UNECE

WP.6 Team of Specialists on Gender-Responsive Standards (GRS)
Gender Action Plan Best Practice
Recommendation U: Gender-Responsive Standards

Best Practice Template - ISO

These best practice submissions do not engage the United Nations or Working Party on Regulatory Cooperation and Standardization Policies (WP.6) in any way and they do not constitute an endorsement of any kind. Submissions are presented as is and were only checked for grammar and spelling.

		Questions	Response
Organization identity			
	1	Type of standards organisation? (National, regional, international)	International
	2	Name of the standards organisation	International Organization for Standardization (ISO)
	3	Country/Region of operation?	Worldwide
	4	Contact details	Rachel Miller Prada, gender@iso.org
Background			
	5	What motivated the establishment of the Gender Action Plan (GAP)?	Commitment and subsequent signature of the UNECE GRS Declaration
	6	When did your organisation launch their Gender Action Plan?	**UNECE Signatory**: May 2019 **GAP development:** May – July 2019 **GAP launched**: September 2019
	7	Is your organisation a signatory of the UNECE Declaration on Gender-Responsive Standards and Standards Development?	Yes, since May 2019
Gender Action Plan (GAP) Creation			
	8	What are the primary objectives of your organisation's GAP?	Further detailed information can be found at ISO - Sustainability: Diversity & Inclusion . Currently, the priorities of the ISO GAP 2022-2025 are: 1. To have reliable data on gender representation in ISO Governance and technical work 2. Gender representation and participation in standardization is equal 3. There is awareness of, and consideration for, gender implications in standards development 4. ISO/CS contributes towards supporting gender equality in the ISO system 5. ISO members are provided with resources and support to better contribute to gender equality

		Questions	Response
9		Did your organisation use a participatory and flexible approach to developing the GAP?	Yes, a participatory and flexible approach to developing the GAP was used. This was a lesson learned from the first ISO GAP 2019-2021, which was developed by a smaller group of persons who would be directly involved in the GAP's implementation. During the development of the second ISO GAP 2022-2025, it was deemed extremely important to make sure that all those involved in the <u>implementation</u> of the GAP where involved in the <u>development</u> of the GAP from the start. This would help to foster **ownership** of the activities and objectives, to show that everyone had a part to play in the GAP's success. The success of the GAP relies not on a few individuals, but the organization as a whole.
10		Was a pilot project used to test the GAP before it was launched?	No, this was not deemed necessary. Individual, singular gender activities had been on-going at ISO for some time, the GAP was just a way to formalize and centralize those activities and objectives.
11		Did your organisation consult with other standards bodies before developing your GAP? (e.g. did the organisation consider the achievements and challenges of other standards bodies). If yes, which organisations?	Yes, we wanted to hear from other organization's experiences. We spoke with other standardization entities to learn what they were doing, how they were doing it, and what we could learn from it.
Institutional Buy-in			
12		Does the plan enjoy widespread leadership buy-in? If yes, how is this demonstrated? (e.g., Director-led policy initiatives, top-down training programmes)	The approval of the ISO GAP requires multiple levels of overview and approval through the ISO governance structures. The importance of gender, diversity and inclusion is now also reflected in the ISO Strategy 2030, under Priority 3.2 "*Advance inclusivity and diversity in the ISO system*". This represents the first time that either of those themes have been featured in the ISO Strategy.
13		Who initiated the gender action plan within the organisation?? (Organisation leadership, departmental managers, regular staff)	The commitment of the ISO Secretary General as an International Gender Champion spurred further activities that ISO could do to help achieve SDG 5.

	Questions	Response
14	Is the GAP being implemented at every level of the organisation?	Yes. For ISO "every level" means within the: (1) ISO Central Secretariat (Geneva, Switzerland) (2) Governance level, and (3) ISO member level
15	Is the GAP being implemented and evaluated throughout the standards development process?	The GAP has a supporting function towards gender in standards development. The entity responsible for guiding gender in standards development is the ISO/IEC TMB Joint Strategic Advisory Group on Gender Responsive Standards (JSAG on GRS). In 2022, the JSAG developed Guidance to developing GRS in ISO/IEC technical work. The guidance (available in multiple languages) can be found here: Guidance on Gender Responsive Standards
16	Does the GAP strengthen individual accountability for gender equality? If yes, how?	
17	Were any kind of resource issues encountered during the lifecycle (cultivation, development, implementation) of the GAP?	
18	Does the GAP operate as part of a broader sustainability or *diversity, equity, and inclusion* (DEI) strategy of the organisation?	Yes, Goal 3 of the ISO Strategy 2030 focuses on "*Advance inclusivity and diversity in the ISO system*" (Priority 3.2), of which the GAP is one of the contributors towards.
19	Who is responsible for the implementation of the GAP?	The ISO Gender Action Plan team, which is part of the ISO Sustainability Unit at ISO/CS. Project Manager: Rachel Miller Prada, gender@iso.org
Planned Activities		
20	Does your GAP set realistic step-by-step targets relevant to particular objectives?	
21	What key activities are listed in your organisation's GAP?	The key priorities of the ISO GAP 2022-2025 are: - Data collection and analyses - Balanced participation and representation in the technical work - Gender-responsive deliverables - Gender equality within the ISO system - Contribution of ISO/CS towards supporting gender within the ISO system - Capacity building for members

		Questions	Response
22		Does the GAP include specific activities to increase women's participation in standards development? If yes, what are they?	Yes, there is a specific activity that focuses on women's participation in technical work. From April – December 2023, ISO is currently researching the barriers to women participating in technical work (including. leadership positions). Our research will focus on three levels: (1) barriers getting women "to the table" of standards development, and (2) barriers of women's participation in technical work once "at the table". (3) barriers of women's leading the technical work of standards development The survey administered by the TMB JSAG showed that representation of women in technical committees and leadership positions within those technical committees is approximately one-third. A potentially large consequence of low female representation can lead to women's needs not being considered in the development of the standard itself. The feedback from ISO shows that female representation does not always equal participation or acknowledgement. The research will analyze and understand the opportunities and obstacles to women's participation in technical work, including those in leadership positions.
23		Does the GAP include performance indicators?	Yes
Monitoring & Evaluation (M&E)			
24		Is monitoring and evaluation included in your organisation's GAP?	Yes
25		Does your GAP include a monitoring strategy/set of activities? (i.e., identify concrete output indicators, agreed time frame, planned monitoring sessions)	Yes
26		How does the GAP ensure impartiality when evaluating the organisation's activities? (e.g., external evaluator, internal expert)	There is an external consultant on retainer that we reach out to when we need an independent gender expert view.
27		Does your GAP require detailed baseline assessment data?	Yes, in particular with regards to the priorities of: • Data collection and analyses of ISO technical experts

	Questions	Response
		• Balanced participation and representation in the technical work • Gender-responsive deliverables • Capacity building for members on gender in standardization
28	Does your GAP require your organisation to collect sex-disaggregated information?	Yes, specifically with regards to data collection and analyses of ISO technical experts
29	Does your GAP encourage the use of any data collection tools? (e.g., gender equality audit and monitoring GEAM tool)	
30	Who is responsible for collecting data?	ISO/CS, as we are the administrators and collectors of gender data of ISO technical experts
31	Does your GAP include ongoing recommendations to collect information on the experiences of technical committee participants?	
32	Does your GAP have a target end date? For what period is your GAP?	Current GAP is 2022-2025
33	If your GAP has a target end date, are there plans for how the activity will continue beyond that date?	It is envisaged that a new GAP will be developed to cover through 2030, to align with the ISO Strategy 2030.
Financing		
34	How did your organisation fund the establishment of the GAP? (For example: the organisation's regular budget funds, private sector funding, public sector funding, private-public sector funding)	Funds were approved through multiple budgetary funds that provide funding for ISO strategic projects.
35	Is the GAP underpinned by long-term financing to ensure its continuity? (i.e., will there be sufficient financing and resources to achieve the GAP's objectives)	It is envisaged that necessary funding will be available through ISO Council special funding through 2030, to align with the ISO Strategy 2030.
36	Does your organisation require additional resources (e.g., personnel, training & capacity building, monetary support) to deliver on the planned GAP activities?	ISO is continually looking for training, capacity building, and experts to help with implementation of the GAP, specifically experience with regards to standards and gender.
37	Is there an organisational commitment to providing adequate resources to meet GAP activities?	Yes
National Context (specific to National Standards Bodies)		
38	Does your country also have a National Gender Strategy?	
39	If yes, does the GAP align with this National Gender Strategy?	

	Questions	Response
40	Is your GAP specific to the precise needs of women in your country? If yes, how does it reflect the national context or challenges?	
41	Does your GAP promote greater awareness of national gender issues?	

Technical Committee Data

	Questions	Response
42	Does your organisation track gender representation on technical committees?	Data collection is planned for January 2024, once the IT infrastructure is ready. Preliminary data is available here: ISO - Women in standards
43	If yes, currently what percentage of technical committee members are women?	Preliminary data shows approximately 30% are women. More reliable information will be collected beginning in 2024.
44	What percentage of technical committee Chairs are women?	Preliminary data shows approximately 27% are women. More reliable information will be collected beginning in 2024.
45	Does your GAP set targets related to the representation in your technical committees?	Yes
46	Does your GAP set targets related to gender balanced leadership in your technical committees?	Yes
47	Does your GAP encourage gender-related sensitisation programmes or guidance for new technical committee members?	Yes

Gender Focal Point

	Questions	Response
48	Does your organisation have an appointed gender focal point (GFP)? If yes, is this their sole function or is it supplementary to their existing role within the organisation?	Yes. This role is supplemental to their existing role.
49	Did the focal point contribute to the development and realisation of the GAP?	Yes.
50	Does the gender focal point report on the GAP? If yes, how often goes the focal point report on the GAP?	Yes. Every 2 years for review by management.
51	Were standards used by the organisation/focal point to develop the GAP? If yes, which standards? If no, why not?	No
52	Is the gender focal point (GFP) responsible for implementing the GAP? If not, who?	Yes

Key Lessons

	Questions	Response
53	What would you advise other organisations to do before developing a GAP?	- Ensure you have buy-in and commitment from head management. To do so, it's vital that they understand WHY this is important, and the business case for doing so.

		Questions	Response
			- The GAP needs to follow the SMART principles (specific, measurable, achievable, relevant, and time-bound) - If it's your organization's first GAP, start with realistic targets and activities. This will help to get your feet on the group.
54		What are the primary challenges you face with implementing the GAP?	- Ensure that our first GAP was realistic. It can be difficult to not try to change everything all at once. You need to prioritize. - Resistance to change, by management, teams, members, and stakeholders.
55		Would your organisation benefit from additional capacity-building training?	We are always looking for ways to continuously improve
56		What have been the primary achievements of your GAP so far?	- The development (and successful work) of the ISO/IEC JSAG on Gender Responsive Standards, specifically with regards to development of the GRS Guidance. - Commitment and follow-through of ISO members to develop their own GAPs - Inclusive terminology in ISO communications and standards writing - Preliminary collection of gender data of technical experts (in 2020) - Establishment of the ISO Gender Focal Point Network
57		What are the measurable results of your GAP?	Many! But for example: - Preliminary collection of gender data of technical experts (in 2020) - Collection of ISO standards and national standards that support SDG 5 - Need for support for ISO members to be more knowledgeable on the link between gender and standards
58		Would your organisation be interested in presenting your GAP experience (so far) to interested standards developing bodies?	Yes, more than happy to share.
Other			
59		Other considerations / additional information	