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Good Practice
Guide Equal Opportunities Company Warsaw 2007

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Zbyszek KoÅÄÄ– i½e cover illustration has been inspired by the UNFPA poster entitled " Equality Empowers, " created in 2005 by Real Design Associates/NY. Layout: rzeczyobrazkowe. pl Warsaw 2007 ISBN: 978-83-917047-4-5 Electronic version of the guide is available from: www. genderindex. pl 2 Table of Contents 5 6 9 14 27 28 32 40 49 52 62 66 Foreword Anna Darska Introduction Paulina Kaczmarek Equal employment opportunities and diversity management Marta RawÅÄ, uszko Gender Equality Step By Step Georgina Brown Good Practices Marcin Budzewski, Elwira Gross-GoÅÄ, acka, Paulina Kaczmarek Ethical norms Employee recruitment Employee development Compensation policies Work-life balance Counteracting sexual harassment and mobbing Other measures promoting gender equality 70 74 76 Is your company an " equal opportunities company"? — survey Elwira Gross-GoÅÄ, acka Index of companies and good practices Company profiles 3 i½e guide which you are now holding is something more than simply the first such publication in Poland, presenting the solutions that can be implemented in order to most effectively bring about and guarantee gender equality in the workplace. We hope that you will draw on the ideas presented here in order to develop the human potential of your organization, while also playing a part in bringing about positive social change. Corporate responsibility is what makes positive social change possible and corporate involvement in promoting gender equality is key not only to the development of organizations and companies, but also to development on a world-wide scale. Studies and other undertakings carried out by the United Nations Development Programme (UNDP) illustrate that gender equality, defined not only in terms of respect for basic human rights,

but also as women's and men's guaranteed equal access to all social goods and services, is necessary for continuous socioeconomic development and the fostering of peaceful global relations. Respect for the equal rights of women has been included as one of the conditions necessary for the achievement of the UN Millennium Development Goals, which are quantifiable criteria set forth for the improvement of the quality of life on a global scale by the year 2015, agreed upon in the year 2000 by all the UN member states. In Poland, the UNDP and its local partners have been working towards meeting those goals through the EQUAL Community Initiative, by implementing model solutions designed to help marginalized groups enter the job market. The Gender Index Project and the resulting publication of the "Equal Opportunities Company" Good Practice Guide have been a part of these efforts. Essential for the creation of this guide were experiences taken from the UN System of Organizations and the Global Compact Initiative, launched by the UN Secretary General. Global Compact is the platform for cooperation between the United Nations and socially-responsible businesses which are voluntarily taking action to better the society. In today's knowledge-based economy, success is founded on the combined skills of all workers. Denying women equal opportunities in employment means failing to benefit from the potential, experience and ideas of half of the population. In companies which provide equal opportunities, employees have prospects for full career development and they feel appreciated. Their job satisfaction translates to their high work quality and economic gain for the company. It is my sincere hope that this guide will inspire you to take steps so that equal opportunity companies will

not only serve as models, but will become the norm in Poland. My wish for all of us is to soon be able to see the results of our joint efforts. This publication would not have been possible without the contributions of numerous companies and individuals. I would particularly like to thank the experts who have been working on the Gender Index Project and the business leaders who were willing to share their experiences and good practices concerning gender equality in the workplace. Anna Darska Head of the Office of the United Nations Development Programme in Poland

Introduction THE JOB MARKET SITUATION To a greater or lesser extent, the unequal status of women and men on the job market is a fact in all the EU member states. In the years 1992—2005 in Poland, the rate of employment among women was 12 points to 16 points lower than among men.

Unemployment among women was 1 to 5 points higher than among men. At the same time, one should note that women were significantly more likely than men to be experiencing long-term unemployment. Inequality is most clearly manifested by the difference in earnings. It is estimated that women's earnings are nearly 20% below men's earnings. Women also have relatively limited access to professional training opportunities and promotions. About 30% of all management positions are staffed by women, but only 12% of top management positions (e. g. CEO, company president). of Economics (SGH), PKPP Lewiatan — Polish Confederation of Private Employers, Derm-Service Pologne, the Feminoteka Foundation and the International Forum for Women. The project is being financed in part by the European Social Fund, within the EQUAL Community Initiative. The Gender Index Project is the first multifaceted program in Poland designed to

encourage employers to be active in the fight against gender discrimination in the workplace. This is done by promoting the concept of equal opportunities within the business community and letting employers become familiar with procedures used to eliminate barriers faced by women in their professional careers and further gender equality in places of employment. The project's main motto, " Equality at work — it pays, " underscores the benefits of taking steps to actively eliminate gender discrimination in employment: greater access to human resources, increased creativity and innovation, positive company image and new marketing opportunities, reduction of costs associated with recruitment and absenteeism. " Better jobs and equal work opportunities" is the motto of the social and employment policies of the European Union, which has taken numerous steps to ensure that its national The project has included a community campaign, an " Equal communities become competitive and continuously evolving Opportunities Company" competition for employers, the societies based on knowledge, capable of continuous and sustainable The Gender Index Project is the first multifaceted program in Poland economic growth. As part of the designed to encourage employers to be active in the fight against Lisbon Strategy, the member states gender discrimination in the workplace. are first of all aiming to improve work quality and effectiveness, development of a model training program based on the increase competitiveness and the number of jobs available, concept of diversity management, and the creation of the and ensure equal access to employment. One of the tools index itself — a novel tool used to analyze and monitor a used to carry out these tasks is the EQUAL Community given

company's policy with regard to gender equality. Initiative, financed in part by the European Social Fund. The Initiative was created with the aim of developing new ways to combat any and all types of discrimination and inequality THE GOOD PRACTICE GUIDE on the job market. The writing of the " Equal Opportunities Company" Good Practice Guide has been a part of the Gender Index Project. The guide presents examples of measures, procedures, GENDER INDEX projects and initiatives implemented in Poland by employers. The Gender Index Project has been created by experts striving to create equal opportunities for women and working at the United Nations Development Programme men in the workplace. From our experience, we know that (UNDP) in Poland, in response to the unequal status of certain employers are aware of the significance of gender women and men on the Polish labor market. Through a model equality and have taken measures in this area which can el, the project aims to promote effective business management strategies which incorporate the principles of gender Article 183a § 1 of the Polish Labor Code states: " Employees equality. The UNDP has invited leading experts in the areas should receive the same treatment with regard to hiring, of gender equality, labor law and business management to termination of employment, conditions for employment, participate in the project. Partner organizations include: advancement, and professional training aimed to raise Polish Ministry of Labor and Social Policy, Warsaw School I. E. Kotowska, Kobiety na rynku pracy — o korzyściach z równego traktowania kobiet i mężczyzn, Conference materials: Równa szansa — wydłuża efektywność, June 5th, 2006. I 6 their qualifications, regardless of factors

such as sex, age, disability, race, religion, nationality, political views, union membership, ethnic background, faith, sexual orientation, whether working on a contract which is limited or indefinite in duration, full-time or part-time. " Even though these regulations have entered into force, Polish employers find them difficult to follow. " What exactly are the guidelines for equal treatment in hiring? How can discrimination be prevented? What specific problems need to be addressed? " they ask. Employers in Western Europe are able to rely on a wide knowledge base (publications, tools and consulting services) dealing with the subject of equal rights in employment. Such resources were not available in Poland previously, so in that respect, the Gender Index Project has been a pioneering effort. We hope that the guide will serve as a practical tool by providing the needed information and ideas on how to apply the concept of equal opportunities to the work environment. The guide contains a number of introductory chapters, followed by a list of good practices, with descriptions. The introductory chapters address gender equality in the context of corporate responsibility, and the legal basis for the equal treatment of female and male employees. Furthermore, equal employment opportunity policies and diversity management are compared, the financial advantages of providing equal employment opportunities are outlined, and practical guidelines are given for the building of a corporate culture which is free of discrimination. The good practices are presented in the context of general human resource management and grouped into the following sections: ethical norms, employee recruitment and employee development, compensation policies, work-life balance, counteracting sexual harassment and mobbing, and other measures promoting gender equality. In

the final section, we have included a tool (questionnaire) which can be used to determine whether a given company provides equal opportunities in the workplace. By answering the 36 simple questions, one can learn which areas of the organization need improvement, as well as what measures can be taken in order to eliminate gender discrimination from the organization. This tool can be particularly valuable for small and medium-sized businesses, since no financial expenditures are needed to implement the proposed measures. The "Equal Opportunities Company" Good Practice Guide is the first publication in Poland to present a collection of good practices in the area of gender equality in the workplace. This is the first time that business owners in Poland have the opportunity to become familiar with practical measures for removing the barriers that women face in employment. They can learn what steps have already been taken by other employers, the forerunners in providing equal employment opportunities in Poland. Finally, it needs to be stressed that while good practices can be used for guidance and inspiration, they are not readymade solutions. In order to be effective in bringing about the desired results, the measures described in this book need to be adapted to fit the needs and characteristics of the given organization. We are confident that the good practices we present will inspire you to take action, which will result in the improved situation of women on the job market.

Paulina Kaczmarek 7 Equal employment opportunities and diversity management Marta RawÅ, uszko Equal employment opportunities and diversity management I n Poland, the concept of equal opportunities in employment is relatively new and little known. Over the course of the last few years however, there has been a marked change.

The business community is beginning to show interest in issues related to gender equality. This is happening in part because, simply, running a business based on openness and respect for the employee, counteracting discrimination and ensuring that every individual has the chance to develop and realize his or her professional aspirations, is beginning to pay off. The change is also due to other, more general social factors, which can be identified as follows: — Emigration from Poland to countries of the “ old” European Union has lowered the number of potential employees on the domestic job market. The ability to recruit and — what’s just as important — retain qualified workers has become a real challenge for employers in Poland. Increasingly more employers declare that the lack of suitable employees constitutes a significant impediment to the growth of their business. — The low total fertility rate in Poland and the gradual aging of the population signifies that the number of young people entering the job market is and will be decreasing every year, which in turn means the shrinking of available human resources. Prospective employees are gaining the upper hand over employers in the hiring process and their expectations concerning employment are also changing. — Most popular methods and systems used hitherto for motivating employees, based predominantly on financial/ material rewards and advancement/development opportunities, have ceased to be effective in fulfilling their basic function. To be able to work with greater effectiveness and dedication, employees need to have the means to make use of their time outside of work just as effectively. Employers are aware of the challenges involved in reconciling family and professional responsibilities. — Since 2004, regulations explicitly charging

the employer with the responsibility to prevent discrimination and guarantee gender equality in the workplace have been a part of the Polish Labor Code. Gender equality in employment is one of the basic elements of Polish labor legislation. It applies to all aspects of hiring and management. — Beginning in 2004, there has been an increase in the availability of EU funding for projects focused on promoting gender equality and combating discrimination in employment, as well as creating an open and inclusive job market. Gender equality in general has become a popular social issue, as well as the focus of media attention and nation-wide public campaigns. — Various contests and competitions recognizing companies that offer equal opportunities and are friendly to mothers and women in general are the latest initiatives addressed to the business community. Public relations opportunities in their own right, they also test the companies' human resource management policies with respect to gender equality. — Polish women are slowly regaining their position on the job market. On average, they are better-educated than Polish men and more often take advantage of continuing education opportunities. Their presence in the public sphere has been increasing, as has their interest in the new opportunities that the job market and the market economy provide. Equal opportunities in employment Equal employment opportunity policies are human resource management measures taken by companies, aimed at preventing discrimination and promoting equality in the workplace. In business, the main motivating factor behind the implementation of equal employment opportunity solutions is the need to follow existing labor regulations forbidding discrimination in hiring. Also, the company owners often simply want to operate the business in accordance

with the rules of corporate responsibility and social fairness. This implies the company's actual readiness to guarantee men and women equal hiring, advancement and training opportunities, in addition to equal pay for equal work. In reality, both of the approaches lead to the fashioning of customized and precise tools and the implementation of distinct and specific solutions in the area of human resource management. These tools and solutions support women in finding employment and reaching high and influential positions in companies. They guarantee equality in pay, protect all employees from sexual harassment and give women and men the ability to manage their personal (family) and professional responsibilities. It is an unspoken rule that equal employment opportunity policies exist mainly to prevent gender-related discrimination. To a lesser extent, they also address issues of discrimination due to age, disability, ethnic background, sexual orientation and other factors that are listed in the Polish Labor Code. The result of an effective equal employment opportunity policy (understood in the narrow sense) may for instance be an increase in the percentage of women in management positions within the company. 9 Equal employment opportunities and diversity management Diversity management Diversity management is a human resource management strategy which is not widely known in Poland. This approach is essentially based on the conviction that diversity within a company is a resource which, given the right conditions, may result in increased financial revenue and other benefits. The diversity of a workforce is broadly defined and includes all possible, visible and invisible, innate and acquired characteristics with regard to which people can differ (e. g. sex, age, race, ethnic background, disability or lack thereof,

sexual orientation, faith, place of residence, language, marital status, education, work experience, lifestyle, etc.). In diversity management, the goal is to create a work environment in which every employee feels valuable and respected, and is able to serve the company through the use of his or her unique abilities. Diversity management is used to reach specific, quantifiable goals. Increasing profits, achieving business objectives and a good market standing are the main ends to which it is used. This is why "diversity management" can be translated into Polish to mean "management of diversity" or "management through diversity." The concept of diversity management is based on the presumption that employees more fully and readily engage in their work if they feel they have influence over what goes on in the company, and this in turn leads to greater company profits. Furthermore, the creation of work teams or groups composed of individuals coming from different backgrounds and possessing different life experiences opens new avenues for finding solutions attuned to today's changing market. This helps the company achieve success and, just as important, focus on further growth and development of expertise. Diversity management involves permanently eliminating occurrences of discrimination, sexual harassment and mobbing (bullying) for whatever reason inside the company, as well as creating an organization which is inclusive and empowering to employees. Social inclusion implies the creation of a setting in which individuals representing particular social groups (e. g. people with disabilities, people aged 45 and over) have an equal and fair chance of becoming employed by the company, to then fully take part in its development, in any of its areas and on all its levels. 1 On the part of

management, inclusion requires the conscious effort to acknowledge and respect people's differences and to be flexible in approaching each worker individually. Diversity management is based on the close links between the workforce, the company culture and the degree to which the company's mission has already been realized. Company culture is the invisible and oftentimes non-formal aspect of the company's functioning (its values, norms, convictions, customs, established ways of thinking and behavior). In the context of equality, diversity management particularly deals with prejudice and stereotypes, but also with language and non-verbal communication issues. One needs to remember that diversity management is not the same as a system of equal employment opportunity regulations. The two approaches differ significantly despite their outward similarities (see: Table). Equal employment opportunities and diversity management —

main differences	Equal employment opportunities	Diversity management
Goal:	counteract discrimination in accordance with the law	create work conditions conducive to company development and the achievement of quantifiable business objectives
Measures:	concern all employees	addressed mainly to women, people with disabilities and ethnic minorities
Area of focus:	company culture	human resource management procedures
Key actors:	all employees and managers	personnel departments and human resource managers

Based on: L. Wirth, *Breaking through the Glass Ceiling. Women in Management*, International Labour Organization, Geneva 2001. 1 | A. Woźniakowski, *Globalizacja — różnorodność — zarządzanie talentami*, in: *Zarządzanie talentami*, Ed.: S. Borkowska, Instytut Pracy i

Spraw Socjalnych, Warsaw 2005. 10 Equal employment opportunities and diversity management In 2006, the Harvard Business Review published an article about diversity management, stating that: “[in] companies with the right kind of leadership, a [new] paradigm is showing that beneficial learning takes place and organizations become more effective in fulfilling their missions if employees are encouraged to tap their differences for creative ideas. If all or most of [the] preconditions are in place, the opportunities for growth are almost unlimited. ” 2 And what are the preconditions? Here is the suggested list: — All individuals responsible for making decisions within the company must believe that measures meant to promote diversity serve an important function, and they must actively support them. — The leadership must understand that a diverse workforce will embody different perspectives and approaches to work, and must truly value variety of opinion and insight. — The leadership must recognize both the learning opportunities and the challenges that the expression of different perspectives presents for an organization. — The leadership must understand that diversity management does not mean negating the importance of similarities. — The organizational culture within the company must create an expectation of high standards of performance from everyone, as well as stimulate personal development, make workers feel valued, and encourage openness. — The organization must have a well-articulated and widely understood mission as well as clearly defined business objectives. — The company must define for itself how diversity is to be understood within its environment and be able to specify the social context of which it is a part. 3 References Haich M. J., Teoria organizacji, Wydawnictwo Naukowe PWN, Warsaw 2002. Karton G.,

Greene A., *The Dynamics of Managing Diversity. A Critical Approach*, Oxford 2005. Gender and Economic Opportunities in Poland: Has Transformation Left Women Behind?, World Bank, Warsaw 2004. Thomas D. A., Ely R. J., *Różnice mają... znaczenie. Nowy paradygmat zarządzania różnorodnością...*, [Polish translation of: Making Differences Matter: A New Paradigm for Managing Diversity], in: Harvard Business Review. Kobiety i biznes, Wydawnictwo Helion, Gliwice 2006. *The Business Case for Diversity. Good practices in the Workplace*, European Commission 2005. Valuing and Managing Diversity. Workplace issues, " American Society for Training and Development, " Issue 9305, 1999. Wirth L., Breaking through the Glass Ceiling. Women in Management, International Labour Organization, Geneva 2001. Woźniakowski A., Globalizacja — różnorodność — zarządzanie talentami, in: Zarządzanie talentami, Ed.: S. Borkowska, Instytut Pracy i Spraw Socjalnych, Warsaw 2005. Różnice mają... znaczenie. Nowy paradygmat I D. A. Thomas, R. J. Ely, in: Harvard Business Review. Kobiety i biznes, zarządzania różnorodnością..., [Polish translation of: Making Differences Matter: A New Paradigm for Managing Diversity], Wydawnictwo Helion, Gliwice 2006, p. 138. 3 | Based on: *ibid.*, pp. 157—159 and Valuing and Managing Diversity. Workplace issues, " American Society for Training and Development, " Issue 9305, 1999. 2 11 Gender equality — step by step Georgina Brown Gender equality step by step I n 1980, a United Nations report stated that: " Women constitute half the world's population, perform nearly two thirds of its work hours, receive one tenth of the world's income and own less than one hundredth of the world's property. " These figures are reflected within both the private and public

sectors, where women still remain under-represented in senior positions. Where policy is set, decisions are made and a culture is developed, women are lacking, making senior teams mono-dimensional and so impacting upon their ability to create strategies that meet their customers' needs — especially given that in many sectors women form more than 50% of the buying power (Peters, 2003). Efforts to tackle gender inequality in business often focus on the formal barriers to women's progression, such as policies, procedures and practices, as opposed to the less formal processes and relationships that disadvantage women at work, such as communication, ways of thinking, adoption of archetypical gendered roles and leadership techniques. This step-by-step guide to gender equality in business aims to provide a balanced approach that looks both at the challenges that face both the organisation and the individual and at possible solutions. The step-by-step guide to gender equality step 1 Setting the context — High-level Commitment, — Corporate Vision — Setting Goals, — Cascading Communications. Research & Analysis Conduct a GIA (Gender Impact Audit) — Internal & Stakeholders — Scorecard Policies & Procedures, — Focus Groups, — 1-to-1 Interviews, — Staff Surveys, — Personal Learning Partners — for CEO's & Directors. Address macro-inequalities — Policy Development, — Internal Mechanisms, — Consultation & Participation. Address micro-inequalities Stage 1: The role of human resources — the toolkit — Innovative Recruitment, — Rewards & Recognition, — Childcare, Flexible Working & Work-Life Balance, — Paternity & Maternity Leave, — Women's Networks, — Men, — Career Development Programmes for Women. Stage 2: Training & raising awareness — Training Programmes, — Mentoring & Role

Models, — Individual Coaching — Develop Self-Awareness & Responsibility. Monitoring & Evaluation — Accountability, — Benchmarking Against Competitors, — PR & External Reputation, — Constant Readjustment. step 2 step 3 step 4 step 5 14 Gender equality step by step Step 1: Setting the context HIGH-LEVEL COMMITMENT To stand any chance of success, efforts to achieve gender equality must be sponsored and actively supported by the business leaders who acknowledge, and are determined to capture, the value that a higher percentage of women, appropriate gender-conscious policies and gender awareness will bring to their organisations. Gender-balancing steps will never provide much value to their stakeholders if the objective is merely to tick the “ political correctness” box. They must be seen as an enduring strategic investment in long-term governance and management. VISION — SETTING GOALS The ideal vision is one of an inclusive culture, where everyone has the opportunity to reach their potential and where difference is valued rather than merely tolerated. In order to achieve such a culture, leaders must not only have good intentions but also commit to them, by setting goals for their business, providing the resources to achieve them, measuring their progress and making people accountable for them. Above all, they must promote and exemplify the desired behaviours and ensure that everyone, at every level, understands the business benefits of inclusion. CASCADING COMMUNICATION In any change process effective and inclusive communication plays an important role. It is the responsibility of the change agents to ensure that the key messages are communicated effectively throughout the organisation, starting from the top leadership. In this way, managers and staff will see the

vision and the goals, and that the top management has taken ownership of the whole agenda. Of equal significance as the communication cascading down is that there is a feedback mechanism whereby the opinions, views and experiences of the staff can be heard by the senior management team. In some organisations the communication strategy takes the form of a “branded” campaign. In other words, the gender equality initiative is given its own identity and communicated and marketed both internally and with external stakeholders. Example: Setting the Context Inspiring Leaders — Leading By Example SHELL (Germany, Austria, Switzerland) Industrial sectors such as energy and petrochemicals are traditionally perceived to be not very female-friendly, but Shell is committed to changing its corporate culture and image to one that is more inclusive for both men and women. Female role models are particularly important for other women in the company, and help foster a corporate attitude of supporting and advancing female talent. They help to keep the corporate culture open-minded and dynamic, and help Shell to attract more female talent to reinforce the inclusive nature of their culture. Shell senior leaders, both men and women, are fully supportive of the various group initiatives aimed at a more inclusive culture. They set clear expectations, engage their management teams’ and workforce’s intervention or reinforcement efforts, and lead by example. Leadership accountability is the key to successfully advancing women’s careers and to creating a culture at Shell which is inclusive for both men and women. How does Shell lead by example? Shell believes that the company benefits from diversity through better relationships with customers, suppliers, partners, employees, government and other stakeholders, which in its turn contributes

to a positive impact on the bottom line. Diversity and inclusiveness were reviewed by Shell's Committee of Managing Directors and in November 2001 adopted as a Shell-wide Global Group Standard. The Standard makes clear the expectations of every Shell business. Progress is annually reviewed and publicly reported through the Shell Annual Report. Senior leaders, in particular, need to lead by example, to drive and champion the implementation of diversity policies. The steps senior leaders have taken include: 1) Approving a "Standard" on Diversity and Inclusiveness at board level, which applies across the whole Shell Group worldwide, together with an internal audit process to ensure it is applied. 2) Building progress on diversity into the Group's scorecard, against which the performance and remuneration of leaders throughout Shell is based. 3) Ensuring leaders set personal goals each year on Diversity and Inclusiveness, and that each of their businesses has a diversity plan. 4) Providing funds and personal support for women's networks and career development programmes. 5) Personally championing the advancement of women through speeches and articles. 6) Establishing a Diversity Council of senior leaders, chaired by the Shell Chairman. 7) Setting targets on gender advancement and reporting publicly on progress in the annual Shell report.

15 Gender equality step by step

Step 2: Research & Analysis

Conduct a GIA (Gender Impact Audit) — Internal & Stakeholders

The purpose of a GIA is to help ensure that policies, procedures and processes achieve optimum results and do not unwittingly discriminate against particular gender groups. There are several different approaches to undertaking a GIA, but basically it involves identifying the different uptakes and/or benefits for women and men of a particular policy or

way of working. This process therefore identifies: a) Direct & Indirect Discrimination — identifies policies, processes and procedures, such as lack of flexible working practices, that can directly and indirectly discriminate against certain groups such as primary carers, b) Direct & Indirect Benefits — identifies policies, processes and procedures, such as informal networks, that may benefit certain groups, c) Neutral Impacts — identifies areas of best practice for everyone, such as internal child care support, d) Groups at Risk — identifies potential future problem areas for certain groups, such as pension rights for transpeople's partners, e) Missed Opportunities — identifies occasions where individuals have been sidelined or oppressed to the detriment of both the individual and the organisation — lessons to learn from. A GIA gives an overall impression as to whether policies are effective so far as gender issues are concerned. By revealing gaps in both the data and the understanding of particular issues, it also illuminates areas of policy which could be improved. The GIA asks searching questions about each policy, process and procedure in order to establish its positive and negative impacts and to identify areas for improvement. The results of these assessments should be used to develop and refine policy, removing areas of weakness and identifying areas for further research. The starting point is to look at "your people" - their composition, diversity and needs. Once this statistical data has been collated and analysed, the following components of a GIA should be explored so that they hit at least 10% of the organisation's population as well as external stakeholders, customers and competitors: — Scorecard Policies & Procedures There are some general themes around which GIA scorecards can be created. The scorecard consists of a series of

questions and topics for consideration concerning the organisation. While a scorecard can be completed by the individuals concerned, this is not recommended practice, as someone outside the organisation will be better equipped to highlight areas of inequality which may be considered “normal” within the organisation or of which the organisation may not even be “conscious.” — Focus Groups Focus groups provide an excellent opportunity for a slice section of the organisation to come together for an hour or so and think about different themes in relation to gender and the impact that they will have on different genders, gender performances and roles. — 1-to-1 Interviews Some individuals may not feel comfortable speaking out in a focus group or completing a questionnaire, therefore one-to-one interviews are always recommended as a means of providing individuals with a safe environment where they can open up about their concerns and points of view regarding the organisation and gender issues. It is, of course, essential that such interviews should be kept completely confidential. — Staff Surveys For a large organisation, on-line or paper surveys can be a convenient way of quickly obtaining a vast amount of information. However, this tool should always be used as a support to the focus groups and interviews when auditing issues which involve the heart and mind. — Personal Learning Partners The CEO, directors and senior executives can inform themselves in a number of ways in order to acquire a general picture on the subject of gender equality, such as reading relevant articles and books as well as talking to their staff. While a GIA assists in building a specific picture for their organisational needs, an additional effective method is to assign a personal learning partner to the CEO,

directors and senior executives. The basic idea here is that the leader in question meets with one particular woman informally three or four times a year and also turns to her for counsel or guidance should gender issues arise. The relationship must be strictly confidential so that it can feel “ safe” for both the leader and his partner. Such a practice can do a lot to foster mutual understanding between the company’s leadership and the women in the workforce.

Gender equality step by step Step 3: Address macro-inequalities

POLICY DEVELOPMENT Mainstreaming gender equality in the formulation of policy objectives may be approached in three ways: a) In response to employee and customer needs, b) As key strategic objectives, and/or c) In association with other initiatives, audits and appraisals.

Ad a) The first approach starts with an understanding of employee and customer needs as identified by the GIA. Once the needs of particular groups have been identified, the next step is to consider policy implications. Although many groups within the organisation/stakeholders will have common needs, there may be particular groups (e. g. young mothers, Asian women, fathers) with very specific requirements. In some circumstances it may be appropriate to target policies to meet the needs of these groups. It will in any case always be important to ensure that policy objectives do not disadvantage them.

Ad b) The second approach begins with key policy topics, such as recruitment, finance, operational outputs and so forth. A series of evaluative questions should be asked about the impact of each policy area on men, women and/or other groups. For example: — Who does the issue affect? Does it affect women and men in different ways? — Is there evidence of any existing inequality in this area? — Have there been any

complaints that are specifically related to gender issues? — Where and what are the positive and negative impacts of the policy in question? — Will the policy make it worse/better for women/men after implementation? Answers to these questions should be used to shape policy priorities. Absence of data should not be interpreted as confirmation that there isn't a problem, nor that there is no differential impact on women and men. To undertake such policy evaluation disaggregated data is essential, in order to establish the "before" and "after" situation in terms of monitoring equality impacts. Ad c) The third approach incorporates gender equality into other appraisal processes — by incorporating a gender-sensitive perspective into the existing appraisal process, discrimination can be eliminated and equality benefits maximised. Many policy areas offer the opportunity for linkages with ethnicity, age and disability policies and gender mainstreaming activities. This will require a greater depth of data collection at first, but with time the organisation should aim to build up a database sufficiently robust as to tackle gender, disability, age and race mainstreaming demands. INTERNAL MECHANISMS a) Policies, Procedures & Processes — formal & informal It is important that, as a result of the GIA, a company should look at all its policies, procedures and processes, both formal and informal, and make the commitment to make them universally applicable. Relevant measures need to be hard-wired into the company, from instilling commitment to equality, to creating targets for the recruitment of more women, to redesigning rewards and recognition systems so that they are appropriate for all genders. An environment has to be constructed that is controlled, measured and rewarding, one that encourages employees in such a way as to lead to the achievement of the

strategic objectives. b) Develop Mixed Teams Generally, when forming groups or teams, businesses and the individuals within the teams should value difference. It is not enough simply to surround yourself with people who are different — a climate must be created within the team that allows everyone to express all aspects of themselves in their work. Diverse teams must learn to listen and to understand; and if they see others behaving in a way that excludes, stereotypes or oppresses, they should learn to challenge such behaviour. There needs to be evidence of women and men's involvement in all stages of the planning process, both as the " planners" and the " planned. " Mainstreaming often focuses on institutional or organisational frameworks to ensure that women and men are represented at the highest level of policy-making. The intention to undertake mainstreaming should be fully discussed with stakeholders and appropriate training and full explanations should be given, particularly in the early stages. Successful mainstreaming will often include a cultural change through learning and development and awareness raising. CONSULTATION & PARTICIPATION External & internal Businesses should ensure that they consult on key issues around gender with external organisations that specialise in this area and that may be able to provide an external and more objective perspective, so effecting a positive impact both on the business itself and on potential customers. Key issues can be identified through consultation, and the process itself can be educational for many business leaders. 17 Gender equality step by step Higher priority should be given to long-term capacity and relationship-building rather than " hit and run" exercises. Similarly, the excessive collection of statistical, quantitative

research without a balance of qualitative participatory activity may result in key issues being overlooked. An approach which combines the qualitative with the quantitative will enable the organisation to get a clearer picture of its current status on gender issues. designed specifically to appeal to them and by using female company representatives to tour universities and schools are par for the course when trying to readjust the gender balance within companies. However, such measures on their own are not enough, simply because attracting female applicants is one thing, while choosing the best and persuading them to commit to one particular company rather than to its competitors is quite another. A company's selection criteria and competencies framework need to be aligned with its recruitment strategy and current marketing conditions. Not only should reviews of the selection process and its criteria be undertaken in order to identify any hidden gender biases, but also both men and women should be trained to avoid such biases by challenging their often unconscious assumptions about gender. Step 4: Address micro-inequalities Stage 1: The role of human resources — the toolkit TOOL 1: INNOVATIVE RECRUITMENT Attracting young talented women by means of advertising Example: Innovative Recruitment ACCENTURE Inclusion and Diversity Recruitment Strategy Within Accenture both the Recruitment team and Inclusion and Diversity team work collaboratively to ensure that they optimise their Inclusion and Diversity Recruitment Strategy and ensure that they attract a truly diverse pool of candidates. They involve representatives from their networks in shaping their strategy, for example, representatives from their women's network who bring a different perspective and fresh ideas to their thinking. Accenture review their

statistics and undertake root cause analysis where their attraction or conversion rates are not as high as they would like them to be, in order to understand the real issues. They take action from lessons learned and constantly review their methods in their desire to “ be the best”. They have also developed several campaigns that are specifically targeted towards encouraging women to apply to Accenture. In particular, they are working on a schools campaign with the aim of encouraging 16 year old females to consider technology as a career choice - one that has traditionally appealed to males. Targeting Schools and Universities It is important to note that attracting females to work in a largely technical environment is an industry-wide challenge. Accenture are therefore looking at ways to encourage females to consider technology as a viable career option from an early age. This involves activities at schools - for example they are running technology workshops and presentations at all-girls’ schools. Accenture have developed mentoring relationships with a number of universities which are specifically designed to attract ethnic candidates. On a corporate marketing level Accenture have also borne in mind their female employees/potential recruits. The Accenture garden at the recent Chelsea Flower Show was themed around “ Breaking the Glass Ceiling. ” Graduate Recruitment Activities Accenture graduate recruitment activities are a good example of their commitment to recruiting the best female as well as male talent on a practical level. They ensure that women are represented at all of their autumn presentations and campus events. They ensure that women are present at interviews, and allocate female “ buddies” to those at second round interview. Where appropriate, Accenture advertise in female-targeted

career publications and sponsor various women's sports clubs and societies across the country's universities. They also sponsor night buses on several campuses. Other activities include Women in Business events, women-specific marketing collateral/direct mail activities and female profiles on their website. Recruitment Buddy Accenture support diverse candidates by providing a recruitment buddy for guidance, usually during the second round interview stage of the recruitment procedure. This helps to ensure that the process is as supportive as possible and that every candidate has the best opportunity to display their true potential. Where Women Want to Be Much work has been carried out by the People Advocates Group for Inclusion and Diversity, the Recruitment and the Recruitment Marketing teams, to ensure that they provide the support, tools and recruiting messages necessary to achieve their Inclusion and Diversity goals. Most importantly, Accenture have worked hard to provide a working environment where women want to be. Accenture have implemented policies and working practices that encourage women to join and remain with Accenture. In terms of actively positioning themselves as an attractive employer, they have carried out extensive research into the aspirations and motivations of the women they wish to recruit.

18 Gender equality step by step TOOL 2: REWARDS & RECOGNITION

It is essential that an organisation should be able to stand back and ask itself how fairly it rewards and recognises women for their performance. The type of reward schemes that could be offered might include: Study Leave: Staff members studying for exams are eligible for a set number of study leave days per exam. Personal Accident Plan: Employees are offered personal cover for themselves and their family. Private Medical Insurance & Life

Assurance are offered to all permanent staff and their dependants. Season Ticket Loans: Loans are offered to cover the cost of a season ticket for travel between home and office. Money Purchase Pension Scheme: A non-contributory money purchase pension scheme is offered to all permanent members of staff. Pay for Performance Scheme: The intention of such a scheme is to reward exceptional performance over a limited period in particularly demanding tasks or situations. Such a scheme could relate to specific tasks carried out exceptionally well, or to distinct criteria set out by an individual's line manager, who would be responsible for operating the scheme fairly. It must be ensured that all staff in all areas of work are considered, and that there is no gender, ethnic or other bias in the distribution of awards. Fair Recruitment & Promotion Procedures: A competencybased selection process could be used for both promotions and external recruitment, with applicants able to draw on their experiences both at work and in their private lives in order to demonstrate the required competencies. Anyone involved in the selection or promotion process should have completed specific training, including equality & diversity training, in order to be an approved interviewer or assessor. TOOL 3: CHILDCARE, FLEXIBLE WORKING & WORKLIFE BALANCE In the fight to recruit talent, good childcare and flexible working provisions are essential. If a company fails to make adequate provision, then they cannot hope to attract and become an employer of ambitious and talented women. Companies who regard their lack of women, specifically at senior level, as a serious problem and who develop bold and innovative approaches to solve this, earn for themselves an excellent reputation. In Finland, a company switched its employees from

an 8-hour working day to a 6-hour working day with a choice of two shifts. Employees continued to be paid their previous 8-hour pay. Result? Increased productivity. Women and men should be made aware of statutory and corporate childcare benefits and provisions and how to access them. Moreover, it is not only childcare issues that need to be recognised but also, given our ageing population, care issues vis-a-vis the elderly. Companies need to consider redesigning the way their work is carried out, in order to support work-life integration for both men and women. For example: — Find better ways of working, speed up, hold meetings that are better organised — use a stop watch! — Reward results and recognise that these are not necessarily linked to working long hours. — Enable employees to work from home and encourage telecommuting — working perhaps one day a week in the office, the rest from home. — Introduce part-time and job-sharing options. Example: Childcare, Flexible Working & Work-Life Balance ZURICH Flexible Benefits Zurich Financial Service's Flexible Benefits scheme gives their employees the opportunity to tailor some benefits to suit their individual needs. So, for example, if an employee is a working mother, they may want to use the childcare payment system and take advantage of beneficial tax rules. Other available benefits include: — holiday (annual leave can vary between 20 and 30 days), — retail vouchers, — car parking, — — — — private medical - upgrade to include family members, private dental care - upgrade to include family members, pension, health screen - includes a well woman / well man or full health screen for employee and partner. In addition, Zurich runs a sick pay scheme covering the employee for short-term absences. It also operates an insurance-based scheme, Income Protection

Plan (IPP), protecting an employee's income for up to 3 years if they've been off sick for a continuous period of at least 26 weeks. 19 Gender equality step by step Childcare Vouchers via Flexible benefits - Berni Cosgrove. "Through the Company's Flexible Benefits scheme, I had the option to purchase childcare vouchers to help towards the cost of my daughter's nursery fees. I decided to take up this option in 2006 due to the fact that I would be saving a significant amount of money each month by not paying tax and national insurance on the first £55 per week. To me, the decision to opt for childcare vouchers was an obvious one due to the cost saving. "If your child starts school in the year that you have opted for the childcare vouchers, then you are able to stop the benefit. I can honestly say that for me, there are no downsides to taking up this benefit. "

TOOL 4: PATERNITY & MATERNITY LEAVE

If you genuinely acknowledge the commitments and responsibilities of your employees and adopt a family-friendly culture, they will repay you many times over. This is never more important than when employees become parents. Only 3.5% of women are pregnant at work every year, so the number requiring maternity leave is comparatively low. Half of the women who leave to have children are back in the workplace within 9 months, and the average employer has more problems with people being off sick or leaving for another employer. Companies that have adopted the option of a set 6-month period of parental leave with flexible return-to-work options have reported: an increased retention rate for women, reduced absenteeism, lower staff turnover, reduced recruitment costs and higher productivity. Enhanced family friendly policies could also include: enhanced maternity provision; career breaks; 10-day paternity leave; retainment for

women returnees; workplace nurseries and other forms of childcare assistance, such as free childcare vouchers. Companies would be well advised to conduct a family-friendly audit to identify the needs of their employees, as well as to provide role models of senior staff committed to these new ways of working.

TOOL 5: WOMEN'S NETWORKS

The establishment of women's networks — as a means of bringing women together in the company in a formal or informal manner - can help to remove or offset gender bias. A study by Demos, a UK think tank, found that women's networks could promote diversity by challenging invisible structural obstacles. As well as giving women a voice, supporting their development and providing an autonomous power base for the dissemination of information and the exertion of influence, women's networks also provide their members with a sphere in which to excel. Women's networks help individuals to hone their networking skills, make connections within the organisation and expose junior and middle managers to senior female role models. They can be seen as training grounds from which future leaders can emerge. The increased confidence and political adeptness that women's networks give to their members are invaluable, but women may still be lost to the company if the company fails to anticipate and accommodate their needs. Women need to be listened to and given support, so that they are not isolated from the organisation. Women's networks can be capitalised on in a number of ways, including gender-specific product development, attracting women clients, and recruiting more women into the company.

Example: Women's Networks Networking Opportunities AVIVA

Identifying external networks that help women work better On addition to

internal support networks, Aviva provides support through opportunities to participate in external networks by exploring available opportunities. One of the most recent ones being explored for women at Aviva is a network aimed at providing a platform for female professionals within the banking and finance sector. 2 Women in Banking and Finance (WIBF) is a leading non-profit professional organisation committed to empowering its members in the banking and finance industry to realise their full potential. Founded in 1980, WIBF is solution-oriented, advising corporations and offering individuals the tools with which to fulfil individual potential in and out of the workplace. Fiona Claybrook said, " My role as head of senior management recruitment makes it essential that I understand best practice and the challenges of attracting good candidates from diverse backgrounds to work for Aviva. This has involved me joining networks such as RÅ¼nice majÄ... znaczenie. Nowy paradygmat I D. A. Ely, in: Harvard Business Review. Kobiety i biznes, zarzÄ...dzania rÅ¼norodnoÅ>ciÄ..., [Polish translation of: Making Differences Matter: A New Paradigm for Managing Diversity], Wydawnictwo Helion, Gliwice 2006, p. 138. 3 I Based on: ibid., pp. 157—159 and Valuing and Managing Diversity. Workplace issues, " American Society for Training and Development, " Issue 9305, 1999. 20 Gender equality step by step the Women in Banking and Finance, where I get the opportunity to meet women business leaders and understand what they are looking for from an employer and what they consider best practice. I then take this learning back into our organisation to make sure that we continue to improve our employee promise. " Senior women's networking launched in Paris Around 40 senior women from across Aviva attended the Women's

Networking Conference in Paris in March 2006. The network is aimed at female directors, with the intention that they establish local networks within their business units to help nurture their female colleagues. " Research shows that staff retention rates are higher in companies that have such networks, " said Jane Willetts, professional services director, Norwich Union Life, who organised the event. The conference opened with speeches from Mark Webb, Group Strategy and Development Director - the Diversity Steering Group's Chairman - and Philip Scott, Executive Director of Aviva's international and fund management businesses, the network's Executive sponsor. Philip said: " I fully endorse the network's goal of supporting, encouraging and inspiring women in their career development and seeing greater numbers of women in the senior management group. " The event targeted female directors because of their capacity for influence within their business units. They came from a wide range of functions across the group, and a wide range of countries, including India, Turkey, Poland, the Netherlands, Spain, the US and Singapore. " Most delegates were very conscious of the need and responsibility they have to influence the next group of female managers coming up; the network is about being inclusive, not exclusive. " TOOL 6: MEN It is important not to make the assumption that only women will benefit from gender mainstreaming. Men are often responsible for childcare in areas where there is high male unemployment, and so experience most of the same challenges, as well as some specific to their own gender. However, there will inevitably be a certain amount of opposition from men to interventions that seem to favour women, because at first sight they seem discriminatory. Indeed, male middle managers may

see such policies and interventions as obstacles to their own career advancement. Therefore, there is a need for openness and good communication around any such interventions, so that they are seen to benefit all and as an essential requirement for the levelling of the playing field — in other words, as positive action rather than positive discrimination. Men should be welcomed at women's network meetings, to give them the opportunity to realise why such networks are necessary and to help make them aware of the female talent pool. Eventually, they should start to see that the organisation as a whole — and therefore they themselves - benefits from the better performance of their female colleagues. For women can help to prime this pipeline. The programme should focus on the following: group work, boosting self-confidence, flexible working hours, and the differences between male and female communication and leadership styles. An all-female work group is important because it will ensure that the "real" issues for women are brought to the forefront and discussed openly. It can also create the seed of gender solidarity from which a women's network might emerge. The main objectives of such a programme, however, are to provide women with the skills and confidence to keep going, as well as assistance and mentoring from others, and generally to raise their personal profile within the company.

Stage 2: Training & Raising Awareness

TOOL 1: TRAINING PROGRAMMES

Training programmes should aim to demystify a sometimes confusing equality agenda and reorganise it into a manageable framework of the values, attitudes and behaviours expected by the organisation from its staff and managers. Naturally we view the world and others through the lenses of our own experiences, backgrounds, cultures,

values and belief systems. In fact, we create stereotypes. A culture can only become genuinely inclusive when its members look deep within themselves, at their own assumptions and beliefs, and identify, understand, and modify or even abandon the misguided attitudes and stereotypes that are steering their behaviour. The intention of such an exercise is not to cast blame on individuals, but rather to help people see how attitudes, which at a conscious level they abhor, may still be affecting their behaviour at a sub-conscious level.

TOOL 7: CAREER DEVELOPMENT PROGRAMMES FOR WOMEN

Companies need to encourage women to put themselves forward as candidates for internal promotion. However eager an organisation is to promote women into top jobs, their efforts will have little effect if there are no eager/appropriately qualified women lower down in the hierarchy. A career development programme Men should be welcomed at women's network meetings, to give them the opportunity to realise why such networks are necessary and to help make them aware of the female talent pool. Eventually, they should start to see that the organisation as a whole — and therefore they themselves - benefits from the better performance of their female colleagues.

21 Gender equality step by step A training programme needs to be structured around the key knowledge, understanding, skill