



Manager Guide to Gender Diversity

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This guide is published with funding of the Special Initiative on Stabilisation and Development in the Middle East and North Africa of the German Federal Ministry for Economic Cooperation and Development (BMZ). The focus of the Special Initiative is on young people and employment, economic stabilisation, democratisation, and the stabilisation of neighbouring countries in crisis situations.

ISBN: 978-3-944152-73-8

Manager Guide to Gender Diversity—Plan and implement successful gender diversity projects
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French translation by: Pierre-Alain Parfond

Graphic design and layout by: DITHO Design

Printed in Egypt by: Fact Advertising and Product Solutions

Manager Guide to Gender Diversity —
Plan and implement successful gender
diversity projects



Foreword

FOR ALMOST A DECADE NOW, prestigious research organisations and private sector consultancies have drawn attention to the benefits of unleashing the potential of female talent in the workplace. According to a study by McKinsey Global Institute in September 2015, the equal participation of women and men in the economy creates a tremendous impact: it has the potential to add up to USD 28 trillion, or 26%, to annual global GDP in 2025. In the Middle East and North Africa the gain is estimated to be USD 2.7 trillion, or 47%, to annual GDP; but how can private companies tap into the potential of working women?

Nowadays, an increasing number of companies' experiences already demonstrate that a gender diverse workforce is a key competitive advantage. Indeed, companies with more gender diverse workforces financially outperform their comparatively less diverse competitors. To achieve their performance targets, companies worldwide apply Gender Diversity Management. As a result, Gender Diversity Management is one of the most important topics for the corporate world today. It is often a priority for top management.

In 2013, the programme "Economic Integration of Women in the MENA Region (EconoWin)" started raising awareness in the private sector about the link between gender diversity and corporate performance. Through a special initiative, EconoWin now supports private companies in Egypt, Jordan, Morocco and Tunisia to make better use of the potential of female talent. As of today, seven companies have engaged in gender diversity projects and receive technical and financial support by EconoWin. In 2015, four business associations partnering with EconoWin—the Jordanian Young Entrepreneurs Association (YEA), the Environmental Compliance office of the Federation of Egyptian Industries (ECO-FEI), the National Association of Human Resources Managers in Morocco (AGEF) and the Arab Institute of Business Leaders in Tunisia (IACE)—have joined forces to encourage gender diversity initiatives.

The present Manager Guide to Gender Diversity was developed in the framework of this cooperation. It aims to inspire senior corporate leaders of companies around the globe to actively win, keep and promote female talent for their business.

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WIN



KEEP



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Introduction

MORE AND MORE COMPANIES WORLDWIDE are investing in a gender-balanced workforce. This decision is grounded in the belief that their business benefits from the best talent—irrespective of gender.

Gender Diversity Management offers a structured approach towards a gender-balanced workforce. It thereby supports companies in expanding their talent pool and provides solutions to the most pressing human resources (HR) challenges: recruitment, retention and development of employees.

With female labour force participation being 26 percentage points below that of men,¹ women currently represent the minority gender in the labour market. Thus, Gender Diversity Management today especially focuses on increasing the share of female employees in the workforce. This guide to Gender Diversity Management accordingly focuses on promoting the employment of women. If—in a sector or at a company—men represent the minority gender, the overall approach introduced in the guide is equally suitable for enhancing their employment opportunities.

The present guide introduces the concept of Gender Diversity Management and provides an overview of how companies can better tap the female talent pool. It is designed for human resources and diversity managers as well as business consultants aiming at introducing or expanding Gender Diversity Management at a company. The proposed approach derives from the authors' professional experience with corporate gender diversity projects in Europe and the MENA region as well as the study of international best practices and scientific research.

The guide is divided into four chapters, which you can explore consecutively or independent from each other. The first chapter Gender Diversity—Concepts and Business Case serves to create a joint understanding about Gender Diversity Management and its business rationale. The second chapter Gender Diversity Management—Processes and Actions provides an overview and selected examples of corporate activities to create a gender inclusive work environment. The third chapter Gender Diversity Projects—Analysis, Project Design and Implementation outlines step-by-step how to introduce Gender Diversity Management at a company: A Gender Diversity Analysis provides insights on the status quo of gender diversity. These insights enable the design of a gender diversity project tailored to a company's needs. Proven success factors for realising gender diversity projects are highlighted at the end of the chapter. The final chapter Gender Diversity in Practice—Successful Cases illustrates with the help of best practice examples what Gender Diversity Management looks like in reality.

¹ World Bank (2015a, data: 2013, worldwide)

① Gender Diversity— Concepts and Business Case

- What is Gender Diversity Management?
- Why is Gender Diversity Management economically beneficial?



The chapter imparts basic knowledge on Gender Diversity Management. It is split in two parts: one introducing related concepts and one making the business case.



CONCEPTS

Introducing the concepts of Gender Diversity Management and gender diversity projects

▀ [Chapter 1.1](#)



BUSINESS CASE

Presenting the economic benefits of Gender Diversity Management

▀ [Chapter 1.2](#)

1.1 The Concepts of Gender Diversity and Gender Diversity Management

THE WORKFORCE OF A COMPANY is considered gender diverse when it is represented by an equal proportion of women and men at all company levels. Gender Diversity Management (GDM)—constituting one dimension of the broader concept of “diversity management”—is the corporate function responsible for achieving gender diversity within a company.²

DIVERSITY MANAGEMENT

Diversity management originated in the United States in the late 1980s and rapidly spread through business communities in North America, Australia and Europe. Today, it enjoys increasing popularity all over the world. The concept describes “a voluntary organisational program designed to create greater inclusion of all individuals into informal social networks and formal company programs”.³ Consequently, diversity management is self-initiated by the company and exceeds minimal standards. It usually follows a business rationale (see chapter 1.2).

Different from the present guide, whose focus is on gender, diversity management encompasses a multitude of dimensions, e.g. age, disability, gender, national origin, ethnicity, religion or sexual orientation.

GENDER DIVERSITY MANAGEMENT

Gender Diversity Management is, like diversity management, based on the belief that companies benefit from the best talent—irrespective of gender. It is responsible for creating and maintaining an environment allowing a company to attract, retain and develop women and men equally at all vertical (hierarchy) and horizontal (departments) levels.

In order to create and maintain equal employment opportunities for women and men, successful Gender Diversity Management goes beyond the principle of equal treatment by ensuring a work environment that caters equally to the needs of female and male employees. Due to prevailing gender norms, these needs can differ. With women being the minority gender in the labour market, many gender diversity activities currently target promoting women. In the long run, however, Gender Diversity Management aims at eliminating any stereotypes internally and externally.

² The present guide addresses gender diversity in a business context. As a consequence, the conceptualization of Gender Diversity Management follows the business perspective and literature.

³ Gilbert, Stead & Ivancevich (1999).

When consistently applied, Gender Diversity Management is—in the long term—able to achieve:

- A gender diverse workforce: Women and men are (nearly) equally represented within the company.
- An elimination of horizontal discrimination: Female and male employees are (nearly) equally distributed across the company's divisions and occupations.
- An elimination of vertical segregation: Female and male employees are (nearly) equally distributed across the company's hierarchical levels.
- An elimination of the gender pay gap: Female and male employees are paid equally for doing the same work.

This guide differentiates between Gender Diversity Management as a corporate function as described above and a gender diversity project as a one-time change project.

GENDER DIVERSITY PROJECT

A gender diversity project is a one-time corporate project aimed at eliminating specific barriers within a company, which hinder equal recruitment/retention/development of women and men. The project is carried out using project management tools alongside tools for change management. A series of well-coordinated gender diversity projects leads step-by-step to a corporate environment allowing for a gender-balanced workforce.



1.2 The Business Case for Gender Diversity Management

ONE OF THE CHARACTERISTICS of Gender Diversity Management is its business purpose. How exactly does it contribute to achieving a competitive edge?

Various studies as well as experience from first-mover companies lay out important arguments for the return on investment in Gender Diversity Management:

- **Winning talent**—Companies worldwide can draw upon a largely untapped female talent pool: Only 50% of women participate in the labour market⁴ (men: 77%)—despite the fact that girls represent nearly half of secondary education pupils and attain tertiary education more often than men.⁵ Bringing more qualified women into the workforce ensures high quality personnel.
- **Retaining talent**—Gender Diversity Management encompasses in most cases measures that support employees in reconciling work and family duties (e.g. childcare support). These, in turn, have a proven positive effect on increasing retention rates and significantly decreasing turnover costs, especially in regard to retaining women after maternity leave.⁶
- **Reducing absenteeism**—Absenteeism is often related to family emergencies or a lack of reliable and safe transport—both concern particularly women.⁷ Gender diversity projects can support women in overcoming these challenges, resulting in lower absenteeism rates.
- **Understanding customers**—Women are responsible for the majority of purchasing decisions—in the United States they account for more than 80%.⁸ A gender-balanced workforce helps companies to understand female buying patterns—a key prerequisite to boost sales.

⁴ World Bank (2015a, data: 2013, worldwide).

⁵ World Bank (2015b, data: 2013, worldwide).

⁶ Bundesministerium für Familie, Senioren, Frauen und Jugend (2005).

⁷ World Bank (2013), World Value Survey (2015, data: 2010-2014).

⁸ Dychtwald & Larson (2010).

- **Enhancing decision-making and innovation**—Diverse teams outperform homogenous groups in solving complex problems and in innovation. Companies with a more gender-balanced workforce are proven to report a higher return on equity.⁹
- **Increasing employee productivity**—Working conditions often do not give equal consideration to women’s and men’s needs, e.g. with regard to safety, work atmosphere or work-family balance. Companies creating a positive work environment for all employees—e.g. by introducing family-friendly policies—have proven to increase their employees’ motivation and thus be more productive.¹⁰
- **Improving corporate reputation**—Gender diversity is considered an important aspect of a company’s social responsibility. With potential employees, customers and investors paying increasingly more attention to corporate reputation, it influences their decisions on where to work and what to purchase.¹¹

“ Gender diversity is a particular focus for us at the moment. We know that 70% of the decisions to buy our products are actually made by women. And at the same time, 60% of university graduates are now female—and they bring a new set of skills and leadership styles. This will help us to improve the dynamics of our team and develop our ability to innovate.”

Coca-Cola, UK—Source: Coca Cola Corporate Responsibility & Sustainability Report 2014/2015 (2015)

“ A gender-balanced organisation and an engaged workforce helps power creativity and innovation, deepens the talent pool and allows us to better serve our diverse consumer base.”

Unilever—Source: Unilever Website (2015)

⁹ D’Amato, Pellegrino & Weisberg (2011)

¹⁰ Dex, Smith & Winter (2011)

¹¹ Bear, Rahman & Post (2010)

② Gender Diversity Management— Processes and Actions

- How can a company approach Gender Diversity Management strategically?
- How can a company anchor gender diversity in its strategy and culture?
- How can a company get management on board to support Gender Diversity Management activities?
- What can a company do to recruit more talented women?
- What can a company do to retain female employees more effectively?
- What can a company do to ensure that women also hold leading positions?
- How can a company communicate to promote gender diversity?
- How can a company monitor and control their gender diversity activities?

INTERNATIONAL EXPERIENCE has proven that only comprehensive strategies enable a company to gain full economic benefits in a sustainable way. This observation is in accordance with change management theories stating that successful projects address the company as a whole and embrace all stakeholders involved.

In this context, GIZ has developed the Strategic Approach to Gender Diversity Management (see image 1) that addresses five main corporate levels: Corporate Strategy and Culture, Management, Operations (i.e. concrete processes and actions to promote gender diversity), Corporate Communication and Controlling.

The heart of Gender Diversity Management is the level of Operations. The final objective is for recruitment, retention and career advancement strategies to equally address female and male needs.

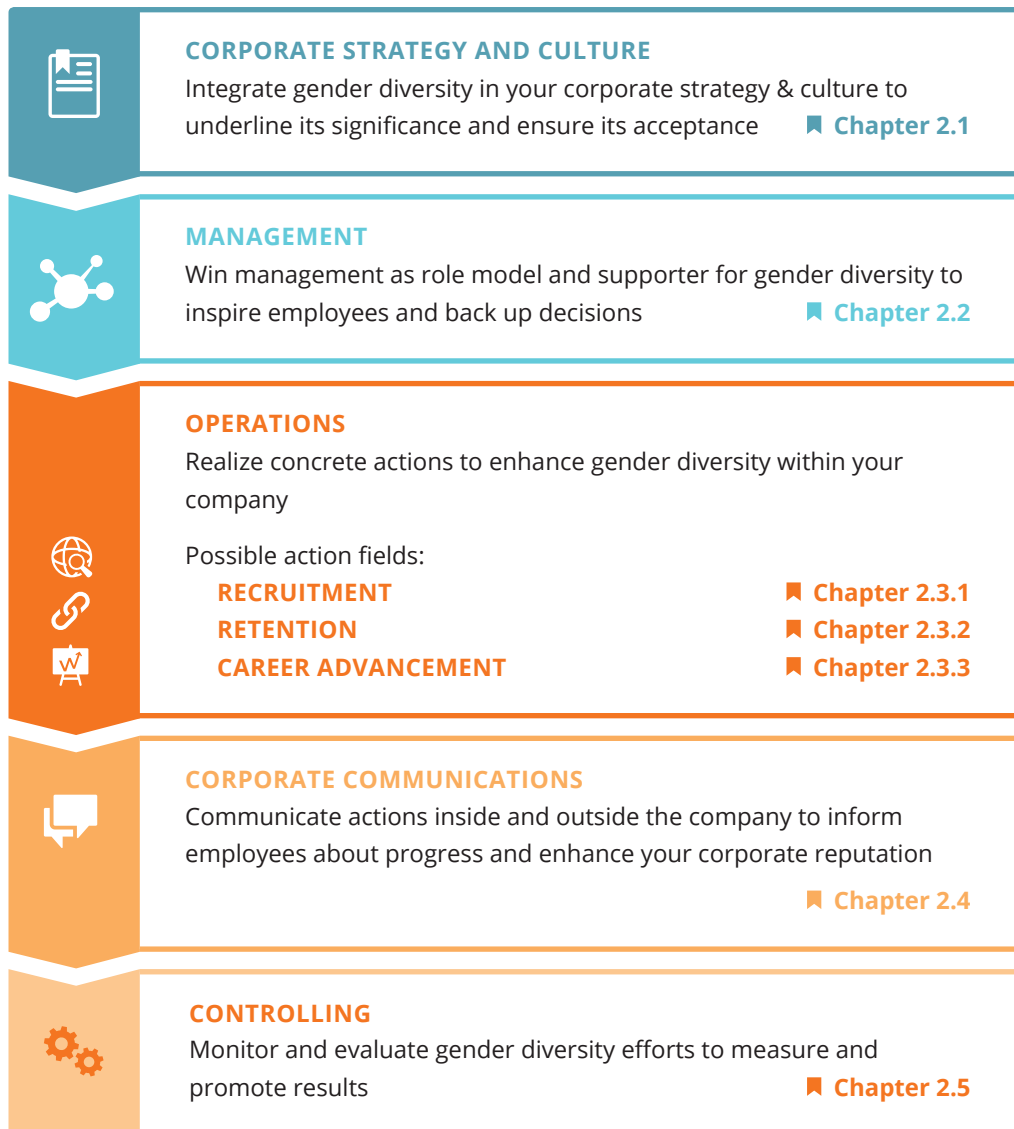


Image 1: GIZ Strategic Gender Diversity Management approach




2.1—Corporate Strategy and Culture

Strategic and cultural foundation for Gender Diversity Management

CORPORATE STRATEGY AND CULTURE provide the framework for business and working relations within a company. Experience shows that Gender Diversity Management needs to be embedded in the strategic and cultural rationale of a company in order to be successful. Thus, it involves the incorporation of gender sensitive objectives and values into the corporate strategy, supplemented by actions enabling employees to internalise the new culture.

Gender Diversity Management activities

- ▶ **Creating** a corporate function responsible for (Gender) Diversity Management (e.g. Head of Diversity or diversity team)
- ▶ **Publishing** a vision statement and measurable targets that outline what a company wants to achieve with regard to gender diversity 
- ▶ **Creating** an action plan for achieving gender diversity targets
- ▶ **Including** paragraphs that ensure equal opportunities for women and men in corporate policies (e.g. in the code of conduct or the recruitment policy)
- ▶ **Enabling** employees to internalise a diversity-friendly workplace culture (e.g. through training on stereotypes or events such as a “(Gender) Diversity Day”)
- ▶ **Adapting** the performance appraisal criteria to reflect a diversity-friendly workplace culture (e.g. by removing criteria that penalise employees for being absent due to family obligations)

Publishing a Corporate Gender Diversity Vision and Targets

IN A NUTSHELL

Definition—A gender diversity vision describes a company's position with regard to gender diversity. Targets supplement the vision, quantifying what a company wants to achieve in this regard.

Aim—To communicate the company's commitment to all stakeholders and to serve as a guide when decisions are to be taken. The gender diversity targets help to monitor progress and achievements.

GENDER DIVERSITY VISION

Format—A gender diversity vision is a short text documenting a company's beliefs and intentions in regard to gender diversity. This text is usually integrated into a company's overall diversity (or diversity and inclusion) vision statement.

Success factors

A meaningful gender diversity vision

- Focuses on what the company wants to stand for and is committed to
- Aims for high yet attainable ideals
- Reflects the overall corporate culture, values and objectives
- Is developed together with representatives of the different corporate stakeholder groups
- Is made available to all corporate stakeholders

Example: *Gordon Food Service (Company website, 2015)*

"Our vision is to grow and sustain our business by creating an organization that can meet the needs of the increasingly diverse customers, suppliers, and communities we serve. Strategically, we focus our attention toward initiatives that will attract and retain diverse talent to our organization, provide training and professional development for the enhancement of employees, and actively cultivate a diverse network of suppliers. We embrace diversity and leverage inclusion because we believe it strengthens our workforce, maximizing our ability to serve our customers, and be a leader in our industry."

GENDER DIVERSITY TARGETS

Format—Gender diversity targets are parameters quantifying what a company wants to achieve in regard to gender diversity in the next 3-5 years.

Success factors

Meaningful gender diversity targets

- Are measurable by numbers
- Are ambitious but achievable with available resources
- Include specific targets on recruitment, retention and career advancement of female employees
- Are approved by top management

Example: *career advancement targets: Telekom (Company website, 2015)*

Telekom aims at reaching a stable minimum share of 30% women in the supervisory board, executive board and top management (n-1 and n-2) by 2020.



2.2—Management

Management as role model for and supporter of Gender Diversity Management

TOP AS WELL AS MIDDLE AND LOWER MANAGEMENT serve as role models and opinion-leaders within the company and beyond. Therefore, an important part of Gender Diversity Management is to ensure that all levels of management fully support the idea of gender diversity by acting as role models and/or publicly communicating its importance. Furthermore, for concrete gender diversity projects, close cooperation with management is key in order to bring changes to life.

Gender Diversity Management activities

- ▶ **Raising** managers' awareness of the benefits of gender diversity (e.g. through round tables or training)
- ▶ **Coaching** managers to promote gender diversity in their daily work (e.g. through external or internal coaches)
- ▶ **Providing** managers with materials enabling them to promote gender diversity (e.g. with a toolkit, guidelines or checklists)
- ▶ **Involving** managers in decisions on gender diversity activities (e.g. by demanding their approval of a gender diversity action plan)
- ▶ **Encouraging** managers to participate in gender diversity activities (e.g. holding a speech during a recruitment event for women or taking paternity leave)
- ▶ **Adapting** the performance appraisal system to honour diversity-friendly behaviour of managers (e.g. by adding an assessment criterion on the fair treatment of women and men)



Coaching Managers to Promote Gender Diversity

IN A NUTSHELL

Definition—A gender diversity expert (coach) temporarily supports a manager in developing a diversity-friendly leadership style. In this way, coaches can encourage managers to reflect on their habits. They can also transfer know-how on managing diverse teams in daily business.

Aim—To equip managers with the insights and competencies to tap the full potential of diverse teams.

FORMATS

Internal vs. external coaches

Coaches are either from the company or externally hired:

- Internal coaches: Gender diversity experts from the company, e.g. from the HR department or the diversity and inclusion department
- External coaches: Professional coaches with a strong background in gender diversity

Integrated vs. separate coaching

Companies can integrate the topic of (gender) diversity into regular coaching schemes for managers (if existing). However, major changes in the (gender) diversity strategy of a company may require extra gender diversity coaching to enable managers to support the new strategy.

PROCESS

Providing resources—Resources include an experienced coach with expertise in gender diversity as well as sufficient time for the manager

Setting objectives for coaching sessions—Objectives consider the manager's individual objectives as well as the company's needs

Conducting coaching sessions

1:1 Meetings provide the platform for an in-depth exchange between coach and manager

- The manager is encouraged to reflect, for example, on stereotypes or how they evaluate employees' performance

Visits at the workplace allow the coach to observe the working conditions within the manager's team

- The coach can evaluate family-friendliness (e.g. if meetings take place after regular working hours) and if the diverse potential of employees is fully exploited (e.g. if tasks and training are tailored to employees' skills)

Managing the closing phase—The manager successfully transfers the insights and competencies gained into her/his working routine.



2.3—Operations

Recruiting, retaining and developing a gender diverse workforce

BUSINESS UNITS AND HUMAN RESOURCES (HR) are the principal agents for creating a work environment that attracts, retains and develops women and men equally. They focus on three main areas in order to promote gender diversity within their company: Recruitment, Retention and Career advancement.





2.3.1—Recruitment

The education rate of women has witnessed great progress—nowadays girls represent more than 48% of pupils enrolled in secondary education programmes.¹² However, their participation in the job market has not maintained this pace¹³ and the horizontal segregation—the concentration of women/men in certain industries and occupations—continues.

Gender Diversity Management aims at attracting and recruiting an equal share of female and male talent, a goal that especially requires action if a field of work is currently either female or male dominated.

Gender Diversity Management activities

▶ **Revising** the recruitment process to ensure that it guarantees equal opportunities (e.g. through incorporating a four-eye principle and training decision-makers)



▶ **Sensitising** HR personnel and recruiters to implicit gender biases (e.g. through training or online tutorials)

▶ **Organising** HR marketing events specifically for women (e.g. open days, company tours, job fairs, information sessions)



▶ **Offering** internship opportunities to female students

▶ **Cooperating** with educational institutions (e.g. information sessions for apprentices and students, joint development of a vocational/study program)

▶ **Ensuring** that HR marketing and application materials equally attract female and male candidates (e.g. through training of employees in charge, checklists or guidelines)

▶ **Introducing** a policy stipulating the hiring of women if female and male applicants are equally qualified for the job

¹² World Bank (2015b, data: 2013, worldwide).

¹³ World Bank (2015a, data: 2013, worldwide).

Revising the Recruitment Process to Ensure Equal Opportunities

IN A NUTSHELL

Definition—Gender bias in recruitment can be eliminated with a recruitment process that is competency-based, transparent and compliant with labour laws. This requires a clear and detailed procedure, defined evaluation criteria and trained decision-makers.

Aim—To ensure the company hires the most skilled and motivated applicant and to guard against complaints.

ELEMENTS

Procedure

A clear procedure requires:

- Clearly assigned roles and responsibilities
- A step-by-step description of the recruitment procedure (e.g. evaluation of application documents by HR, interviews conducted by line manager and HR, etc.)
- Mechanisms to reduce potential bias, e.g. “four-eyes principle” requiring a minimum of two people to make decisions

Evaluation criteria

Bias-free evaluation criteria require:

- A focus on skills, competencies and experience relevant for the job (ideally identified with the help of a job analysis for the open position)
- A removal of all criteria that can be more easily fulfilled by one gender, e.g. evaluating career breaks can disadvantage women who focused on their family life during a certain period of their lives

Training of decision-makers

Training for decision-makers—usually HR staff and line managers—focuses on:

- Recruitment procedure and evaluation criteria
- Potential (implicit) gender biases
- Employment law and regulations
- Strategies to position the company as a diversity-friendly employer during interviews

Output 1: *Trained decision-makers do not assume that a certain role is too dangerous for a woman or too stressful for a young mother. Rather they explain the work conditions to the candidate and ask her if she is willing to do the job.*

Output 2: *Trained decision-makers are aware that women give themselves less credit for success and blame themselves more for failure. Thus, they challenge whether a female candidate undersells her achievements.*

SUCCESS FACTORS

No exceptions—The recruitment procedure is universally valid—exceptions are not allowed.

Communication of procedure and criteria—Documents stating the recruitment procedure and criteria are accessible by employees and candidates.

Organising HR Marketing Events for Women— Information Sessions

IN A NUTSHELL

Definition—In an information session for women, a company representative informs potential female employees about employment opportunities at the company and raises their interest in applying.

Aim—To position the company as an employer of choice for women and to attract applications from suitable candidates.

FORMATS

In-house information session

Participants are invited to the company's site to get a realistic insight into the work environment

Information session at an external partner

The company and an external partner (e.g. schools, training institutions, universities) co-host the information session

Information sessions are especially useful in male-dominated industries to break gender stereotypes associated with the industry. They usually target women at the beginning of their careers. For senior hires, a more individual approach is recommended.

ELEMENTS

Benefits for employees with special emphasis on women

Information sessions underline why a company is an attractive employer. In this way, the benefits are tailored to the female audience, for example, by:

- Highlighting company's actions for women (e.g. events, mentoring or networks)
- Explaining how employees reconcile professional and private life (e.g. sabbaticals, childcare, family-friendly working hours, etc.)

Female role model

A female employee joins the workshop and enriches the presentation with examples by:

- Presenting her personal career path at the company (entry and development)
- Explaining how she makes use of the aforementioned benefits
- Arguing why the company is an employer of choice to her

Possibilities to join

"Talking business" rounds off the sessions by:

- Presenting potential entry positions
- Outlining career paths/prospects
- Explaining how to apply

SUCCESS FACTORS

Informal atmosphere—An informal atmosphere encourages participants to ask questions and leaves them with a positive feeling.

Information materials—Handing out materials with the most important information allows participants to focus on listening.

Personal contact—Participants are encouraged to address further questions they may have directly to the company representatives present at the workshop.



2.3.2— Retention

IN TODAY'S WORLD, roles of women and men frequently differ. Women for instance often require more support with regard to work-family balance or safety. Consequently, the female labour force participation rate declines in many parts of the world when women get married and/or have their first child.¹⁴ Hence, for companies aiming at lowering their turnover rates, Gender Diversity Management works towards creating a work environment catering for the particular needs of female as well as male employees, including parents. In this context, it is crucial that all activities are open to women and men equally in order to avoid reinforcing existing stereotypes or even discriminate against either sex.

Gender Diversity Management activities

- ▶ **Guiding** employees in balancing family and professional life (e.g. through toolkits, an in-house contact person for consultation or group discussions)
- ▶ **Enforcing** family-friendly working hours
 - for shift work (e.g. through shift swaps or parents having priority in planning)
 - for non-shift work (e.g. through flexible working hours, teleworking or part time options)
- ▶ **Offering** leave permits in case of family emergencies (e.g. half day/full day leave)
- ▶ **Supporting** child or elder care (e.g. through an in-house nursery, cooperation with external childcare centres, financial support, vacation childcare programs)
- ▶ **Introducing** maternity/parental leave programs supporting the parent before, during and after leave (e.g. through joint planning of leave or keep-in-touch programs during leave)
- ▶ **Introducing** zero tolerance policies against sexual harassment (e.g. through a paragraph in the code of conduct)
- ▶ **Providing** safe transport for commuters (e.g. with corporate buses, carpooling, reimbursement for taxis during late night hours)
- ▶ **Ensuring** the corporate environment caters to both female and male needs equally (e.g. changing rooms, rest rooms, breastfeeding rooms)
- ▶ **Ensuring** job obligations can be equally fulfilled by female and male employees (e.g. limits on heavy lifting, safety provisions during field work in remote areas)



¹⁴ Bianchi, García-Manglano & Kahn (2014).

Enforcing Family-Friendly Working Hours

IN A NUTSHELL

Definition—Working hours are family-friendly if they make it easier for parents to manage their working time and their family obligations.

Aim—To curb turnover and absence rates and to boost employee productivity since they allow employees to stay with the company despite parenthood and enable them to fully focus on their job when at work.

... for Shift Work

POSSIBLE ELEMENTS

Creating family-friendly shift work requires a thorough business analysis as well as the needs of parents. Based on the results, a company can develop individual solutions, e.g.:

Early announcement of shift schedule and predicted overtime—In order to allow parents to arrange for childcare, management posts shift schedules well in advance and discusses the production schedule and predicted overtime regularly with employees.

Special shifts for parents—If possible, shift options include a shift reserved for parents that matches the starting and closing time of local schools and childcare centres.

System for swapping shifts—To make it possible for employees to react at short notice, they can swap shifts. A platform (intranet, bulletin board) supports them in finding a swap partner.

Priority for parents—When creating a shift schedule or requesting holidays, parents have priority. Employees without children express their preferences afterwards.

Temporary job rotation—If shift work cannot be adapted to fit parents' needs, parents can be offered to temporarily move into a different position which allows for work-family balance.

Shift sharing—Two employees share their shift. This allows them to shorten their working time by distributing working hours between each other.

SUCCESS FACTORS

Raising awareness of employees without children—To avoid resentment, employees without children are made aware of parents' needs, e.g. in group discussions.

Listening to employees—In order to meet employees' needs in terms of working hours, their opinion is regularly sought, e.g. through surveys or in meetings.

... for Non-Shift Work

POSSIBLE ELEMENTS

Creating family-friendly working hours for non-shift work requires a thorough analysis of business as well as the needs of parents. Based on the results, a company can develop individual solutions, e.g.:

Flex-time—Flex-time describes a framework, which allows employees to decide on their working hours themselves while respecting certain regulations.

Possibility 1: Daily

Defined number of working hours per day (e.g. 8 hours)

→ Employees can decide on a start and finish time as it suits them

Possibility 2: Weekly

Defined number of working hours per week (e.g. 40 hours)

→ Employees can distribute their working hours across the week

Ground rule: Core working hours

A simple ground rule makes flexible working hours work:

During a defined period of the day (e.g. 10 a.m.–3 p.m.) all employees are present at the company to collaborate on and coordinate tasks and events. All meetings and training sessions are scheduled during core working hours.

Part-time—Part-time describes the opportunity for employees to work less than full-time, companies define the options they offer to employees according to their needs (e.g. 20%, 50% or 80% of full-time hours).

Rules—By establishing certain rules, companies can enhance the family-friendliness of their working hours.

Ex. 1: Regulated overtime—In case overtime is required, it is announced as soon as possible and employees are compensated

Ex. 2: No permanent availability required—Outside working hours, there is no need for employees to be available (e.g. by e-mail or phone)

Example: Volkswagen (BBC News website)—Volkswagen employees do not receive e-mails on their Blackberrys outside the working hours as the company stopped their servers sending e-mails from the evening till the morning

SUCCESS FACTORS

Culture of trust and performance—Presence is not a factor for an employee's performance appraisal, but only results count.

Supportive external stakeholders—Customers/ clients, suppliers, service providers and cooperating partners are briefed that employees are not permanently available.

Supporting Childcare

IN A NUTSHELL

Definition—Childcare support describes any activity on the part of a company which helps parents in assuring professional care of their children during working hours.

Aim—To curb turnover and absence rates and to boost employee efficiency since it allows employees to stay with the company despite parenthood and enables them to fully focus on their job when at work.

POSSIBLE FORMATS

A workforce needs assessment allows companies to tailor their childcare solutions to their employees' preferences. Possible formats are:

Corporate childcare facility—Corporate childcare facilities are either exclusive to employees or part of a partnered model (with one or more companies from the area). Opening hours of such a facility can be adapted to working hours.

Cooperation with childcare centres—Agreements with childcare centres might include priority for employees' children and reduced fees. Ideally, childcare centres agree to adapt their opening hours to match the working hours at the company.

Financial contribution—Financial contribution is usually paid as an allowance per child. This leaves freedom of choice to parents, who can register their children at private or municipal day care facilities, leave them with a childminder or commission a nanny to take care of the children at home.

SUCCESS FACTORS

Public funding—Many countries offer public funding for childcare solutions. A thorough analysis or consultation at an agency or public institution will provide the information required.


Vacation—Not all childcare centres are open during holidays. In order to support parents over the course of the year, the company either ensures opening times of childcare centres regardless of holidays or arranges vacation childcare as an alternative.



2.3.3—Career Advancement

THE FEMALE LABOUR FORCE PARTICIPATION RATE decreases even more at higher hierarchical levels. Women hold only 12% of board seats worldwide.¹⁵ In order for companies to develop and promote their best talent, Gender Diversity Management supports them in creating equal career opportunities for female and male employees and eventually aims to achieve gender balance at all hierarchical levels.

Gender Diversity Management activities

- 

▶ **Revising** the performance appraisal system to ensure that female and male employees have equal opportunities to obtain good evaluation results (e.g. by eliminating criteria that penalise parents for assuming childcare obligations)
- ▶ **Revising** the promotion process to ensure equal opportunities (e.g. through incorporating a four-eyes principle and training decision-makers)
- ▶ **Revising** the career path to ensure that it is equally appealing and feasible for female and male employees alike (e.g. by limiting obligations regarding mobility)
- ▶ **Motivating and preparing** female employees for management positions (e.g. through mentoring, coaching or training)
- ▶ **Actively planning** female succession to top management positions through talent management/succession planning
- ▶ **Introducing** temporarily policies or quotas to increase the share of women at higher career levels



¹⁵ Deloitte Global Center for Corporate Governance (2015).

Revising the Performance Appraisal System to Ensure Equal Opportunities

IN A NUTSHELL

Definition—Performance appraisal is a process to rate an employee’s performance at work and constitutes the basis for promotion decisions. Gender bias in performance appraisal can be eliminated with a clearly described procedure, defined evaluation criteria and trained decision-makers.

Aim—To motivate employees to perform well and to establish the basis for promoting the best performing employees.

FORMATS

Top-down evaluation—

Superiors evaluate their team members

Bottom-up evaluation—

Employees evaluate their superiors

Peer evaluation—

Colleagues evaluate each other

360° evaluation—Input from all parties is aggregated

ELEMENTS

Procedure

A clear procedure requires:

- A step-by-step description of the performance appraisal procedure (e.g. bi-annual feedback and subsequent evaluation of employee, approval of evaluation by employee, approval of evaluation by HR, etc.)
- Mechanisms to reduce potential bias, e.g. “four-eyes principle” requiring a minimum of two people to make decisions

Evaluation criteria

Evaluation can focus on technical skills, behaviour and target achievement:

Technical skills analysis—Skills required for the job (e.g. IT, accounting, product development)



If technical skills focus solely on the job, they are free of gender bias.

Behavioural checklist—Behaviour desired for the job (e.g. reliability, creativity, leadership)



The focus is on behaviour important for work results instead of personal qualities. Behaviour should be equally appropriate for women and men in the cultural context.

Management by objectives—Objectives (incl. deadlines) set by the manager and employee before



The employee is involved in setting objectives and deadlines. Objectives are fully achievable within regular working hours and equally easy/difficult to attain for women and men.

Element

Free of gender bias

Training of decision-makers

Managers are trained to keep up with evaluation standards and give constructive feedback

Motivating and Preparing Female Employees for Management Positions—Mentoring

IN A NUTSHELL

Definition—Mentoring of female employees describes the personal and professional guidance of an employee (mentee) by a more experienced employee (mentor) in regular one-on-one meetings. It is often part of a larger career development program, but might also support activities for reconciling work and family life or integrating new members of staff.

Aim—To motivate and assist women to grow personally and professionally so that more women can move into management positions.

MENTORING PROCESS

Win mentees and mentors by explaining advantages and setting incentives instead of making mentoring compulsory

Match mentees and mentors either by defining pairs based on expectations and skills or letting them find each other e.g. on an online platform

Train mentees and mentors by explaining the mentoring process and support tools, and by managing their expectations

Accompany mentees and mentors throughout the mentoring relationship by offering group events and checking up on mentees' progress

Evaluating success of mentoring by asking mentors and mentees for feedback and monitoring participation rates

MENTORING RELATIONSHIP

1:1 mentoring sessions are the core of mentoring and encompass:

- Discussion on mentees' growth potential, challenges and objectives
- Evaluation of past and definition of new exercises (e.g. role playing)

Homework helps the mentee advance

- Work-related activities (e.g. assumption of a difficult task)
- Exercises (e.g. keeping a journal)

Shared networks connect the mentee internally and externally

- Mentor introduces mentee (e.g. to a service provider or superior)

SUCCESS FACTORS

Professional coordination—Assigning a coordinator in charge of design, realisation and monitoring in order to give the mentoring program a strategic direction and to assure employees' participation

Supportive superiors—Educating mentees' line managers on the advantages of mentoring and preparing them for their absence during mentoring sessions



2.4—Corporate Communications

Communication on gender diversity internally and externally

CORPORATE COMMUNICATION SERVES TO INFORM internal as well as external stakeholders about gender diversity. Communication is crucial for winning the employees' support for the idea of gender diversity in general as well as for individual projects. Companies can furthermore benefit from external communication activities by positioning themselves as forward-thinking companies striving for gender diversity. Thus, an important part of each project is to plan how to communicate the project internally (newsletters, intranet, blackboard, etc.) and externally (annual reports, internet, PR, etc.).

Gender Diversity Management activities

- **Ensuring** that corporate communication equally addresses women and men (e.g. through training for the communication department, checklists or handbooks)
- **Communicating** internally on gender diversity objectives and activities (e.g. on the intranet, in newsletters or at corporate events)
- **Communicating** externally on gender diversity objectives and activities (e.g. on the website, in press releases, at HR/diversity events or in the annual report)
- **Promoting** role models for Gender Diversity Management (e.g. female leaders or male employees attending to their family duties)



🚩 Communicating Internally on Gender Diversity— Communication Campaign

IN A NUTSHELL

Definition—An internal gender diversity communication campaign uses various communication channels to inform employees about current gender diversity activities and objectives and sensitises them to the importance of Gender Diversity Management.

Aim—To ensure that employees accept gender diversity objectives and activities and to contribute to a culture free of stereotypes and biases.

CONTENTS AND CHANNELS

Key Message Deciding on a key message before launching the communication campaign helps to clearly position the company towards gender diversity and ensures coherent communication. It is usually aligned to the corporate gender diversity vision (see page 19).

Example: Procter & Gamble (Company website, 2015)

“We want to be recognized as the Global Leader for Diversity and Inclusion. Diversity and inclusion is more than a strategy at P&G. It is part of our DNA and all we do.”

Content

Gender diversity objectives—Communicating and explaining objectives for the future helps employees to pull in the same direction. Achieving the objectives serves as proof for progress.

Gender Diversity Management activities—An overview of activities ensures that employees know what the company offers to support them. Reports on single activities—e.g. events—make Gender Diversity Management more tangible.

Role models—Presenting role models inspires women in their careers (e.g. profile of a female leader) and breaks stereotypes (e.g. home story of a male manager with his children).

Channels





2.5—Controlling

Controlling gender diversity targets and activities

MONITORING AND EVALUATING CORPORATE ACTIONS are key factors for success since they provide companies with a continuous learning experience. Whereas successful Gender Diversity Management monitors key metrics (e.g. gender ratios, recruitment metrics and retention rates of both men and women), defined gender diversity projects require an evaluation of activities (e.g. number of mentees participating in mentoring sessions and their satisfaction).

This enables companies to objectively report on progress and target achievements, to respond in case of alarming metrics and to continuously improve their gender diversity projects.

Gender Diversity Management activities

- ▶ **Monitoring of and reporting on** gender diversity key metrics (e.g. share of female applicants or share of women on boards)
- ▶ **Monitoring of and reporting on** Gender Diversity Management activities (e.g. number of participants in management training or female leadership training, uptake of flexible working hours)
- ▶ **Controlling** results (e.g. through integration in quality management process) and discussing results on a regular basis (e.g. in quarterly or annual meetings)
- ▶ **Developing** a process to gather and react to undesirable developments or complaints (e.g. warning system for setbacks in gender diversity metrics or a process in case of discrimination/harassment claims)



Gender Diversity Controlling

IN A NUTSHELL

Definition—Gender diversity controlling is the process of gathering and monitoring data on gender relations and Gender Diversity Management activities.

Aim—To set meaningful benchmarks, to rapidly respond to alarming numbers and to showcase achievements.

PROCESS

Data

Gender relations—Gender relations are measured with the help of gender-sensitive HR metrics, e.g.

- Share of female employees per department
- Share of female applicants
- Turnover rate of female employees
- Share of women per hierarchical level

Gender Diversity Management activities—

Gender Diversity Management activities are evaluated with the help of participation data and surveys, e.g.

- Share of female employees proving that the corporate culture is inclusive and free of stereotypes
- Number of women participating in a recruitment event
- Share of parents having registered their children at the corporate childcare facility

Collection

Raw data: Raw data is needed to calculate meaningful metrics. HR usually gathers data on female and male employees per department/hierarchical level, etc.

Metrics: One can rely on proven formulas in order to calculate the most relevant gender-sensitive HR metrics (see chapter 3.1)

Quantitative data: For quantitative data—such as participant numbers—one can check materials documenting GDM activities (e.g. lists of participants)

Qualitative data: In order to measure qualitative statements, one can conduct an employee survey to measure their satisfaction in regard to GDM activities (e.g. if a communication campaign successfully reduced stereotypes)

Monitoring and reporting process

Monitoring: A person regularly monitors changes in gender-sensitive HR metrics. In case of alarming numbers, they follow a predefined process.

Report: Numbers are reported to top management and published in an annual or CSR report.

Monitoring: While an activity is being carried out, a person regularly monitors changes. Alarming numbers are discussed with the team responsible for the activity.

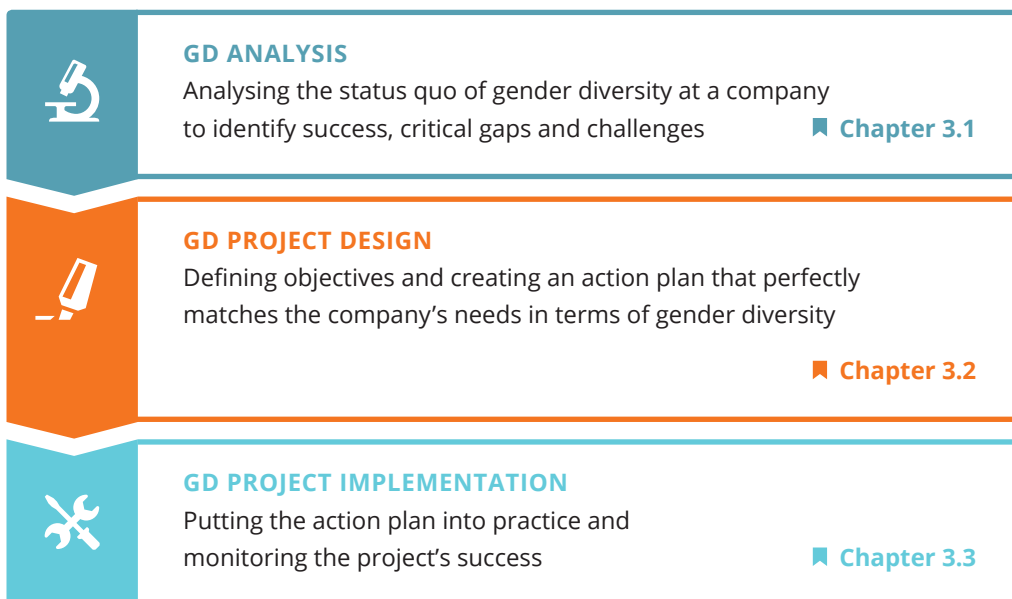
Report: Numbers are reported to the team and—if meaningful—to top management. Successful activities can be showcased in external and internal communication materials.

③ Gender Diversity Projects— Analysis, Project Design and Implementation

- How does a company analyse the status quo of gender diversity?
- How does a company design a gender diversity project tailored to their needs?
- What does a company need to consider in order to run gender diversity projects successfully?



UNDERTAKING A GENDER DIVERSITY PROJECT follows the same principles as other corporate projects: the status quo is analysed, the project is designed and it is eventually put into practice. This results in a three-phased approach:





3.1—Gender Diversity Analysis

GUIDING PRINCIPLE

Our Strategic Approach to successful Gender Diversity Management follows the principle of comprehensive business strategies and involves all corporate levels—from Corporate Strategy and Culture, Management, Operations, Corporate Communication to Controlling (see Strategic Approach, page 17). Likewise, a Gender Diversity Analysis follows a comprehensive approach, evaluating on each corporate level to what extent gender diversity is ensured, accepted and experienced.

REQUIRED RESOURCES

Project Sponsor—A top manager or a steering committee overseeing, supporting and advocating the GD Analysis is a prerequisite for ensuring availability of resources and cooperation of stakeholders.

Project Team—A team of usually about three to five members is responsible for conducting the analysis. A GD Analysis requires profound experience in quantitative and qualitative data analysis as well as experience in GD and HR Management. As a result, including an external consultant experienced in these fields is often necessary to complement the internal project team's skills set.

Timeframe—Time needed for a GD Analysis—from the first kick-off meeting to the delivery of a GD Analysis report—varies and depends largely on the availability of the project team and involved stakeholders. Companies should plan for a minimum of 3-4 months.

STAKEHOLDERS

A GD Analysis requires input from several departments (especially HR, Controlling and Corporate Communication), top/middle managers and employees throughout the company. Ensuring their cooperation from the beginning is key for smooth and timely data collection.

PROCESS OF ANALYSIS

Our Gender Diversity Analysis relies on three central dimensions: metrics, efforts and achievements where each dimension is analysed and the results subsequently recorded in a Gender Diversity Analysis report.



GENDER DIVERSITY METRICS (GD METRICS)

HR data on gender relations in the company, e.g. the share of female employees, the turnover rate of women compared to men or the share of women in management

GENDER DIVERSITY EFFORTS (GD EFFORTS)

The design of HR processes and actions affecting gender diversity, e.g. get-to-know-you programs to attract female graduates to apply to the company or a systematic recruitment process ensuring equal opportunities

GENDER DIVERSITY ACHIEVEMENTS (GD ACHIEVEMENTS)

The evaluation of HR processes and actions affecting gender diversity in the eyes of concerned stakeholders, e.g. female graduates appreciate the activities and feel motivated to apply or new joiners point out that they actually did not undergo the entire recruitment process but were hired through personal contacts

A

Gender Diversity Metrics

GENDER DIVERSITY METRICS help to obtain an overview of the representation of women and men within a company. They directly show whether or not a company is diverse with regard to gender. Furthermore, the metrics give a good indication where to look for factors impeding gender diversity. An overview of metrics frequently collected in the course of a GD Analysis is in the table to the right.

Data collection

The project team usually obtains the required metrics from the HR or Controlling department. Not all companies collect the metrics presented in the overview. In this case, the project team assembles the data and calculates the metrics together with data specialists from the company—at least for the action fields (Recruitment, Retention or Career Advancement) the company is most interested in.

GENDER DIVERSITY METRICS

GENERAL METRICS

| | |
|-----------------------|--|
| Gender ratios | Overall share of female/male employees Share per hierarchical level/job function/division |
| Gender pay gap | Difference between male and female earnings as % of male earnings |

RECRUITMENT

| | |
|-------------------------|--|
| Application rate | No. and share of female/male applicants |
| Interview rate | No. and share of female/male applicants invited to interview |
| Hire rate | No. and share of female/male applicants recruited |

RETENTION

| | |
|---|--|
| Retention rate | No. of female/male employees remaining in the company at the end of a year as % of all female/male employees in company at the beginning of the year |
| Voluntary turnover rate | No. of female/male employees leaving the company at the end of a year as % of all female/male employees in company at the beginning of the year |
| Return rate after maternity leave | No. of women returning after maternity leave as % of women starting their maternity leave |
| Absence rate | Days of absence of female/male employees as % of total working days of female/male employees |
| Share of employees in parental age | Share of female/male employees in age groups where they have or are likely to have young children |

CAREER ADVANCEMENT

| | |
|-------------------------------------|--|
| Share of women on board(s) | Share of female/male members on the board of directors (and the advisory board) |
| Share of women in management | Share of female/male top (or middle or lower) managers |
| Manager rates | No. of female/male employees in an upper (or middle or lower) management position as % of all female/male employees of company |
| Training rate | Average number of training days of female/male employees |
| Employee evaluation results | Average evaluation score of female/male employees |
| Promotion rate | No. of female/male employees getting promoted to a higher level as % of all employees at current level |

Data Analysis

Graphs depicting female vs. male results for each metric help to illustrate gender differences (see sample below) although not all imbalances in numbers for female and male employees are systematic. Only if the difference between genders is statistically significant, is there a need for action. This can be tested with standard significance tests (e.g. chi square).

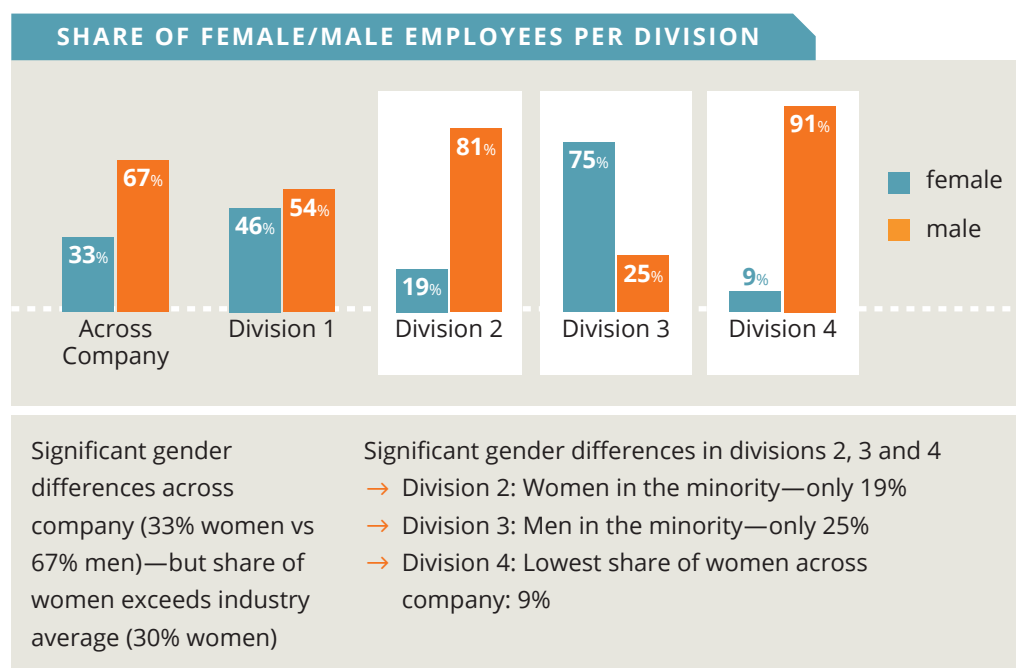





Image 2: Sample analysis of a GD metric

Data Evaluation

The results give a first indication of areas with gender diversity related needs for action (in other words: areas a later gender diversity project could focus on). This information is crucial when planning the collection of GD Efforts and GD Achievements. The collection of GD Achievements, in particular, can be time-consuming—tailoring it to a company’s anticipated needs thus increases efficiency.

The table below shows how to identify the action field where need for action is anticipated.

| SIGNIFICANT GENDER IMBALANCES | ACTION FIELD |
|--|---|
| <ul style="list-style-type: none"> → Share of male employees significantly exceeds share of female employees, especially at entry level → Share of female employees is minimal in some divisions/functions → Results of recruitment metrics are significantly more positive for male than female employees (e.g. application rates, hiring rates) | <div style="text-align: center;">  <p>Recruitment of women</p> </div> |
| <ul style="list-style-type: none"> → High share of employees in age groups in which they start a family → Female employees cluster in selected divisions/functions only → Return rate of women after maternity leave is low → Results of retention metrics are significantly more positive for male than female employees (e.g. retention rates, absence rates) | <div style="text-align: center;">  <p>Retention of female employees</p> </div> |
| <ul style="list-style-type: none"> → Share of male employees significantly exceeds share of female employees in management or on boards → Female in comparison to male employees cluster on lower career levels → Results of career advancement metrics are significantly more positive for male than female employees (e.g. promotion rates, training participation rates) | <div style="text-align: center;">  <p>Career Advancement of female employees</p> </div> |

B

Gender Diversity Efforts

THE EFFORTS DIMENSION helps to give an understanding of the design of a company's existing HR processes and actions affecting gender diversity, i.e. a company's Gender Diversity Efforts (GD Efforts). Indicators have been developed for all levels of the Strategic Approach to help companies take stock of their GD Efforts. The list of indicators is in the table to the right. Alongside this structure, the analysis checks whether GD Efforts do or do not exist at a company and how they are designed.

Data Collection

Information on GD Efforts is collected through interviews and document/process analysis:

- **HR interviews:** Discussing existing HR processes and actions with HR representatives/managers
- **Document/process analysis:** Studying relevant documents and tracking relevant processes in order to gain a deeper understanding of the existing HR processes and actions

INDICATORS TO TAKE STOCK OF GD EFFORTS AND TO EVALUATE GD ACHIEVEMENTS

CORPORATE STRATEGY AND CULTURE

- Institutionalization of GDM as function or team in company
- Existence of gender diversity strategy and objectives
- Systematic planning of activities to promote gender diversity
- Existence of policies ensuring equal opportunities for women and men
- Compatibility of work culture with gender diversity

MANAGEMENT

- Acceptance of economic necessity of GD by top and middle/line management
- Active support of GD by top and middle/line management
- Active support of work-family balance by top and middle/line management

OPERATIONS

Recruitment

- Availability of women qualified to work in the company's jobs and sector
- Job advertisements and marketing attracting female high potentials
- Equal chances for female and male applicants to obtain a job offer
- Existence of policies/quotas to increase the number of female hires

Retention

- Security of female employees
- Work environment catering to the needs of women and men equally
- Guidance and advice for balancing work and family duties
- Support for child and elder care obligations of employees during working hours
- Offer of flexible work arrangements
- Allowing for flexibility to take care of urgent family matters
- Support around maternity protection and parental leave

Career advancement

- Compatibility of career path systems with gender diversity
- Equal chances for female and male employees to obtain good evaluation results
- Equal chances for promotion of female and male employees
- Corporate talent management stimulating gender diversity in management
- Support for career development of female employees
- Existence of policies/quotas to increase the number of women in management

CORPORATE COMMUNICATION

- Corporate communication avoiding gender stereotypes
- Employee awareness of GDM objectives and efforts
- External stakeholder awareness of GDM objectives and efforts
- Inspiration by role models promoting the idea of GD

CONTROLLING

- Systematic monitoring and reporting of key GD metrics and efforts
- Regular analysis and discussion of controlling results
- Established process to follow in case of GD-related problems

Data Analysis

A score ranging from zero to three is allocated to each indicator depending on whether a company has few or many processes and actions in place to foster gender diversity. Zero therefore indicates that no efforts exist in regard to the indicator. Three indicates that a company has relevant processes and actions in place with regard to the indicator. In order to ensure that ratings are justified, the evaluator should be experienced in corporate Gender Diversity Management.

| Indicator | Rating |
|--|--------|
| RECRUITMENT $\emptyset =$ | 1.50 |
| 1—Availability of women qualified to work in the company's jobs & sector | 1 |
| 2—Job advertisement & marketing attracting qualified female potentials | 1 |
| 3—Equal chances to obtain a job offer for female & male applicants | 2 |
| 4—Existence of policies/quotas to increase the number of female hires | 2 |

Company participates regularly in an annual job fair targeting female graduates. Otherwise, women are not specifically addressed when advertising open positions.

Recruitment process is well defined and uses performance based criteria to make recruitment decisions. Recruitment policy states explicitly that applicants cannot be discriminated based on their gender, age, etc. However decision-makers are not trained to avoid (implicit) gender bias.

Image 3: Sample rating of GD Efforts

Ratings are summed up per level of the Strategic Approach to provide an overview of how well positioned a company already is on each level:

| <u>Level</u> | <u>Rating</u> | <u>Indicator</u> | <u>Rating</u> |
|--------------------------------|---------------|----------------------------------|---------------|
| Corporate Strategy and Culture | 1.25 | CORPORATE | |
| Management | 1.50 | COMMUNICATION | ∅= 1.75 |
| Recruitment | 1.50 | 1—Corporate communication | 3 |
| Retention | 1.80 | avoiding gender stereotypes | |
| Career Advancement | 1.25 | 2—Employee awareness of GDM | 2 |
| Corporate Communication | 1.75 | objectives & efforts | |
| Controlling | 0.50 | 3—External stakeholder awareness | 1 |
| | | of GDM objectives & efforts | |
| | | 4—Inspiration by role models | 1 |
| | | promoting the idea of GD | |

Image 4: Sample summary of GD Efforts ratings

Data Evaluation

The results of the GD Efforts analysis provide an overview of existing processes and actions in place affecting gender diversity. They give a good indication of how much value a company attaches to achieving gender diversity. However, they do not show whether the existing efforts are sufficient to achieve gender diversity, or whether there is further need for action. This information is obtained in the next step with the GD Achievements analysis.

C

Gender Diversity Achievements

THE ACHIEVEMENTS DIMENSION helps to understand the actual impact of existing HR processes and actions in place on gender diversity, i.e. to what extent they help to attract, retain and promote female employees (GD Achievements).

To evaluate achievements the same indicators are used as for the efforts dimension (see list on page 46). However, now the analysis checks how processes and actions—or the lack of them—affect the company’s stakeholders, especially employees. Are they satisfied with the existing efforts? Do women as the minority gender need more support to enter, stay and move forward within the company? Or, do HR employees and managers need more support to create a gender inclusive work environment?

The efforts identified during the course of the GD Efforts analysis are crucial to design the analysis of GD Achievements. Knowing about existing processes and actions is necessary before evaluating their sufficiency and effectiveness.

| GD EFFORTS RESULTS | GD ACHIEVEMENTS ANALYSIS |
|---|--|
| Few GD Efforts exist in regard to an indicator (low rating) | Analysis tests whether there is a need for more efforts |
| Relevant GD Efforts exist in regard to an indicator (high rating) | Analysis tests whether stakeholders are satisfied with the efforts |

Data Collection

Information is collected on GD Achievements through surveys, individual interviews and group interviews (especially focus groups):

- **Survey:** Asking about employee opinions in a questionnaire and surveying a random selection of employees (across genders, functions and divisions)
- **Individual interviews:** Interviewing selected stakeholders individually
- **Focus groups (group interviews):** Interviewing selected groups of employees in a focus group setting

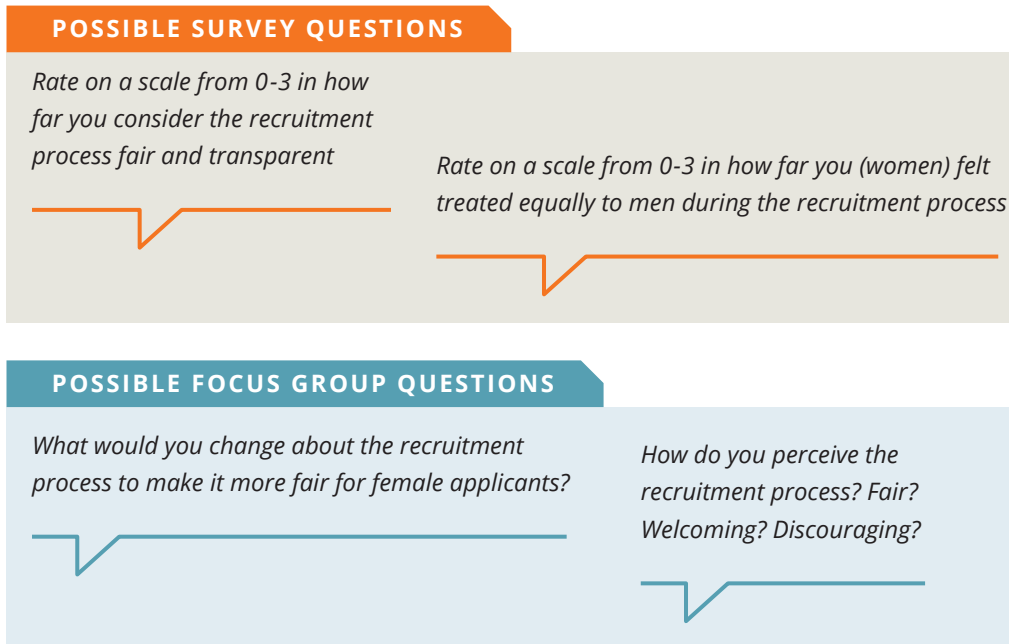


Image 5: Sample survey and focus group questions for indicator “equal chances to obtain a job offer for female and male applicants”

Data Analysis

The analysis of the achievements dimension is performed like the analysis of the efforts dimension: A score ranging from zero to three is allocated to each indicator depending on whether a company’s stakeholders consider existing processes and actions sufficient to ensure gender diversity. Zero therefore indicates that stakeholders are not at all satisfied with existing efforts to enhance gender diversity and see substantial need for more/other efforts. Three indicates that stakeholders are satisfied with the existing efforts and do not need more support. In order to ensure that ratings are justified, the evaluator should be experienced in corporate Gender Diversity Management.

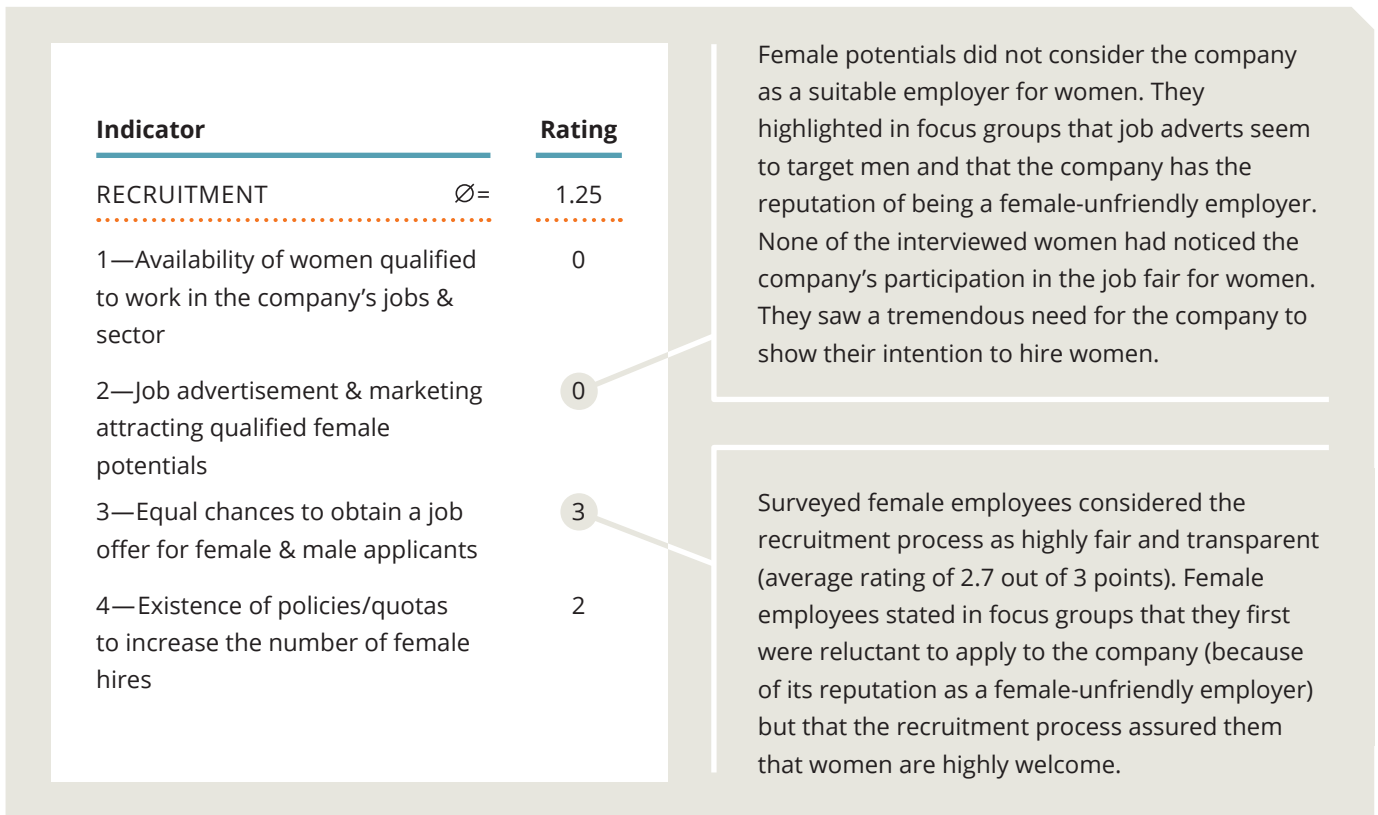


Image 6: Sample rating of GD Achievements

Ratings are summed up per level of the Strategic Approach—just as for the efforts.

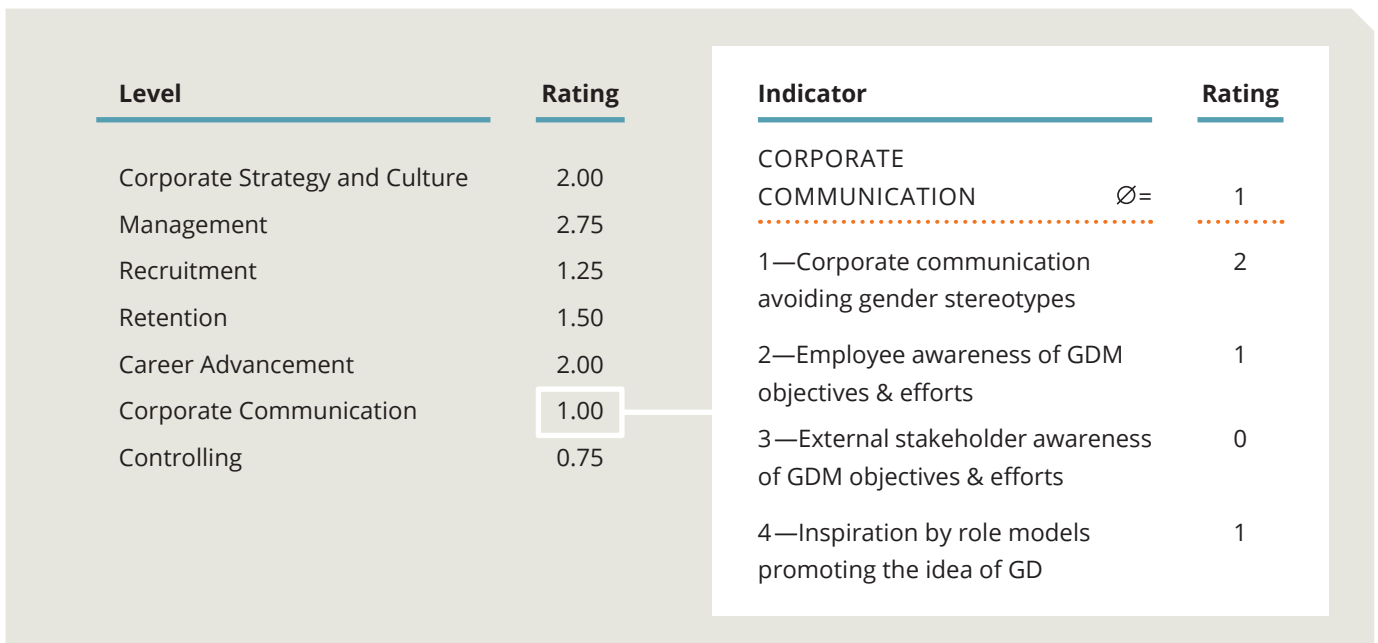


Image 7: Sample summary of GD Achievements ratings

Data Evaluation

A practical way to evaluate the GD Achievements is a simple traffic light ranking. This means attaching “green”, “yellow” or “red” to the indicators based on the results of the analysis. “Green” means that there is no need for further action, “yellow” means that there is a non-urgent need for action, and “red” means that there is an urgent need for action. In this way, the traffic light ranking is applied to the level of each indicator as well as to the entire corporate level.

Additionally, it is possible to compare the ratings of efforts and achievements by calculating the difference of each indicator rating. A high effort rating paired with a low achievement rating indicates that existing efforts need to be revised. A low effort rating paired with a low achievement rating indicates that more efforts are required.

TRAFFIC LIGHT RANKING

| Score/Ranking | |
|----------------------|--|
| 2.001–3 | ● |
| 1.001–2 | ● |
| 0–1 | ● |

| Indicator | | Efforts Rating | Achiev. Rating | Difference | Indication |
|--|----|----------------|----------------|------------|--|
| RECRUITMENT | ∅= | 1.5 | 1.25 | -0,25 | |
| 1—Availability of women qualified to work in the company’s jobs & sector | | 1 | 0 | -1 | Few efforts exist to motivate women to qualify and apply—they are not at all sufficient |
| 2—Job advertisement & marketing attracting qualified female potentials | | 1 | 0 | -1 | → More efforts urgently needed |
| 3—Equal chances to obtain a job offer for female & male applicants | | 2 | 3 | +1 | Several efforts to ensure bias-free recruitment in place—they are sufficient → no need for action |
| 4—Existence of policies/quotas to increase the number of female hires | | 2 | 2 | 0 | Policies/quotas are in place and mostly serve the purpose → Existing efforts can be improved but not urgently |

Image 8: Sample evaluation of GD Efforts and GD Achievements

The qualitative information gathered over the course of the analysis of achievements furthermore serves to specify the need for action and outline specifically which challenges need to be addressed to enhance gender diversity at the company.

D

Gender Diversity Analysis Report

THE GENDER DIVERSITY ANALYSIS REPORT sums up the results from the analysis of metrics, efforts and achievements. It provides a thorough analysis of a company's gender sensitive HR data, processes and actions. In so doing, it serves as a basis for planning future HR—and more specifically GD—projects to improve the status quo. The quantitative ratings, therefore, help to prioritise where to start.

SAMPLE STRUCTURE OF A GENDER DIVERSITY ANALYSIS REPORT

TABLE OF CONTENTS

- 1. Management Summary**
summing up purpose, scope and key findings of the GD Analysis
- 2. Methodology**
outlining the data collection process
- 3. Summary of findings**
from the analysis of metrics, efforts and achievements
 - General metrics (gender ratios, gender pay gap)
 - Strategy and Culture—efforts and achievements
 - Management—efforts and achievements
 - Recruitment—metrics, efforts and achievements
 - Retention—metrics, efforts and achievements
 - Career Advancement—metrics, efforts and achievements
 - Corporate Communication—efforts and achievements
 - Controlling—efforts and achievements
- 4. Overall conclusions**
highlighting need for action taking into account existing efforts and their achievements
- 5. Annex**
comprising all detailed results of the metrics, efforts and achievements analysis

SAMPLE SUMMARY OF FINDINGS FOR THE LEVEL “RECRUITMENT”

SUMMARY OF GD METRICS

| Division | Share of female applicants | Share of female interviewees | Share of female hires |
|-----------------|-----------------------------------|-------------------------------------|------------------------------|
| Across company | 15% | 15% | 15% |
| Division 1 | 5% | 5% | 6% |
| Division 2 | 20% | 18% | 14% |
| Division 3 | 15% | 17% | 16% |
| Division 4 | 17% | 16% | 17% |

- Overall share of female applicants is 15%. This is below industry’s average.
- Share of women remains constant throughout the recruitment process: 15% of applicants are female and 15% of hires are female.
- Divisions:
 - › Division 1 faces the greatest application challenge: only 5% women apply.
 - › Division 2 attracts the highest share of women (20%) but hires only 14%—there might be a bias in recruitment decision.
 - › Division 3 and 4 are in line with the company average.

SUMMARY OF GD EFFORTS AND GD ACHIEVEMENTS

| Indicator | Efforts Rating | Achievements Rating |
|--|----------------|---------------------|
| RECRUITMENT $\emptyset=$ | 1.5 | 1.25 |
| 1—Availability of women qualified to work in the company's jobs & sector | 1 | 0 |
| 2—Job advertisement & marketing attracting qualified female potentials | 1 | 0 |
| 3—Equal chances to obtain a job offer for female & male applicants | 2 | 3 |
| 4—Existence of policies/quotas to increase the number of female hires | 2 | 2 |

- The company's industry is male-dominated. Only 22% of graduates of relevant vocational training/universities are female. The company has no efforts in place to attract women to the industry. Educational institutes would welcome cooperation with the company in this regard.
- Even though the company participated in a job fair for women, potential female applicants do not see the company as an employer for women. They were highly surprised that the company wants to attract female employees and appreciated this information.
- The recruitment and selection process is transparent and fair. Feedback in survey and focus groups was overwhelmingly positive.
- A policy exists that requires the company to hire the female candidate if female and male candidates are equally qualified. Managers and employees mostly support and comply to this policy—some doubts exist in division 2.

CONCLUSIONS

The company faces a major challenge in attracting female applicants since

1. few women are qualified to work in the industry and
2. women who are qualified do not consider the company as an attractive employer

Regarding 1: The following challenges are recommended to be addressed

- Educational institutes (vocational training and universities) struggle to attract women since women fear that they would not find a job in such a male-dominated industry. Currently, companies in the industry do not show that they would want to hire women.
- Division 1 faces the additional challenge that jobs in the division are considered as “not suitable” for women.

Regarding 2: The following challenges are recommended to be addressed

- Job advertisements only address men.
- Male employees tell their peers that jobs in the company are “for real men only”.
- First efforts to change this image were not noticed by potential female applicants. It is unknown that the company wants to hire more women.

Furthermore, metrics indicate the need to work with the management of division 2 to eliminate potential biases in recruitment decisions albeit female employees considered the process to be fair.



3.2—Gender Diversity Project Design

THE DESIGN OF A GENDER DIVERSITY PROJECT includes the creation of an action plan with the corresponding time required and a budget plan. The action plan documents the project's objectives and the activities planned to reach them. This ensures that everyone involved has the same understanding of the project's content.

ELEMENTS OF A GENDER DIVERSITY ACTION PLAN

1. OBJECTIVES

Objectives specify which substantive changes a company wants to achieve and thus setting the strategic direction of a project.

- **The general objective** reflects the most pressing challenge a company is facing with regard to gender diversity and therefore, usually relates to one of the three action fields of Recruitment, Retention or Career Advancement.
- **Target figures** allow for monitoring of progress and controlling target achievement during the course of project implementation and beyond. They are directly related to the general objective, e.g. if a company aims at improving recruitment, the target figures include gender-sensitive recruitment metrics. GD Analysis results can serve as baselines in this context (see chapter 3.1).

SAMPLE GENERAL OBJECTIVES AND TARGET FIGURES

| | Recruitment | Retention | Career advancement |
|-------------------|--|---|--|
| General objective | We want to enhance recruitment by becoming the employer of choice for female engineers | We want to enhance retention of parents by becoming a family-friendly employer | We want a more equal representation of women and men in leadership positions across all departments |
| Target figures | <ul style="list-style-type: none"> → Female recruitment rate increased from 29% (2015) to 39% (2020) → Female application rate increased from 30% (2015) to 40% (2020) | <ul style="list-style-type: none"> → Turnover rate of female employees decreased from 15% (2015) to 10% (2020) → Return rate of employees after maternity leave increased from 60% (2015) to 85% (2020) | <ul style="list-style-type: none"> → Share of female top managers increased from 15% (2015) to 28% (2020) → Share of female promotions increased from 30% (2015) to 40% (2020) |

2. MODULES

A module addresses one broad topic within a gender diversity project. It serves as an umbrella comprising several efforts related to the same topic. A project usually consists of two to five modules.

SAMPLE MODULES OF A RETENTION PROJECT

Support of work-family balance

Move towards a family-friendly workplace culture

Communication to position a company as a family-friendly employer

3. EFFORTS

Efforts represent the concrete processes and actions that are put into practice over the course of a gender diversity project, e.g. flex-time to support work-family balance, training for line managers to ensure a family-friendly work climate or job advertisements highlighting the family-friendly work environment.

4. ACTIONS

With the definition of modules and efforts, the framework of a gender diversity project already exists. In order to plan a project in detail, one breaks down each effort into necessary actions, supplemented by deliverables, accountable people, resources needed and deadlines.

- **Actions** are the individual steps needed to introduce an effort (e.g. “Conduct a survey to identify positions eligible for flex-time”, “Outline proposed flex-time system”, “Obtain management approval for flex-time system”, etc.).
- **Deliverables** are tangible results of an action. They serve as proof of completion for an action. Often deliverables take the form of documents, e.g. press articles, handbooks, contracts or lists.
- **Accountable** is the person who is in charge of initialising and monitoring an action. They might complete the action themselves or supervise the person responsible for completing it. **Resources** refer to internal personnel (e.g. project team member, colleague from the marketing department), external assistance (e.g. consultant, trainer) as well as costs arising (e.g. for logistics or printing).
- **Deadlines** indicate when the action is supposed to be completed.

SAMPLE ACTION PLAN OVERVIEW

Objective

We want to enhance retention of parents by becoming a family-friendly employer

Measurable Targets

- Turnover rate of female employees decreases from 15% (2015) to 10% (2020)
- Return rate of employees after maternity leave increases from 60% (2015) to 85% (2020)
- ...

Module 1

FAMILY-FRIENDLY WORKING HOURS

Efforts

- Introduction of flex-time for non-shift work (proposal core working hours: 10am – 3pm, 30min lunch, rest flexible).
- Implementation of job specific solutions to adapt working hours to parental needs for shift-work
- Creation of a working hours guideline prohibiting family-unfriendly work practices (e.g. frequent overtime or work on weekends)

Module 2

GENDER INCLUSIVE WORK ENVIRONMENT

Efforts

- Enforcement of security during late-night commute

- "Work environment & practices check" conducted by division heads (based on a checklist)

Module 3

FAMILY-FRIENDLY WORKPLACE CULTURE

Efforts

- Internal communication campaign highlighting the company's commitment to work-family balance
- Awareness sessions for managers and employees to sensitise for work-family challenges
- Integration of a session on work-family balance into leadership trainings obligatory for all managers
- Monthly meetings where employees share general topics including topics related to work-family balance

ACTIONS FOR THE EFFORT "WORK ENVIRONMENT & PRACTICES CHECK" (EXTRACT)

| Action | Deliverable | Accountable | Deadline | Budget |
|--|---------------------------|-----------------|----------|--------------------------|
| Creation of checklist | Checklist | Diversity Head | 4 / 2016 | Consulting: up to €1,000 |
| Training of division heads to perform check based on checklist | Documentation of meetings | Diversity Heads | 6 / 2016 | Consulting: up to €1,000 |
| Filling in of checklist | Filled in checklists | Division Heads | 8 / 2016 | |
| ... | ... | ... | ... | |

PROCESS TO DESIGN A GENDER DIVERSITY PROJECT

RESOURCES NEEDED

Project Team—The project team facilitates the gender diversity project design. It is responsible for assembling information on the status quo of gender diversity at the company, organising workshops to brainstorm ideas and collecting further information from stakeholders in order to define the action plan, time plan and budget plan.

Experts—Involving internal experts assures the feasibility of suggested efforts and actions from the beginning. If, for instance, a project aims at enhancing the recruitment of women, the company's head of recruitment needs to be involved in the project design. Furthermore, external Gender Diversity Management experts can complement the internal experts' skills set if needed.

Project Sponsor—A high-ranking company representative “commissions” the project team with the design of a gender diversity project. The project sponsor is involved in each crucial decision (objectives, modules/efforts, time plan, budget plan).

Steering Committee—A committee of top managers, who officially approves of the final action plan and releases the budget as well as internal resources, is the key to gaining top management's support for the project and to underline the project's importance vis-à-vis all employees.

Timeframe—Time needed for designing a gender diversity project depends largely on the experience of the project team as well as the support of the project sponsor and experts. Companies should plan for around 1-2 months.

PROCESS IN A NUTSHELL

The six-step approach below has proved effective for the design of a gender diversity project:

- 1 **Define main challenges:** Define the most important challenges your company is facing in terms of gender diversity, e.g. with a GD Analysis (see chapter 3.1).
- 2 **Define objectives:** Define which substantive changes you want to achieve with your project and set target figures to control progress and achievement.
- 3 **Brainstorm efforts and group them into modules:** Together with experts from your company, brainstorm efforts eligible for reaching your objectives. Then, group the most effective efforts into modules.
- 4 **Define actions, deliverables, accountable people, deadlines and resources:** Break down the efforts into actions and assign a deliverable, an accountable employee, a deadline and resources to each action.
- 5 **Create a budget plan and a time plan:** Define required resources and set milestones and deadlines for the realisation of your gender diversity project.
- 6 **Obtain approval by a steering committee:** Present the action plan, time plan and budget plan to a steering committee and obtain their approval.



3.3—Gender Diversity Project Implementation

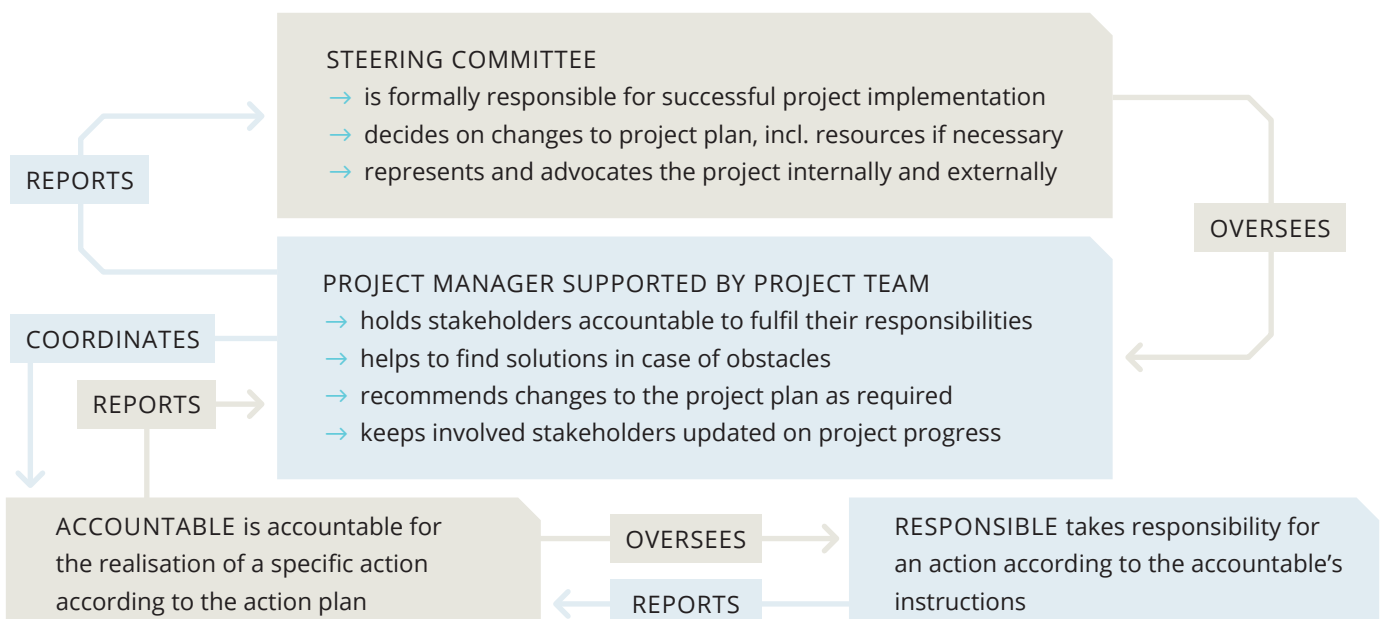
CREATING A NEEDS-BASED, FEASIBLE AND COMPREHENSIVE PROJECT PLAN lays the foundation for an effective gender diversity project. However, how to ensure successful completion of the project?

Gender diversity projects encompass a multitude of activities. Therefore, it is beyond this guide's scope to give detailed advice on the realisation of each possible project. Nevertheless, experience has shown that the challenges encountered when undertaking gender diversity projects are often similar. Based on this insight, we have brought together the most important success factors to overcome these challenges.

1

CLEARLY ASSIGNING ROLES AND RESPONSIBILITIES FOR PROJECT IMPLEMENTATION

An action plan remains theoretical until activities are put into practice. Project management ensures the accomplishment of these activities and thus determines each project's success. In this context, clear responsibilities and reporting structures are the key to smooth project management.



2 KEEPING MANAGEMENT ON BOARD THROUGHOUT THE COURSE OF THE PROJECT

Gender diversity projects change existing work processes and actions. These changes are only successful if top and middle management bring them to life in their departments. Thus, the project team needs to identify at the very beginning the managers crucial for the project's success and to plan their involvement. This allows the team to make them aware of the project's benefits and to actively keep them on board until the project ends.

3 INVOLVING EMPLOYEES AND KEEPING THEM UPDATED ON PROJECT PROGRESS

Besides management, a successful change of processes and actions depends on acceptance on the part of the employees. Employees often do not embrace change if they do not see how it benefits them. Therefore, it is recommended that the project team identifies opinion leaders and affected employee groups at the very beginning. This allows the team to draft a communication plan for getting employees on board—in addition, concerning formal communication measures, it is recommended that they be approached through informal networks and conversations.

4 REMAINING PATIENT—CHANGE NEEDS TIME

Whereas some projects pay off shortly after their implementation, change projects tend to progress more slowly. Managers and employees—who are used to working with existing processes and actions—need time to accept and embrace changes. When encountering resistance or when intermediate objectives are not reached as planned, it is recommended to remain patient, to evaluate the situation and—if necessary—to adapt the project design or communication methods.

5 MONITORING PROGRESS AND CONTINUOUSLY IMPROVING PROJECT DESIGN

An action plan cannot anticipate all eventualities that could hamper the project's success—most obstacles occur over the course of the project. It is recommended to engage an independent person (who is not responsible for the project's success) to regularly monitor progress and analyse reasons for potential obstacles. The results are subsequently discussed with the project team and—if necessary—brought to the steering committee. Together, they decide if and how to adapt the action plan, time plan and/or budget plan.

6 MAKING THE PROJECT SUSTAINABLE

Projects are only considered successful if their results are sustainable. For gender diversity projects, this depends on the ability to transform project activities into regular processes and actions. Thus, we recommend assigning responsibilities and resources for the period after project end in order to continue initiated measures.

7 EVALUATING THE PROJECT'S SUCCESS AFTER PROJECT END

A project's success only becomes apparent after its end. First achievements usually appear among stakeholders and can be detected through employee surveys, interviews and focus groups. Evaluating these “soft” achievements is a crucial first indication as to whether the project has been successful. In the long run, the project will also have an impact on gender sensitive HR metrics (e.g. the share of female employees or retention rate). It is, therefore, recommended to evaluate relevant metrics annually to test whether the project has achieved its targets.

④ Gender Diversity in Practice— Successful Cases

- What do other companies do to manage gender diversity successfully?
- What are success factors and tangible benefits of gender diversity activities?



THE FOLLOWING FIVE BEST PRACTICE EXAMPLES aim to inspire the reader in regard to their own gender diversity project. The selection was based with the aim of reflecting experience from different countries, industries and company sizes:

KLEEMAN (GREECE)

Becoming women's employer of choice

OMNITEL (LITHUANIA)

Creating a family-friendly culture and working conditions

CONTINENTAL (THAILAND)

Creating an environment catering the needs of female workers

NALT ENTERPRISE (VIETNAM)

Retaining a predominantly female workforce

IBM (GERMANY)

Promoting female leadership



KLEEMANN: Becoming Women's Employer of Choice

PROFILE

Company: KLEEMANN

Industry: Manufacturer and trader
of Complete Lift Systems

Country: Greece

Employees: 1032 (2014)

CONTEXT

Women were clearly underrepresented at KLEEMANN, with a particularly weak presence in the sales department. At the same time, the company faced an important shortage of staff in this department.

OBJECTIVE

Recruiting female talent—particularly for male-dominated departments—by becoming their employer of choice

BENEFITS

Since KLEEMANN started their activities, the share of female employees has continuously increased. In 2015:

- Women account for 18% of the workforce (before: 13%)
- The share of female employees in sales is about 39% (before: 5%)
- There are female managers, e.g. in sales and finance

KLEEMANN received the “Great Place to Work Award for Respect for Diversity & Equal Opportunities” and was honoured twice by the Great Place to Work Institute Hellas as Best Workplace on the basis of the confidential input from its employees.

ACTIVITIES

MANAGEMENT SUPPORT

Ensuring management's support from the beginning by presenting the economic benefits of gender diversity and involving them in decisions on the project

HR PROCESSES AND ACTIONS

Optimising recruitment processes

- Review and modification of the recruitment process to ensure it is free of gender bias
- Familiarisation of women recruited in male dominated occupations like sales and engineering through mentoring and on-the-job training

Creating an attractive work environment for women

- Supporting women before and after maternity leave
- Safety measures (e.g. change of workplace)
 - Flex-time and teleworking options for pregnant employees and young mothers
 - Leave permits when children are sick
- Offering development opportunities for women
- Coaching program for women
 - Soft skills trainings, e.g. in sales and leadership

COMMUNICATION

Positioning KLEEMANN as an employer of choice for women

- Communicating project activities
- Discussion rounds and surveys with employees
 - Dialogue on gender diversity with key clients
- Participating in regional gender diversity initiatives
- “Declaration of Diversity” of the Hellenic Network for CSR signed by top management
 - Participation in initiatives aiming at promoting women, e.g. “EQUAL” and “ACTION for WOMEN”

Image 9: Kleemann Hellas SA

Source: Authors own compilation based on KLEEMANN Company website (2015) and Interview with Zoe Panagiotidou (KLEEMANN) conducted by Stefanie Arns in October 2015. Please note that KLEEMANN undertakes further activities to promote gender diversity—for the purpose of conciseness, we focus on selected activities only.



Omnitel: Creating a Family- Friendly Culture and Working Conditions

PROFILE

Company: Omnitel
Industry: Mobile operator
Country: Lithuania
Employees: 580 (2012)

CONTEXT

With an average age of 34 years, many employees of Omnitel faced the challenge of reconciling family and professional life.

OBJECTIVE

Supporting employees to better reconcile family and professional life by creating a family-friendly culture and working conditions

BENEFITS

- 90% of employees stated that mobile workplaces improved their work-life balance
- The share of fathers going on paternity leave increased from 50% to 100%
- The share of female managers increased from 32% (2007) to 48% (2012)
- Omnitel was ranked 3rd on the “Most Desirable Employers” list

ACTIVITIES

STRATEGIC FOUNDATION AND MANAGEMENT SUPPORT

Introducing equal opportunities and non-discrimination policies to ensure fair staff evaluations and remuneration

Ensuring management’s support by presenting the benefits of investing in family-friendliness (business case and best practices) and updating them on the project’s progress

HR PROCESSES AND ACTIONS

Creating conditions for reconciling family and work

- Workshops and consultation sessions (supported by psychologists and lawyers) on work-family balance
- Opportunity for telework and flexible working hours, e.g. when children are sick

Involving employees’ families

- Open day for children to visit their parents and learn about their jobs
- Day off for parents for their children’s first day at school
- Gifts for employees becoming parents
- Grant for employees losing a family member

COMMUNICATION

Communicating activities internally and externally

Internally

- Information of employees on parental leave and project activities
- Introduction of an employee dialogue to regularly discuss potential activities for improvement

Externally

- Presentation of the project as best practice across social media
- Support of “Save the children Lithuania”, e.g. through promoting childcare centres and offering training to unemployed parents

Image 10: Omnitel

Source: Authors own compilation based on Equality Pays Off (2015b), European Agency for Safety and Health at Work (s.a.) and TeliaSonera Company website (2015). Please note that Omnitel undertakes further activities to promote gender diversity—for the purpose of conciseness, we focus on selected activities only.



Continental: Creating an Environment Catering to the Needs of Female Workers

PROFILE

Company: Continental AG
Industry: Automotive parts supplier
Country: Thailand
Employees at Amata City Plant: 490 (2015)

CONTEXT

Continental opened its Amata City Plant in Thailand in 2009. From the very beginning, the company recognised that the environment is very competitive:

- Precision engineering is demanding and requires training
- At the same time, the shortage of skilled labour causes some companies to recruit trained staff from their competitors
- Women's access to traditionally male jobs is limited, which has an impact on the already short supply of labour

OBJECTIVE

Attracting and retaining a talented gender-diverse workforce by creating a work environment catering to their needs

BENEFITS

- Continental managed to position itself as an employer of choice for women and men. With 41% women, the workforce is relatively gender-diverse, even in technically demanding occupations.
- Managers report positively on the effect of diversity: Teams are more dynamic and male and female skills sets complement each other perfectly.
- Many women workers consider their work a “dream job” and are motivated to stay with Continental.

ACTIVITIES

STRATEGIC FOUNDATION

Introducing a non-discrimination policy ensuring the same pay and opportunities for women and men

HR PROCESSES AND ACTIONS

Seeking employees' opinions to ensure that the work environment caters equally to female and male needs

- Continental Ideas Management encouraged workers to submit their ideas in writing (women workers' suggestions resulted, for example, in a reduced weight of boxes to be lifted)
- Local employee surveys conducted before making employee-related decisions (e.g. bus route)

Ensuring health and safety

- Transport service with safe pick-up points suggested by employees through the survey
- Medical insurance for workers and their family members
- Production lines requiring less heavy lifting for women

Reducing employees' housework duties

- Uniforms provided and laundered by the company, including extra uniforms for pregnant women
- Free meals in the canteen releasing (women) workers from cooking at home

Offering opportunities for development

- Technical training to allow women to work in male-dominated occupations (e.g. driving fork-lifts)
- Soft skills training (e.g. twice-weekly English lessons)

Image 11: Continental AG

Source: Authors own compilation based on Continental Company website (2015) and International Finance Corporation (2013). Please note that Continental undertakes further activities to promote gender diversity—for the purpose of conciseness, we focus on selected activities only.



Nalt Enterprise: Retaining a Predominantly Female Workforce

PROFILE

Company: Nalt Enterprise

Industry: Garment manufacturer

Country: Vietnam

Employees: 650 (2012)

CONTEXT

Nalt was established in 2003 and has grown since then. At the same time, the garment sector in Vietnam has boomed and gone through a severe skills shortage. Hit by high staff turnover, the company calculated their losses resulting from productivity reduction and training for new staff: Replacing a worker cost Nalt around USD 500—thus, Nalt could save around USD 32000 a year if they reduced employee turnover by 10%.

OBJECTIVE

Retaining a predominantly female workforce

BENEFITS

Workers use and appreciate the health services and childcare (110 children enrolled) and feel engaged in the life of the company



Turnover decreased by a third
Absenteeism decreased by half
No strikes took place



The stability of the workforce has reduced recruitment and training costs and ensures high quality production

ACTIVITIES

CULTURAL FOUNDATION

Building a relationship of trust through regular meetings, in which the company director informs factory workers about corporate performance and upcoming changes

HR PROCESSES AND ACTIONS

Supporting employees with childcare

Corporate kindergarten for children 2-5 years

- Free of charge
- Located next to the factory
- Flexible schedule according to working hours
- Free meals, clothing, school bags and books

Allowances for children >5 years

- Coverage of annual school and university fees (approx. USD 20/child)

Making working hours predictable

- Monthly discussion of production schedule giving employees the chance to make arrangements in case of overtime

Establishing a corporate health clinic at the company

- Free medical care and medication
- Regular check-ups for workers
- State subsidised thanks to registration with the national health insurance scheme

Image 12: Nalt Enterprise

Source: Authors own compilation based on International Finance Corporation (2013). Please note that Nalt Enterprise undertakes further activities to promote gender diversity—for the purpose of conciseness, we focus on selected activities only



IBM: Promoting Female Leadership

PROFILE

Company: IBM

Industry: IT and consulting services company

Country: Germany

Employees in Germany: 16500 (estimate)

CONTEXT

Innovation is the core of IBM's operations. In order to benefit from diverse experiences, talents and ideas, the company is committed to promoting gender diversity across all hierarchical levels.

OBJECTIVE

Promoting female leadership

BENEFITS

- IBM reports to have a better understanding of clients' needs and is able to develop more innovative solutions thanks to diversity
- IBM received the "Employability Award" in 2008 and has been honored with the Total E-Quality seal since 1999

ACTIVITIES

STRATEGIC FOUNDATION

Institutionalising gender diversity

- Appointment of top managers who serve as "Executive Sponsors" and advocate gender diversity
- Appointment of female employees to the "European Women's Leadership Council" that supports managers in realising gender diversity projects and exchanging best practices
- Establishment of a "Women Network" at all main offices to give women a platform for personal and professional exchange

HR PROCESSES AND ACTIONS

Conducting training for female employees

- Soft skills training: A wide range of programs ensures the right support for everyone (e.g. training on relationships, influence, management)
- "Women and Leadership" program: Female employees are provided assistance to analyse their skills and plan their careers

Introducing mentoring programs

- Female mentoring program: An experienced female employee mentors another female employee
- Cross mentoring program: Mentor and mentee with different genders, cultures and ages

Offering job shadowing

- Employee works alongside a superior or colleague from another department to gain experience

COMMUNICATION

Communicating activities internally and externally

Internally

- Training and communication campaigns to raise awareness of diversity and inclusion
- Updates from Executive Sponsors/European Women's Leadership Council/Women networks through mailshots and newsletters
- Celebration of International Women's Day

Externally

- Active involvement in events, e.g. the WoMenPower conference and the PANDA career contest for female leaders
- Signature of the "Diversity Charter of German Companies"
- Commitment to the German IT association (BITKOM) to exchange best practices and support initiatives promoting women

Image 13: IBM

Source: Authors own compilation based on American Chamber of Commerce in Germany (2014), Equality Pays Off (2015a), IBM (2015), IBM Deutschland Company website (2015) and IBM UK Company website (2015). Please note that IBM undertakes further activities to promote gender diversity—for the purpose of conciseness, we focus on selected activities only.

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