts and to channel funding towards proven practices for replication and scale while ensuring continued focus on root causes of inequality and sustainable policy change.

| Possible evolution of governance structure | | |
|--|--|---|
| Immediate structure Launch 0-12 Months | Medium-term Transitional 13-24 Months | Long-term Permanent until 2030 |
| No legal identity | | |
| Secretariat: ILO, UN Women and OECD | | |
| Interim Steering Committee | Permanent steering committee with representation of partnership groups and some formal procedures | |
| Working groups to focus on key priorities or themes | | |
| Annual global forum to bring together members of the Steering Committee | | |
| | Light touch structures at national level, based around a national focal point (usually government appointed) | National networks in each partner country |
| | Light link to regional initiatives | Link to regional initiatives established |

Operational and funding arrangements

The proposed operational structure of EPIC is set out in a separate draft **Operational Guidelines** document, which outlines suggested principles of engagement and the potential roles and responsibilities for EPIC members. The proposed structure of EPIC will feature a tiered approach with a Secretariat, Steering Committee and Working Groups, with engaged actors recognized as EPIC members. The members of EPIC will have the authority to review, revise where necessary and confirm the final structure of EPIC.

The key partners – the ILO, UN Women and the OECD – will make up the Secretariat of the Coalition. These agencies will reach out to other relevant international organizations that have a mandate in actively promoting gender equality to solicit their interest in being members of EPIC's Steering Committee. Such organizations include the International Organisation of Employers (IOE), and the International Trade Union Confederation (ITUC), among others. The Secretariat will also support and advise EPIC in moving forward.

The Equal Pay International Coalition will require sustained funding to maintain a high profile and to accomplish its objectives; therefore, a **resource mobilization strategy** has been drafted, set out in a separate document. The resource mobilization strategy drafted by the ILO will be discussed, revised where necessary, and adopted by EPIC's Steering Committee. The resource mobilization strategy will be aimed at coordinating a pool of resources, both in cash and in kind, from a myriad of sources: domestic resources mobilized by governments, funding available in existing trust funds, support from bilateral donors, and resources of the private sector.

EPIC timeline through 2017

In 2017 priority will be given to the following action points:

- Finalization of EPIC's draft vision
- Kick-start and meeting of Equal Pay Platform of Champions
- Preparation of key draft strategy documents
- Stakeholders meeting
- High-level launch
- Regional consultations

January - March 2017:

1. Finalization of draft vision document
2. Consultations with proposed champions, partners and members
3. Development of draft strategy documents
4. Launch of Equal Pay Platform Champions

April - June 2017:

5. Continued development of draft strategy documents
6. Revision of draft vision document following consultations
7. Briefing sessions

July - September 2017:

8. Key stakeholders meeting to discuss draft vision, resource mobilization strategies and operational guidelines
9. High-level launch

Post launch (September 2017):

10. Meeting of EPIC's Steering Committee to approve vision, strategies and operational guidelines
11. Adoption and implementation of vision, strategies and operational guidelines
12. Regional consultations

ANNEX I. Contribution of SDG 8, target 8.5, to other Sustainable Development Goals

Within the framework of Goal 1, the following targets are particularly relevant:

- **Target 1.1** to eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day
- **Target 1.2** to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- **Target 1.4** ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance
- **Target 1b** create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

Within the framework of Goal 5, the following targets are particularly relevant:

- **Target 5.1** which calls for the end of all forms of discrimination against all women and girls everywhere
- **Target 5a** calling for reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- **Target 5c** calling for the adoption and strengthening of sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Within the framework of Goal 10:

- **Target 10.2** calling for social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- **Target 10.3** calling for reduced inequalities by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action, is particularly relevant
- **Target 10.4** calling for the adoption of policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

Within the framework of Goal 16:

- **Target 16.10** calling for public access to information and protection of fundamental freedoms, in accordance with national legislation and international agreements
- **Target 16b** calling for the promotion and enforcement of non-discriminatory laws and policies for sustainable development.

ANNEX II: The Equal Pay Platform of Champions

To date the following individuals have agreed to be Equal Pay Champions within the advocacy framework of the Platform, including:

Ms Patricia Arquette, Actress and activist

Ms Anannya Bhattacharjee, President, Garment and Allied Workers Union, India

Ms Umit Boyner, Co-Founder, Women Entrepreneurs Association of Turkey

Ms Sharan Burrow, General Secretary, International Trade Union Confederation

Baroness Sharmishta (Shami) Chakrabarti, CBE, Member of House of Lords, United Kingdom

The Honorable Kirsten Gillibrand, United States Senator from New York

Ms Věra Jourová, European Commissioner for Justice, Consumers and Gender Equality

Dr Naila Kabeer, Professor of Gender and International Development, Gender Institute, London School of Economics

Ms Emma Kaliya, NGO Gender Coordination Network, Malawi

Ms Chidi King, International Trade Union Confederation

Ms Linda Kromjong, Secretary-General, International Organization of Employers

Ms Kamala Lopez, Film maker and activist

Ms Nomasonto Mazibuko, Commissioner, Commission on Gender Equality, and Executive Director, Albinism Society of South Africa

Ms Sharmeen Obaid-Chinoy, Journalist, Oscar-winning filmmaker, activist

Mr Salil Shetty, Secretary-General, Amnesty International

Ms Mary Abigail (Abby) Wambach, Retired soccer player, coach, two-time Olympic gold medallist and FIFA Women's World Cup champion

The Honourable Kathleen Wynne, 25th Premier of Ontario