

RISE Strategic Plan 2024-2026

Our vision

We seek a world where **women¹ working in global supply chains experience their inherent dignity through agency, equality and rights²**. Where no one experiences discrimination or fear of harassment and violence in the world of work simply because of their gender. Where all workers enjoy equal opportunities, access to good quality jobs, full control over resources and can influence their working environment. We want to see women workers equally recognized as critical to business success.

Our mission

The mission of RISE is to **empower women workers, embed gender equality in business practices and catalyze systems change**.

We pursue this mission through three interlinked core strategies:

1. Behavior change, enabled by strengthening knowledge and skills for workers and managers
2. Embedding gender equality in business practice
3. Influencing industry and public policy

We take a proactive approach to accountability in how we operate and how we are governed.

¹ RISE recognizes, works with, and supports women in all their diversities.

² Rights for RISE includes economic rights, rights to health, rights to participation and leadership, equal opportunity, freedom from violence in the world of work alongside core labor rights.

Our focus

RISE addresses the persistent inequity, inequality, and lack of opportunity that compromises the fulfilment of rights of workers in global supply chains, that disproportionately affect women workers. RISE believes that women's empowerment and gender equality in the supply chain contributes to the betterment of all workers and supports the long-term productivity, sustainability and resilience of business.

Context

We are facing a persistent need to tackle gender inequality and the specific challenges experienced by women workers against a polarized political context, an increasingly urgent climate crisis, a squeezed economic outlook, technological disruptions including automation and AI alongside other shifts within global supply chains that could have disproportionate consequences for women workers. At the same time, we are seeing a rise in expectations of business performance and transparency, including regulatory requirements that offer a springboard for positive action that goes far beyond compliance.

Strategic Direction

With our partners, RISE will work to expand and accelerate the impact of our work to improve the well-being, confidence, and economic potential of workers within a more gender equal global supply chain. We strive for our work to contribute to improvements for all workers in the global garment, footwear and home textiles supply chain and aim for RISE and our partners to support better conditions, opportunities and rights for up to ten million workers within the next ten years.

To achieve this, we will combine our direct engagement with women and men workers with seeking improvements within the workplace and strengthening the collaborative efforts of our private sector members to adopt new and innovate business practices where women's empowerment and gender equality are recognized as integral to business success. We will also build our ability to influence the removal of structural or systemic barriers within and around global supply chains so that women workers can fully realize their rights and potential within an equitable system that benefits all. The multistakeholder nature of RISE's model and approach is integral to achieving this.

RISE continues to prioritize our the global garment, footwear and home textile industry as it remains one of the most heavily female dominated industries in the world³. We will operate in countries that are of major producing/sourcing priorities for our members. At the start of this strategic period, we are operational in Bangladesh, Cambodia, China, Egypt, Guatemala, India, Pakistan, and Vietnam and expect to be expanding to one to two additional countries.

As we embark on this three-year strategic plan, our programmatic focus is on three interconnected priorities: freedom from gender-based violence and harassment in the world of work, increasing the financial health and resilience of workers and on expanding opportunities for women for advancement and leadership. These sit alongside our broader work on women's empowerment and gender equality within the world of work. Whilst we expect these priorities to be relevant beyond the three years of this strategy, we will continue to evolve our programmatic priorities to respond to the changing needs and priorities of women workers as well as a shifting context.

At RISE, we acknowledge that inequity and inequality affect distinct groups of women workers differently and our work must pay attention to this. Our primary focus is on women workers in all their diversities, but our work also involves and engages men in the global supply chain, in all their diversities, as allies and champions for gender equality and we know from experience that men participating in our programs report direct benefits.

Our work considers the supply chain as both the entry and leverage point to greater gender equality. At the start of this strategic plan most of our activities are concentrated in direct export facing factories (tier 1) and we will explore ways to expand into other parts of the supply chain during the period of this strategic plan. We recognize that some of the barriers women face within the workplace are a result of societal norms and that gender equality requires change both within and outside workplaces. RISE will partner with organizations better placed to achieve change at community level.

³ There are an estimated 60M workers in the global garment industry, approximately 40M of those are estimated to be women (Beckert 2014:431, International Trade Centre. (2015). *Unlocking Markets for Women to Trade.*) though the ratio of women to men appears to be shifting at least in some markets which could indicate a threat to women's livelihood in garment (ETI 'Where are the Women', 2023)

Strategic Goals and Priorities

This Strategic Plan will set RISE on a path over the next three years to respond to both immediate barriers and opportunities for women workers and business and to take important steps toward resolving deeper systemic issues that prevent women workers from realizing their inherent right to dignity. Within the period of this strategic plan (2024-2026) we will focus our efforts on making progress against three core goals that set our long(er) term direction. In the pursuit of these strategic goals, we recognize the need, in a fast-moving environment, to be relevant and ready to adapt to social, political, economic, and environmental shifts as needed.

GOAL ONE:

1. ADVANCING RIGHTS OF WOMEN WORKERS IN THE GLOBAL SUPPLY CHAIN TO ENSURE AGENCY AND GENDER EQUALITY

OUTCOMES

1.1 Women workers supported by RISE and our partners experience improved working conditions including access to opportunities, services, and rights.

1.2 Over the next three years, RISE and our partners will have supported an additional 1.5M workers in key garment, footwear and home textile producing countries through our program activities.

GOAL TWO:

2. INDUSTRY RECOGNIZES AND PRIORITIZES GENDER EQUALITY ACROSS THE SUPPLY CHAIN AS CRITICAL TO BUSINESS SUSTAINABILITY AND SUCCESS.

OUTCOMES:

2.1 RISE members will have increased their commitment to gender equality.

2.2 The adoption of gender-inclusive business practice for RISE members will be evident.

GOAL THREE

3. RISE HAS THE ABILITY TO INFLUENCE INDUSTRY POLICY MAKERS THROUGH THE DATA AND EVIDENCE OF OUR WORK.

OUTCOMES

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| 3.1 RISE influencing work contributes to policy makers promoting the expansion of gender-inclusive wage digitization as a means to financial health and wellbeing for workers within the next three years. | 3.2 Lay the foundation for a comprehensive data and measurement system on gender equality in global supply chains |
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How we work is as important as what we do. The following operational goal will support the delivery of this strategy:

GOAL FOUR

4. RISE IS AN EFFECTIVE PLATFORM TO PROMOTE GENDER EQUALITY IN SUPPLY CHAINS

OUTCOMES

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| 4.1 RISE's multistakeholder approach is deepened as a catalyst for gender equality in global supply chains. | 4.2 RISE has a sustainable operating model that is fit to serve the organizational goals of the future. |
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Our Values

In working towards the achievement of this strategic plan, we will be guided by our organizational values:

AGENCY

RISE believes that all people, including women workers, have the right to make decisions for themselves in the world of work, in their family, community and country.

Agency⁴ is central to the long-term outcomes we seek and to a working culture where our people are empowered to take action to achieve progress toward our mission.

INCLUSION

RISE recognizes and accepts individuals with diverse thinking and lived experiences regardless of identity.

We want every contributor to our work - including women workers, our people, partners and stakeholders - to feel valued and respected, and we deliberately seek a wide variety of views and contributions to our work.

COLLABORATION

RISE is committed to multi-stakeholder and cross-border collaborations as a means to achieve lasting progress for individuals and systems change.

Our dedication to collaboration is at the core of how we approach our work, and we hold our partners to the highest standards when it comes to their engagement in our mission.

⁴ We define agency as consciousness, confidence, and aspirations combined with knowledge, skills and capabilities and an ability of individuals to make decisions for themselves.

RISE Theory of Change

