



## FORM 4: NEW WORK ITEM PROPOSAL (NP)

<b>Circulation date</b> 2021-05-12	<b>Reference number:</b> TMBG/NP (to be given by ISO Central Secretariat)
<b>Closing date for voting</b> 2021-08-04	<b>ISO/TC /SC</b>
<b>Proposer</b> <input checked="" type="checkbox"/> ISO member body: AFNOR <input type="checkbox"/> Committee, liaison or other <sup>1</sup> :	<input checked="" type="checkbox"/> Proposal for a new PC <b>N P</b>
<b>Secretariat</b> If the proposal is accepted, AFNOR is willing to undertake the work of secretariat of the new PC	

A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee.

<sup>1</sup> The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, an organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General. See ISO/IEC Directives Part 1, [Clause 2.3.2](#).

The proposer(s) of the new work item proposal shall:

- make every effort to provide a first working draft for discussion, or at least an outline of a working draft;
- nominate a project leader;
- discuss the proposal with the committee leadership prior to submitting the appropriate form, to decide on an appropriate development track (based on market needs) and draft a project plan including key milestones and the proposed date of the first meeting.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

### IMPORTANT NOTE

**Proposals without adequate justification risk rejection or referral to originator.**

Guidelines for proposing and justifying a new work item are contained [in Annex C of the ISO/IEC Directives, Part 1](#).

- The proposer has considered the guidance given in the Annex C during the preparation of the NP.

Resource availability:

- There are resources available to allow the development of the project to start immediately after project approval\* (i.e. project leader, related WG or committee work programme).

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\* if not, it is recommended that the project be first registered as a preliminary work item (a Form 4 is not required for this) and, when the development can start, Form 4 should be completed to initiate the NP ballot.

**Proposal** (to be completed by the proposer, following discussion with the committee leadership)

<b>Title of the proposed deliverable</b>  <b>English title</b> Guidelines for the promotion and implementation of gender equality.  <i>(In the case of an amendment, revision or a new part of an existing document, include the reference number and current title)</i>
<b>Scope of the proposed deliverable</b>  Standardization in the field of gender equality with the aim of developing a technical guidance on how to promote and implement gender equality in all types of organizations, public or private, regardless of their size, location and field of activity.  The objective is to develop guidelines on: - Concepts, terms and definitions; - Identification of existing good practices; - Definition of actions, strategies, policies for the promotion and implementation of gender equality  Excluded: Related standardization work on diversity in human resources management as covered by ISO/TC 260 "Human resources management"

## Purpose and justification of the proposal

### The international context

Women's rights are not only fundamental human rights, but also a necessary foundation for a peaceful, prosperous and sustainable world.

Over the last decades, important progress has been made: more and more girls are going to school, fewer are forced into early marriage, more women are serving in positions of leadership, and laws are being reformed to promote gender equality.

A quarter of a century ago, the Fourth UN World Conference on Women and the adoption of the Beijing Declaration and Platform for Action launched the most comprehensive framework for achieving women's empowerment and gender equality. Its 12-point Action Plan covers all areas of development, such as:

- fight against poverty, violence, armed conflicts,
- access to education and training, healthcare and power and decision-making sharing,
- support for institutional mechanisms and human rights,
- women's role in the economy, the media, and with regards to the environment,
- and finally the specific needs of young girls.

Indeed, since the Beijing declaration, there has been significant progress but many challenges remain to be addressed in order to achieve the 2030 Agenda for sustainable development, and especially SDG 5: gender equality and women's empowerment. However, most, if not all of the 17 UN sustainable development goals include the promotion and implementation of gender equality and women's empowerment, in a gender-mainstreaming approach.

Many initiatives are undertaken and funded by a variety of stakeholders at local, national or international level to advance gender equality in all areas.

For instance, at the G7 Biarritz Summit in 2019, the Heads of State and Government of the G7 launched an international coalition to fight gender inequality, called the Biarritz Partnership for Gender Equality. This was the starting point, among French stakeholders, for reflecting on how to deepen international collaboration to accelerate structural changes.

The 25th anniversary of the Beijing Conference will be celebrated in June 2021 during the Generation Equality Forum, Beijing +25. It will take stock of the progress made and encourage new measures to further gender equality.

### Standardization contribution to this international agenda

To build on this momentum, we propose the creation of an international standard on gender equality, which will add another building block towards the realization of gender equality and women and girls' rights. The new standard will also support the UN SDG 5 on gender equality and women's empowerment.

According to the existing international frameworks, the following subjects are first proposed:

- access to inclusive, equitable and quality education,
- access to inclusive, equitable, and quality health services, including in the area of sexual and reproductive health and rights,
- prevention and fight against gender-based violence,
- women's economic empowerment,
- equal, meaningful and effective participation of women in all decision-making spaces and public life.

This list can be discussed and extended if necessary at a later stage with subjects such as climate and environment, specific needs of youth, etc.

These subjects will be addressed through the prism of five pillars: internal dimension, activities and investments, external relationships, internal and external communication, and Social Responsibility (SR) policy of organizations.

This standard is not intended to compete with:

- The work in progress within the ISO/IEC Joint Strategic Advisory Group (JSAG) on Gender responsive standards which was established to help ISO and IEC committees ensure gender is considered in the standards development process.
- The existing national or international public policies, regulations or legislations.

It aims to provide a methodology that encourages organizations to integrate this issue into their internal and external policies and operations.

It will provide them with guidelines on how to promote and implement gender equality. This technical guidance will help organizations to establish their strategies relating to gender equality, identify actions and policies to achieve their objectives, assess risks and opportunities and guide their communication or reporting activities.

**Please select any UN Sustainable Development Goals (SDGs) that this document will support. For more information on SDGs, please visit our website at [www.iso.org/SDGs](http://www.iso.org/SDGs)."**

- GOAL 1:** No Poverty
- GOAL 2:** Zero Hunger
- GOAL 3:** Good Health and Well-being
- GOAL 4:** Quality Education
- GOAL 5:** Gender Equality
- GOAL 6:** Clean Water and Sanitation
- GOAL 7:** Affordable and Clean Energy
- GOAL 8:** Decent Work and Economic Growth
- GOAL 9:** Industry, Innovation and Infrastructure
- GOAL 10:** Reduced Inequality
- GOAL 11:** Sustainable Cities and Communities
- GOAL 12:** Responsible Consumption and Production
- GOAL 13:** Climate Action
- GOAL 14:** Life Below Water
- GOAL 15:** Life on Land
- GOAL 16:** Peace and Justice Strong Institutions
- N/A **GOAL 17:** Partnerships to achieve the Goal

The standard will directly support Goal 5 "Gender Equality":

- 5.1** End all forms of discrimination against all women and girls everywhere
- 5.2** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.3** Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- 5.4** Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life
- 5.6** Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- 5.A** Undertake 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
- 5.B** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- 5.C** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

It will also support :

- Goal 3 "Good Health and Well-being, targets 3.1
- Goal 4 "Quality Education", targets 4.1, 4.2, 4.3, 4.5, 4.6 and 4.A
- Goal 10 Reduced Inequality, target 10.2

It will indirectly support :

- Goal 1 "No Poverty", targets 1.2; 1.4 and 1.B

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<ul style="list-style-type: none"><li>• Goal 8 “Decent Work and Economic Growth”, target 8.5</li><li>• Goal 16 “Peace and Justice Strong Institutions”, targets 16.7 and 16.B</li><li>• Goal 13 “Climate Action” Targets 13.3 et 13.B</li></ul>
<b>If a draft is attached to this proposal</b> <p>Please select from one of the following options (note that if no option is selected, the default will be the first option):</p> <p><input checked="" type="checkbox"/> Draft document can be registered at Working Draft stage (WD – stage 20.00) <input type="checkbox"/> Draft document can be registered at Committee Draft stage (CD – stage 30.00) <input type="checkbox"/> Draft document can be registered at Draft International Standard stage (DIS – stage 40.00)</p> <p><input type="checkbox"/> If the attached document is copyrighted or includes copyrighted content, the proposer confirms that copyright permission has been granted for ISO to use this content in compliance with <a href="#">clause 2.13</a> of the ISO/IEC Directives, Part 1 (see also the <a href="#">Declaration on copyright</a>).</p>
<b>Is this a Management Systems Standard (MSS)?</b> <p><input type="checkbox"/> Yes    <input checked="" type="checkbox"/> No</p> <p><b>NOTE:</b> if Yes, the NP along with the Justification study (see Annex SL of the Consolidated ISO Supplement) must be sent to the MSS Task Force secretariat (<a href="mailto:tmb@iso.org">tmb@iso.org</a>) for approval before the NP ballot can be launched.</p>
<b>Indication of the preferred type to be developed</b> <p><input checked="" type="checkbox"/> International Standard <input type="checkbox"/> Technical Specification <input type="checkbox"/> Publicly Available Specification</p>
<b>Proposed Standard Development Track (SDT)</b> <p>To be discussed between proposer and committee manager considering, for example, when the market (the users) needs the document to be available, the maturity of the subject etc.</p> <p><input type="checkbox"/> 18 months*    <input checked="" type="checkbox"/> 24 months    <input type="checkbox"/> 36 months</p>
* Projects using SDT 18 are eligible for the ‘Direct publication process’ offered by ISO /CS which reduces publication processing time by approximately 1 month.

**Draft project plan (as discussed with committee leadership)**

Proposed date for first meeting (remote meeting by Zoom): 2021-11

Proposed dates for key milestones:

Circulation of 1<sup>st</sup> Working Draft (if any) to experts: 2021-09

Committee Draft ballot (if any): 2022-02

DIS submission\*: 2022-08

Publication\*: 2023-08

\* Target Dates for DIS submission and Publication should preferably be set a few weeks ahead of the limit dates (automatically given by the selected SDT).

For guidance and support on project management, descriptions of the key milestones and to help you define your project plan and select the appropriate development track, see: [go.iso.org/projectmanagement](http://go.iso.org/projectmanagement)

**NOTE:** The draft project plan is later used to create a detailed project plan, when the project is approved.

**Known patented items (see ISO/IEC Directives, Part 1, [clause 2.14](#) for important guidance)**

Yes     No

If "Yes", provide full information as annex

**Co-ordination of work**

To the best of your knowledge, has this or a similar proposal been submitted to another standards development organization?

Yes     No

If "Yes", please specify which one(s):

**A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized**

ISO 26000: 2010 « Guidance on social responsibility » is the only ISO standard with an explicit reference to gender equality. It gives a definition of gender equality “*2.8 gender equality: equitable treatment for women and men*” and describes its importance and how it relates to social responsibility. But ISO 26000 does not go into detail on this issue. This new standard is therefore a complementary work to promote and to implement gender equality in organizations.

ISO/TC 260 « Human resources management » has developed standards on “Internal and external human capital reporting” (ISO 30414: 2018) and on “Occupational health and safety metrics” (ISO/TS 24179: 2020) and is developing a standard on “Diversity and inclusion” (ISO/FDIS 30415). This standardization work in the field of human resources management will be taken into account in the development of the new standard insofar as it relates to gender equality.

**A listing of relevant existing documents at the international, regional and national levels**

International standardization identified

- ISO 26000:2010 Guidance on social responsibility
- IWA 34: 2021 Women's entrepreneurship — Key definitions and general criteria
- ISO/FDIS 30415 Human resource management — Diversity and inclusion
- ISO 30414 :2018 Human resource management — Guidelines for internal and external human capital reporting
- ISO/TS 24179 :2020 Human resource management — Occupational health and safety metrics
- ISO 20400:2017 Sustainable procurement — Guidance

National standardization identified

- Australia : AS 5376 Gender-inclusive job evaluation and grading
- Austria: OENORM S 2501 Management of diversity
- Canada :
- CSA - Santé mentale et bien-être pour les étudiants du postsecondaire/ Mental Health and Wellness for Post-Secondary Students
- BNQ – Employeur remarquable – diversité ethnoculturelle, Outstanding Employer - Ethnocultural Diversity
- CAN/CIOSC 101 Conception éthique et utilisation des systèmes de décision automatisés/ Ethical Design and Use of Automated Decision Systems
- BNQ -,
- Chile: Implementación de NCh3262:2012 Sistemas de gestión: Gestión de igualdad de género y conciliación de la vida laboral, familiar y personal – Requisitos de 2020 / Management systems: gender equality management and reconciliation of work, family and personal life – Requirements
- Costa Rica: INTE G38:2015 Sistema de gestión para la igualdad de género en el ámbito laboral. Requisitos / Management system for gender equality in the workplace. Requirements.
- Dominican Republic : NORDOM 775 – Sistema de Gestión para la igualdad de género/ Management system for gender equality
- France : NF X50-784: 2016 Promotion de la diversité - Politique des Ressources Humaines pour la promotion de la diversité et la prévention des discriminations/ Promotion of Diversity - Human Resources Policy for the Promotion of Diversity and Prevention of Discrimination  
NF X50-902 :2013 Ressources humaines pour la promotion de la diversité et de la prévention des discriminations - Mesurer les effets d'une politique diversité/ Human resources for the promotion of diversity and prevention of discrimination - Measuring the effects of a diversity policy
- Mexico: Norma Mexicana NMX R 025 SCFI 2015 en Igualdad Laboral y No Discriminación / Professional equality and non-discrimination

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- Norway: NS 11201: 2018 Diversity management systems – requirements
- UK : BS 76005: 2017 Valuing people through diversity and inclusion – code of practice for organizations, provides recommendations for undertaking, reviewing, assessing and undertaking a competent and principled approach to diversity and inclusion in the workplace
- USA – MIL Military standards on diversity and ASTM on Sexual violence investigations
- MIL-DTL-11484/349 et 350: 2018 “Lapel Button, Outstanding Achievement Award, Diversity, Equal Employment Opportunity, Director of National Intelligence” and “Exemplary Leadership Award, Diversity, Equal Employment Opportunity, Director of National Intelligence”
- MIL-DTL-43098/19 et 20: 2018 “Medallion, Outstanding Achievement Award, Diversity, Equal Employment Opportunity, Director of National Intelligence” and “Medallion, Exemplary Leadership Award, Diversity, Equal Employment Opportunity, Director of National Intelligence”
- ASTM E 2123 and 2124: 2020
  - Standard Practice for Preservation of Evidence in Sexual Violence Investigation
  - Standard Specification for Equipment and Supplies in Sexual Violence Investigations
- ASTM E 1843: 2020 Standard Guide for Sexual Violence Investigation, Examination, and Evidence Collection Protocol

Other relevant documents (not exhaustive)

- United Nations (UN):
  - World Conferences on Women: <https://www.unwomen.org/en/how-we-work/intergovernmental-support/world-conferences-on-women>
  - Convention on the Elimination of All Forms of Discrimination against Women. 1979
  - Report of the Fourth World Conference on Women, Beijing, 4-15, September 1995
  - 2010 UN Women : <https://www.unwomen.org/en/digital-library/multimedia/2015/12/infographic-human-rights-women>
  - Women's Empowerment Principles (WEPS) developed by UN Global Compact and UN Women <https://www.weps.org/about>
- ILO conventions and especially:
  - C189 - Convention (n° 189) « Domestic Workers convention », 2011 [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C189](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C189)
  - C190 - Convention (n° 190) « Violence and Harassment convention », 2019 [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100\\_ILO\\_CODE:C190](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_ILO_CODE:C190)
- Biarritz partnership for gender equality. Report with recommendations for advancing gender equality and the empowerment of girls and women : <https://www.elysee.fr/admin/upload/default/0001/05/cfb1e2ba2b9aa09c1660f1b6df2cabbc815eecc2.pdf>

**Please fill out the relevant parts of the table below to identify relevant affected stakeholder categories and how they will each benefit from or be impacted by the proposed deliverable**

	Benefits/impacts	Examples of organizations/companies to be contacted
<b>Industry and commerce – large industry and SMEs</b>	To have a tool to promote and implement gender equality in their organization To better integrate gender equality issues into their strategic and decision-making processes, by supporting strategies for action and follow-up; To define a communication framework, to report on actions to their stakeholders.	Click here to enter text.
<b>Government</b>	To support organizations to meet their commitments, to integrate societal expectations and to enhance current practices in gender equality.	
<b>Consumers</b>	To identify organizations that promote gender equality and benefit from better adapted products (goods and services).	
<b>Labour</b>	To have a tool for dialogue and for the promotion of gender equality in labour activities.	
<b>Academic and research bodies</b>	To promote their research results in standardization.	
<b>Standards application businesses</b>	To have common concepts, terms and definitions, as well as a methodology to implement gender equality in organizations	
<b>Non-governmental organizations</b>	To have a methodology that allows gender equality issues can be taken into account by all stakeholders in a consistent manner; to have a tool for dialogue, for the promotion of gender equality in all organizations.	
<b>Other (please specify)</b>		

<p><b>Liaisons</b></p> <p>A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable.</p> <p>ISO/TC 260 Human resources          ISO/IEC Joint Strategic Advisory Group (JSAG) on Gender responsive standards          UN Women          ILO          The Generation Equality Forum          UNFPA – United Nations Population Fund          UNESCO,          UNDP (UN programme against poverty)          ITC (International Trade Centre)</p>	<p><b>Joint/parallel work</b></p> <p><b>Possible joint/parallel work with</b></p> <p><input type="checkbox"/> IEC (please specify committee ID)</p> <p><input type="checkbox"/> CEN (please specify committee ID)</p> <p><input type="checkbox"/> Other (please specify)</p>
<p><b>A listing of relevant countries which are not already P-members of the committee</b></p> <p>This standardization endeavour is intended to involve all countries, since gender equality is a societal issue part of sustainable development.</p>	
<p><b>NOTE:</b> The committee manager shall distribute this NP to the ISO members of the countries listed above to ask if they wish to participate in this work</p>	
<p><b>Proposed Project Leader</b></p> <p>Mrs. Cécile GIRAUD  <a href="mailto:cecile.giraud@diplomatie.gouv.fr">cecile.giraud@diplomatie.gouv.fr</a></p>	<p><b>Name of the Proposer</b></p> <p>Mrs. Cyrielle FOURNIER  <a href="mailto:cyrille.fournier@afnor.org">cyrille.fournier@afnor.org</a></p>
<p><b>This proposal will be developed by</b></p> <p><input type="checkbox"/> An existing Working Group (please specify which one: )</p> <p><input type="checkbox"/> A new Working Group (title: )          (Note: establishment of a new WG must be approved by committee resolution)</p> <p><input type="checkbox"/> The TC/SC directly</p> <p><input checked="" type="checkbox"/> To be determined</p>	
<p><b>Supplementary information relating to the proposal</b></p> <p><input checked="" type="checkbox"/> This proposal relates to a new ISO document;</p> <p><input type="checkbox"/> This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;</p> <p><input type="checkbox"/> This proposal relates to the re-establishment of a cancelled project as an active project.</p> <p><input type="checkbox"/> Other:</p>	

**Maintenance agencies (MA) and registration authorities (RA)**

- This proposal requires the service of a **maintenance agency**.  
If yes, please identify the potential candidate:
- This proposal requires the service of a **registration authority**.  
If yes, please identify the potential candidate:

**NOTE:** Selection and appointment of the MA or RA is subject to the procedure outlined in the [ISO/IEC Directives](#), Annex G and Annex H, and the RA policy in the ISO Supplement, Annex SN.

- Annex(es) are included with this proposal (provide details)

- Proposal for a table of content of the future standard
- Items of the main international initiatives (Beijing Declaration and Platform for Action 1995, Biarritz Partnership, Equality Generation Forum Actions coalitions).

**Additional information/questions**

**ANNEX 1 – Table of content proposed for “Guidelines for the promotion and implementation of gender equality. »**

Foreword

1. Scope
2. Terms and definitions
3. Overall approach and issues
  - 3.1. Approach to the document
  - 3.2. Stages in the implementation of the approach
    - 3.2.1. Step 1 - Understanding the document and its terminology
    - 3.2.2. Step 2 - Implementing: taking stock
    - 3.2.3. Step 3 - Identify and prioritize the actions with stakeholders
    - 3.2.4. Step 4 - Identify and prioritize issues
    - 3.2.5. Step 5 - Associate stakeholders with issues
    - 3.2.6. Step 6 - Implement a continuous improvement approach
  - 3.3. Integrating the approach into the company's social responsibility policy
4. The current state regarding gender equality
  - 4.1 General information
  - 4.2 Identifying stakeholders
    - 4.3. Conducting an overview of the situation within the organization
      - 4.3.1. Qualitative elements
      - 4.3.2. Quantitative elements
  - 4.4 Conclusions
  5. Guidelines on gender equality
    - 5.1. The organization internal dimension
      - 5.1.1. Issue 1: Governance
      - 5.1.2. Issue 2: Labour practices
      - 5.1.3. Issue 3: Raising awareness among internal stakeholders
      - 5.1.4. Issue 4: Support for internal stakeholders
    - 5.2. Activity and investments of the organization
      - 5.2.1. Issue 1: sustainable procurement
      - 5.2.2. Issue 2: Gender-responsive budgeting
    - 5.3. External relations of the organization
      - 5.3.1. Issue 1: Outreach to External Stakeholders
      - 5.3.2. Issue 2: Setting up partnerships
    - 5.4. Internal and external communication
      - 5.4.1. Issue 1: Editorial content
      - 5.4.2. Issue 2: Communication action

Annexes

Bibliography

## **ANNEX 2**

### **The Fourth World Conference on Women**

### **Beijing Declaration and Platform for Action - Beijing from 4 to 15 September 1995**

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[https://www.un.org/en/events/pastevents/pdfs/Beijing\\_Declaration\\_and\\_Platform\\_for\\_Action.pdf](https://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf)

#### **STRATEGIC OBJECTIVES AND ACTIONS**

1. Women and poverty
2. Education and training of women
3. Women and health
4. Violence against women
5. Women and armed conflict
6. Women and the economy
7. Women in power and decision-making
8. Institutional mechanisms for the advancement of women
9. Human rights of women
10. Women and the media
11. Women and the environment
12. The girl child

#### **Generation Equality Forum - Beijing +25 - Action Coalitions**

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Based on human rights principles, and through a data-driven process of consultation with international feminist groups, grassroots activist organizations, governments and other partners, the selected themes of the Generation Equality Action Coalitions are:

1. Gender-Based Violence
2. Economic justice and rights
3. Bodily autonomy and sexual and reproductive health and rights (SRHR)
4. Feminist action for climate justice
5. Technology and innovation for Gender Equality
6. Feminist movements and leadership

#### **Gender Equality Advisory Council's recommendations for the Biarritz Partnership for gender equality**

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1. Ending gender-based violence
2. Ensuring inclusive, equitable and quality education and health
3. Promote the economic empowerment of women
4. Combating discrimination, ensuring full gender equality in policies and in public life.