



Break gender stereotypes, give talent a chance

Toolkit
**BREAKING GENDER
STEREOTYPES - BUILDING
GOOD BUSINESS**
Tips and tools for smart
Managers



Prepared by the International Training Centre of the International Labour Organization (ILO) in partnership with the Association of European Chambers of Commerce and Industry (EUROCHAMBRES) in the framework of the contract "Raising the awareness of companies about combating gender stereotypes" commissioned by the European Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities.



Break gender stereotypes, give talent a chance

Toolkit BREAKING GENDER STEREOTYPES - BUILDING GOOD BUSINESS Tips and tools for smart Managers



Prepared by the International Training Centre of the International Labour Organization (ILO) in partnership with the Association of European Chambers of Commerce and Industry (EUROCHAMBRES) in the framework of the contract "Raising the awareness of companies about combating gender stereotypes" commissioned by the European Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities.



This publication is supported under the European Community Programme for Employment and Social Solidarity (2007-2013). This programme is managed by the Employment, Social Affairs and Equal Opportunities DG of the European Commission. It was established to financially support the implementation of the objectives of the European Union in the employment and social affairs area, as set out in the Social Agenda, and thereby contribute to the achievement of the Lisbon Strategy goals in these fields.

The seven-year Programme targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA-EEA and EU candidate and pre-candidate countries.

PROGRESS mission is to strengthen the EU contribution in support of Member States' commitments and efforts to create more and better jobs and to build a more cohesive society. To that effect, PROGRESS will be instrumental in:

1. providing analysis and policy advice on PROGRESS policy areas;
2. monitoring and reporting on the implementation of EU legislation and policies in PROGRESS policy areas;
3. promoting policy transfer, learning and support among Member States on EU objectives and priorities; and
4. relaying the views of the stakeholders and society at large

For more information see:

<http://ec.europa.eu/social/main.jsp?catId=327&langId=en>

This publication has been commissioned by the European Commission in the framework of the contract "Raising the awareness of companies about combating gender stereotypes" managed by the International Training Centre of the International Labour Organization (ITC-ILO) in partnership with the Association of European Chambers of Commerce and Industry (EUROCHAMBRES).

The document is available in 14 European languages on the website:

<http://www.businessandgender.eu>

The contents of this publication do not necessarily reflect the position or opinion of the European Commission. Neither the Commission nor any person acting on its behalf is responsible for the use of that might be made of the information contained in this publication.

ISBN 978-92-9049-507-9

© European Communities, 2009

Reproduction is authorised provided the source is acknowledged.

TABLE OF CONTENTS

	Page
1. Introduction	5
1.1. Purpose and scope of the Toolkit “Breaking gender stereotypes - Building good business: Tips and tools for smart Managers”.....	5
2. The current context: gender equality and competitiveness	7
2.1. The current global economic crisis: effects on employment and growth in European countries, with particular reference to Small and Medium Enterprises (SMEs)	7
2.2. Trends in gender segregation in the labour market and the gender perspective of the crisis	8
2.3. The EU response to the crisis: policy instruments to support SMEs; the Small Business Act and other European initiatives.....	8
2.4. Gender perspective of the initiatives: promotion of positive action in the labour market (with particular focus on SMEs) to support employment and competitiveness	10
3. Make gender equality your success strategy: how to attract, retain and promote talent in your business	11
3.1. Overview: the HR Iris with a gender perspective	11
3.2. How the Toolkit works.....	13
3.2.1. Recruitment	14
Questions for your business.....	14
Some key concepts.....	14
A gender perspective	15
3.2.1.1. Selection.....	16
a) Case study: <i>The job advertising</i>	16
b) Tips for follow-up.....	18
c) Managerial tools	20
d) Good practices.....	22
3.2.1.2. Induction & Orientation.....	23
a) Case study: <i>Enterprise values</i>	23
b) Tips for follow-up.....	25
c) Managerial tools	26
d) Good practices.....	28
3.2.2. Retention	29
Questions for your business.....	29
Some key concepts.....	29
A gender perspective	30

3.2.2.1. Performance Management.....	32
a) Case study: <i>The Driver</i>	32
b) Tips for follow-up.....	34
c) Managerial tools	36
d) Good practices.....	37
3.2.2.2. Pay & Conditions	38
a) Case study: <i>Blue Skies Travel Agency</i>	38
b) Tips for follow-up.....	41
c) Managerial tools	42
d) Good practices.....	43
3.2.2.3. Work & Family/Private life Reconciliation	45
a) Case study: <i>Paternity Leave</i>	45
b) Tips for follow-up.....	46
c) Managerial tools	49
d) Good practices.....	51
3.2.2.4. Training & Career Development	52
a) Case study: <i>The welders</i>	52
b) Tips for follow-up.....	53
c) Managerial tools	56
d) Good practices.....	58
3.2.3. Release	59
Questions for your business.....	59
Some key concepts.....	59
A gender perspective	60
3.2.3.1. Managing Conflict & Employee Relations	61
a) Case study: <i>The conflict</i>	61
b) Tips for follow-up.....	63
c) Managerial tools	64
d) Good practices.....	66
3.2.3.2. Exit strategy.....	67
a) Case study: <i>Enterprise restructuring</i>	67
b) Tips for follow-up.....	68
c) Managerial tools	69
d) Good practices.....	71
3.3 Table for the implementation of a Gender Equality Action Plan in SMEs.....	72
4. Glossary.....	75
Additional bibliography & references	78

SECTION ONE INTRODUCTION

1.1.

Purpose and scope of the Toolkit “Breaking gender stereotypes - Building good business: Tips and tools for smart Managers”

Men and women in the right place make a difference.

Effective and equitable management of human resources and value-centred business organisation are vital tools for increasing SMEs' value added, productivity and competitiveness and helping meet the challenges posed by the current economic crisis.

The Toolkit “**Breaking gender stereotypes - Building good business: Tips and tools for smart Managers**” (2009) offers a framework for human resource management with a gender perspective. It analyses recruitment, retention and release of staff within an enterprise, focusing on gender equality and the harmful effects of stereotypes. Business-oriented tools, case studies, practical exercises, examples of good and bad practice, national, EU and international references provide a concrete framework for implementing a “Gender Equality Action Plan” within an enterprise.

A specific section on the effects of the economic crisis has been added in order to contextualise the tools offered. An effective management of the talents within a SME free from gender biases, in fact, could be a further chance to overcome hard times in an enterprise.

This Toolkit complements a larger package including:

- **Toolkit “Break gender stereotypes, give talent a chance. Toolkit for SME Advisers and HR Managers”** (2008): evidence and arguments, training tools and HR tips to raise awareness of the benefits of overcoming gender stereotypes at work;
- **Reviews** of the gender equality situation in SMEs in all EU Member States and two EFTA countries (Iceland and Norway), with statistical data on women and men in national labour markets, especially SMEs;
- The **website** (www.businessandgender.eu) for sharing information and resources in all official EU languages plus Icelandic and Norwegian;
- A collection of **10 video-clips** illustrating good practice in European SMEs.

These products are part of an integrated approach: their objectives complement each other and can be applied in a different way, according to user interests and needs. They are designed to help all those working to improve quality and competitiveness in SMEs, namely:

INTRODUCTION

- Business “relays” such as staff of private or public business support organisations providing consultancy, support and training to SMEs; HR experts and consultants, trainers and service providers.
- SME owners or employees responsible for human resource management, training, quality, productivity or innovation.

Through this set of instruments users can see how their strategies, policies, processes and activities within their enterprises are gender-oriented. They will illustrate situations based on stereotypes (Toolkit for SME Advisers and HR Managers, 2008) and help overcome barriers against talented women and men at work (Toolkit “Breaking gender stereotypes - Building good business: Tips and tools for smart Managers”, 2009).

These products, not available on the commercial book market, result from practical experiences carried out during a two year initiative among European countries. They are available in several EU languages¹; they have been tested in workshops across Europe and draw on extensive international experience.

The package has been produced under the 2008 contract for “Raising the awareness of companies about combating gender stereotypes”, renewed in 2009 by the European Commission with the International Training Centre of the International Labour Organisation (ITC-ILO) in partnership with the Association of European Chambers of Commerce and Industry (EUROCHAMBRES).

¹ See <http://www.businessandgender.eu/en/products>

SECTION TWO

THE CURRENT CONTEXT: GENDER EQUALITY AND COMPETITIVENESS

2.1.

The current global economic crisis: effects on employment and growth in European countries, with particular reference to Small and Medium Enterprises (SMEs).

The extent of the current economic crisis has no precedent since World War II. Globalisation has spread its effects far beyond the U.S. housing and credit sectors, generating a worldwide crisis of demand and employment.

Data up to May 2009 show that unemployment in the EU is still rising (now significantly in excess of 20 million), that job vacancies continue to fall following the initial impact and that it affects numerous sectors². These trends are evident in all the Member States, something which has not happened before.³

Export-oriented sectors, along with construction, felt the impact of the crisis early. Finance, insurance, real estate, construction and manufacturing were initially hardest hit by the crisis. But firms of all sizes have been affected. While media coverage has focused more on the plight of large companies, micro-enterprises and SMEs have also been heavily hit, not least by delays in payments for goods sold or services provided to larger companies⁴.

Moreover, the crisis is now spreading to service-oriented sectors where many micro-enterprises (including own-account workers), the self-employed and small family firms operate.

In addition, while it is hard to value the impact of the crisis on the informal economy, it should be remembered that it represents a large market and source of employment, even in industrialised countries⁵.

² European Commission, *EU Employment situation and social outlook*, Monthly monitor, June 2009, p.3 - Data and statistics available at the websites: Eurostat: <http://ec.europa.eu/eurostat> Access: June 2009; and OECD: www.oecd.org

³ Id, p.3

⁴ Given the current crisis several Member States have started to address late payment as an issue at national level. Based on a commitment in the SBA (Small Business Act) in April 2009, the Commission suggested a new policy approach to tackle the situation on late payments and proposed substantial changes to the late payment directive of 2000. http://ec.europa.eu/enterprise/regulation/late_payments/index.htm

⁵ Focused on MSMEs, see ILO, Sustainable Enterprise Programme, Micro, Small and Medium-sized Enterprises and the Global Economic Crisis – Impacts and Policy Responses, 2009 available on the website: <http://www.ilo.org/publns>

THE CURRENT CONTEXT: GENDER EQUALITY AND COMPETITIVENESS

2.2.

Trends in gender segregation in the labour market and the gender perspective of the crisis.

At a first glance, the crisis seems to have impacted more heavily on men than on women, mainly because the most heavily-affected sectors (for example construction and car manufacturing) employ many more men than women. Indeed an unprecedented result is that the overall male unemployment rate is edging ahead of the female rate. But the pattern varies from country to country, and the impact on women is also serious, for the service-oriented industries in which they are concentrated have by no means been spared the effects of the crisis, and job vacancies in service occupations have been falling⁶.

Furthermore, women are over-represented in part-time work and in jobs characterised by low skills, low pay and flexible working hours, and the pressures from the downturn in these areas may well bring about an increase in women's poverty levels as well as deterioration in women's work-related social "safety nets"⁷.

The above mentioned tendency for the media to focus on large firms is also skewing the publicity given to the impact of the credit crunch on men and women respectively, for many of the larger sectors in the limelight tend to be male-dominated, while the more female-dominated retail and service sectors have received much less coverage despite the heavy impact on them.

2.3.

The EU response to the crisis: policy instruments to support SMEs; the Small Business Act and other European initiatives.

In June 2008 the European Commission adopted the Small Business Act (SBA) for Europe, which reflects the Commission's political will to recognise the central role of SMEs in the EU economy. SBA is a set of ten principles aimed at guiding conception and implementation of policies at EU and national levels. Those principles play a key role in EU assistance to SMEs affected by the downturn. The aims are to improve an overall approach to entrepreneurship, anchor the "Think Small First" principle in policy-making, and promote growth of SMEs. The SBA also recalls the importance of women as engines of growth and recovery, and promotes women's entrepreneurship development.

As part of the EU response to the crisis, the Spring European Council and the Employment Summit held in Prague in May 2009 defined three key priorities: maintaining employment, creating jobs and promoting mobility. On that foundation the Commission proposed on 3 June 'A Shared Commitment for Employment' to boost cooperation on these priorities

⁶ Adapted from the analysis presented in March 2009 to the European Council and the G20 on recovery measures and the reform of the financial architecture by a selected group of prominent women economists and social scientists in Europe, who met in Brussels under the auspices of the European Platform of Women Scientists (www.epws.org) to analyse the current crisis with a gender perspective.

⁷ The European Women Lobby, Women and the economic crisis – an opportunity to assert another vision of the world, 2009 Editorial
http://www.womenlobby.org/site/1actions.asp?DocID=2514&v1ID=&RevID=&namePage=&pageParent=&ocID_sousmenu=

THE CURRENT CONTEXT: GENDER EQUALITY AND COMPETITIVENESS

between the EU and the Member States, and between European social partners. Measures envisaged include €19 billion of planned funding to help people stay in work or move to new jobs, by upgrading skills, encouraging entrepreneurship, and improving public employment services under the European Social Fund⁸. There was also a commitment to provide at least 5 million apprenticeships across the EU for young people facing unemployment; and an agenda with targets has been set for providing the young unemployed with opportunities for training or work⁹.

On 2 July the EU Commission proposed a new micro-finance facility. It is tailored to micro-enterprises employing fewer than 10 people (covering 91% of all European businesses), and unemployed or inactive people who seek self-employment but lack access to traditional banking services. Workers who have lost their jobs or are at risk, and are aiming to establish their own businesses, will have better access to funds and benefit from additional support such as mentoring and training. Disadvantaged people, including the young, who wish to start or further develop their own small businesses, will also benefit from guarantees and assistance in preparing business plans¹⁰.

A USEFUL EUROPEAN POLICY FOR SMES

Small Business Act

Principles and measures to make life easier for European SMEs

http://ec.europa.eu/enterprise/entrepreneurship/sba_en.htm

On-line tool for SME funding

This tool aims to present the main European funding programmes available to small and medium-sized enterprises (SMEs) and contains brief information as well as the main web sites for each programme.

http://ec.europa.eu/enterprise/sme/funding_en.htm

EU finance for SMEs

To help SMEs to apply for finance supported by the EU

<http://www.access2finance.eu/>

Enterprise Europe Network

Business support and specialized advice portal. SME National Contact Points in the Member States

http://www.enterprise-europe-network.ec.europa.eu/index_en.htm

⁸ http://ec.europa.eu/employment_social/esf/news/news/article_7362_en.htm

⁹ <http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=514>

¹⁰ <http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=547&furtherNews=yes>
According to statistics, 99% of start-ups in Europe are micro or small enterprises and one third of these are launched by people who are unemployed.

THE CURRENT CONTEXT:
GENDER EQUALITY AND COMPETITIVENESS

2.4.

Gender perspective of the initiatives: promotion of positive action in the labour market (with particular focus on SMEs) to support employment and competitiveness.

Women are traditionally affected by crises given their preponderance in vulnerable jobs, their lack of adequate social protection, and their generally very limited control over economic and financial resources. It follows that the policy response to the crisis must be sufficiently gender-sensitive to ensure that whatever palliative measures are taken in employment creation and investment in social infrastructure benefit women at least as much as men¹¹.

The 2009 European Report on Equality between Women and Men recalls that, however much the slowdown has changed the context, it is important to continue to strengthen gender policies so as not to risk undoing the painstaking progress made during decades of shared effort which have improved the situation and rights of women and thereby helped underpin economic and social development. That is not to overstate the extent of that progress, for the crisis is helping uncover the full extent of inequalities between women and men that already existed but were less obvious during periods of economic prosperity. And although national and European recovery plans underline the value of social models, they remain gender-neutral. Therefore the gender effects of recovery measures need to be closely monitored to ensure that the benefits of recent progress are not jeopardised, and that both women's and men's aspirations and needs are adequately addressed^{12, 13}.

To the same end investment in provision of public services and human development should be a priority in alleviating the burden of the crisis on the most affected parts of the population and preparing the ground for a better future. In particular the effects of tax cuts on social services, health and education need to be scrutinised for their effects on women and children, as women's poverty is particularly costly for the wellbeing of children and demographic development.

The contribution of gender knowledge to a comprehensive understanding of, and appropriate measures for tackling the crisis can also inform responses to future crises (care, food, climate, energy) and promote economic restoration in a gender-balanced and overall sustainable manner.

Social partners, business representative organisations, women - who often occupy HR managerial positions - and women's organisations all have a vital role to play in this process alongside micro-enterprises and SMEs. It is a unique opportunity not to be missed.

¹¹ Statement by Mr. Sha Zukang, Under-Secretary-General for Economic and Social Affairs to the fifty-third session of the Commission on the Status of Women New York, 2 March 2009

¹² The European Women Lobby, Women and the economic crisis – an opportunity to assert another vision of the world, 2009
http://www.womenlobby.org/site/1actions.asp?DocID=2514&v1ID=&RevID=&namePage=&pageParent=&DocID_sousmenu=

¹³ Mark Smith, Gender Equality and recession – analysis note, Grenoble Ecole de Management - EGGE (European Commission's Network of Experts on Employment and Gender Equality Issues), May 2009
<http://ec.europa.eu/social/main.jsp?catId=748&langId=en&furtherPubs=yes> p. 2

SECTION THREE

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY

How to attract, retain and promote talent in your business

3.1.

Overview - The HR Iris with a gender perspective

This Toolkit is designed to help you review your own practices and maybe identify measures that will help avoid wasting the talents of your current or future staff.

For every business there is a natural life cycle of HR management. The starting point is **recruitment**, followed by **retention** and ending with **release**. Under these headings there are sub-sections that address key aspects of the employer-employee relationship.

For example, under **recruitment** there is also *induction* of new employees and *orientation* of employees who have transferred to new responsibilities. Securing the right person for the job and your business is important.

The measures required to **retain** good people generally fall into four sub-sections:

- *performance management;*
- *pay and conditions;*
- *work and family/private life reconciliation;*
- *training and career development.*

People **leave** for all kinds of personal reasons - retirement, health, return to study - or for organisational reasons such as downsizing, redundancy, underperformance, or misconduct. When they leave, do you find out why? Even if it was unwelcome, did they perceive that you did your best for them?

We describe these cycles as the Iris. At the centre we place Gender Equality. In this document we place over the employer-employee life cycle a **gender lens** through which to examine all activities.

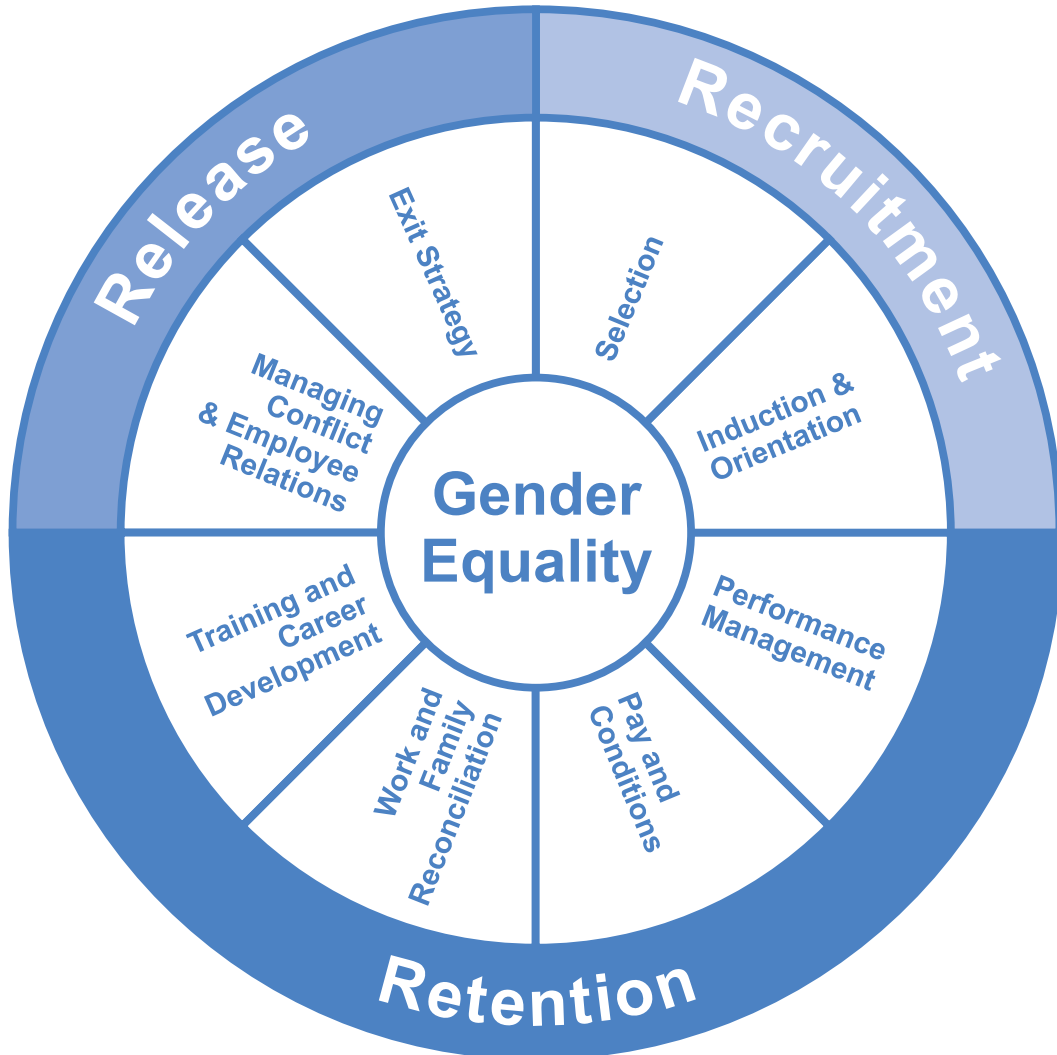
“Gender stereotypes are generalisations on what is expected of men and women in a specific social context. They are over-simplified ideas of the differences between women and men, their skills, psychological attitudes, ambitions and behaviour. Judgments based on these generalisations may initially appear to help save time and energy. In reality, they fail to capture the richness of individuals’ traits and abilities. The EU has identified the persistence of gender stereotypes as a root cause of gender imbalances and of labour market inefficiencies”¹⁴.

¹⁴ From “Break gender stereotypes, give talent a chance - Toolkit for SME Advisors and Human Resource Managers”, European Commission, 2008 (page 17) – <http://www.businessandgender.eu>

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

We invite you to think about your business and your relationships with your employees in a gender perspective: if you examine the range of activities you undertake, are you confident that you are recruiting and retaining the best people? Or will you discover outdated practices and attitudes which impede spotting and retention of talent?

The HR Iris



**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

3.2. How the Toolkit works

The HR Iris forms the structure for Section Three of the Toolkit. There are three main foci:

- Recruitment
- Retention
- Release

Within each section there are several sub-sections, namely:

Sections	Recruitment	Retention	Release
Sub-Sections	Selection Induction & Orientation	Performance Management Pay & Conditions Work & Family/Private life Reconciliation Training & Career Development	Managing Conflict & Employee Relations Exit Strategy

First

Read the three sections and corresponding sub-sections, and then, to help you understand their scope:

- Think about the “questions for your business”
- Ensure you understand the key concepts

Next

For each sub-section:

- a) Read the case study
- b) Do the practical exercises, keeping in mind the “tips for follow-up”
- c) Familiarise yourself with the proposed tools or samples
- d) Analyse the good/bad practices

Then

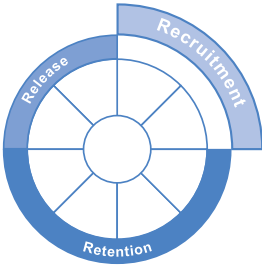
Use the table for implementation of a Gender Equality Action Plan in SMEs (see point 3.3) to help you identify, in the light of the sub-sections, what you do already and what is needed within your enterprise:

- What can be developed from its current position?
- What is missing and what needs to be introduced?

Other tools

Draw on the case studies, practical exercises, good/bad practices, tools and so forth to help you (i) explore how gender stereotypes can be broken so as to benefit your business and (ii) implement a Gender Equality Action Plan in your SME!

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1. RECRUITMENT

Questions for your business

- Is your company prepared to recruit on merit?
- Are women represented in your management structure?
- When your company recruits a new employee, do you assure him/her the same induction procedure (“non-biased” staff regulations, rights, working conditions, etc.) regardless of gender?
- When an employee changes her/his role within the company, do you give her/him the same guidance on the new assignment?

Some key concepts

Recruitment/Selection is the process of selecting qualified people for a job. Sometimes managers or administrators can undertake the necessary procedures. In other cases recourse is made to external professional recruiters or recruitment agencies. The stages of recruitment can include sourcing, advertising, screening, selecting, tests, or interviews.

Induction and Orientation consist of introducing and acclimatising staff to an organisation and its working environment. It covers employer and employee rights and terms and conditions of employment. An induction programme should cover any legal and compliance requirements for the post(s) and information on health and safety, and enable new starters to integrate rapidly and effectively into their teams. Orientation relates to internal staff movements and enables those concerned to grasp their new role and the available support.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

A gender perspective

Recruiting and selecting the right person (woman or man) for the job: a structured approach helps avoid costs resulting from: i) hiring the wrong person, excessive investment in training, prolonged low productivity, possible dismissal and a new recruitment process; ii) accidentally applying discriminatory recruitment practices, contravening equality legislation and risking litigation¹⁵. A structured gender-sensitive procedure facilitates equal opportunities for women and men candidates while respecting anti-discrimination legislation (employers should take into account the EU Employment Equality Directive n. 2000/78/EC of 27 November 2000 - Official Journal L 303, 02/12/2000 P. 0016 - 0022¹⁶ inspired by ILO Convention n. 111, 1958 concerning Discrimination in respect of Employment and Occupation¹⁷) and helps companies avoid the above-mentioned costs.

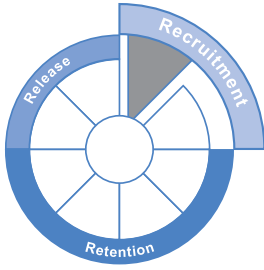
Equal treatment between sexes during induction and orientation: an internal enterprise policy can guarantee new male and female employees implementation of appropriate introduction paths and equal access to information on rights, working conditions, and orientation modalities attendant on internal transfer. Induction is also the moment to ensure that the shared organisational values – such as respect of equal opportunity and individual talent - are clearly communicated to new staff and reinforced among existing employees.

¹⁵ For more insights on the subject, see “*Break gender stereotypes, give talent a chance - Toolkit for SME Advisors and Human Resource Managers*”, European Commission, 2008 (pages 43-46) – <http://www.businessandgender.eu>

¹⁶ For more information <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0078:en:HTML>

¹⁷ For more information http://www.ilo.org/declaration/info/factsheets/lang—en/docName—WCMS_DECL_FS_85_EN/index.htm

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.1. Recruitment SELECTION

a) Case study: *The job advertising*

Learn from the mistakes of others when recruiting and selecting

VACANCY: Senior Clinical Research Associate

A private research Institute seeks a Senior Clinical Research Associate with an excellent reputation. Working for large and mid-sized pharmaceutical companies, the Institute operates in a matrix structure allowing exposure to all levels of the business. It has a strong pipeline and high-level expertise. The role will ideally suit a strong Senior Clinical Research Associate with at least three years' experience and the ability to work confidently with limited supervision and interact at all levels.

You will conduct your own trials and manage your own site relationships. There will be support from a team leader but you will also be given an opportunity to coach and mentor new staff as you develop. Your responsibility will include budget and timeline accountability and responsibility for all key milestones.

Skills and experience

- Degree or equivalent experience from a life science or medical background with three years' experience as a
- Clinical Research Associate
- Project management skills including budgets, time lines and responsibility for total delivery
- Excellent written and verbal skills
- Excellent leadership potential
- Motivation and innovatory skills

Benefits

- Opportunity to join large pharmaceutical companies and be part of a close-knit clinical research team
- Working on cutting-edge products within specific therapeutic areas
- Exposure to all organisational levels
- Additional projects to hone technical and project-based competences
- Excellent site facilities including on-site canteen, parking and solid benefit structure
- A permanent role working direct for the client with a competitive salary

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

The facts

The Selection Process

The Institute received curricula and motivation letters for the position from four women and 16 men. Twelve met the requirements: eight men and all four women. The HR manager conducted initial telephone interviews with just four, all men, of whom he called two for a personal interview.

Finally Mr Bryne started work as the new Senior Clinical Research Associate. He used to be a colleague of Ms Stepton who had also applied for the position, listing many impressive qualified references. They had parallel careers, equivalent degrees, and similar experience. Ms Stepton wrote to the Institute asking why she had not been contacted. No-one replied.

Points to consider/discuss

Group discussion

Looking at the job description:

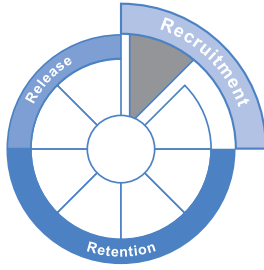
- Is it explained in a gender-sensitive way?
- Are the skills and attitudes required clear and understandable?
- Are there elements that can be ascribed to one or other sex?

Looking at the selection process:

- Who made decisions?
- What were the selection criteria? How many different tools (e.g.: curricula analyses, interviews, reference checks etc.) were used?
- Why were women not called?

List what's wrong

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.1. Recruitment SELECTION

b) Tips for follow-up

A good job advertising example

VACANCY: Senior Clinical Research Associate

Job profile (summary)

Suitable candidates must have experience in clinical research in the pharmaceutical field and managerial and relationship capabilities.

The employer

The private research Institute works for large and mid-sized pharmaceutical companies and operates in a matrix structure allowing exposure to all levels of the business. It has a strong pipeline and high-level expertise. The institute offers an exciting work environment with flexible work organisation and high levels of individual responsibility. As a learning and knowledge sharing organisation, the Institute promotes and offers excellent opportunities for the continued professional development of its staff. Family-friendly arrangements are in place.

Key accountabilities

Reporting to the Head of assigned department, the successful candidate will be responsible for:

- Conducting his/her own trials and manage his/her own site relationships
- There will be support from a team leader but he/she will also be given an opportunity to coach and mentor new staff as he/she develops
- His/her responsibility will include budget and timeline accountability and responsibility for all key milestones

Selection criteria

- Degree or equivalent experience from a life science or medical background
- At least three years' experience as a Clinical Research Associate

Required competencies:

- Project management skills including budgets, time lines and responsibility for total delivery
- Excellent written and verbal skills
- Excellent leadership potential
- Motivation and innovatory skills
- Ability to work confidently with limited supervision and interact at all levels

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

Benefits

- Opportunity to join large pharmaceutical companies and be part of a close-knit clinical research team
- Working on cutting-edge products within specific therapeutic areas
- Exposure to all organisational levels
- Additional projects to hone technical and project-based competences
- A permanent role working direct for the client with a competitive salary
- Excellent site facilities including on-site canteen, kindergarten, parking and solid benefit structure

Eligibility criteria

To be considered eligible, applicants must satisfy the following requirements:

- Enjoy full rights as a citizen
- Have fulfilled any obligations imposed by law concerning military service
- Have a level of education which corresponds to completed university studies of at least four years attested by a diploma, followed by at least ten years of appropriate professional experience

Prior to contract signature, the successful candidate will be asked to provide original or certified copies of all relevant documents proving his/her eligibility, including an extract from his/her national police file.

The Institute is an equal opportunities employer and encourages all qualified candidates to apply.

“Processing” the selection with a gender perspective

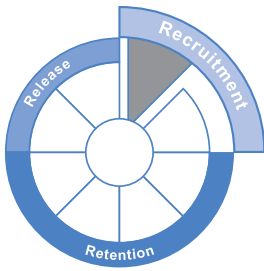
Hiring the right persons (women/men) is key to achieving success in business, mistakes can be very expensive!

The following are some of the most common hiring mistakes:

1. relying only on interviews; unconscious assumptions (gender stereotypes) can strongly influence your analysis;
2. using known successful people (including yourself) as models, as gender may then be influential;
3. using too many or unverifiable evaluation factors;
4. evaluating “personality” instead of competences: again, unconscious gender stereotypes are influential;
5. by-passing reference checks.

The recruitment process has legal implications. Defining a recruitment procedure requires a well-defined gender-sensitive procedure from profile definition to final interview, with decisions made on shared, transparent, non-discriminatory criteria.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.1. Recruitment SELECTION

c) Managerial tools

How can one ensure that professional skills, and not gender, determine who gets the job?

The “do & don’t” checklist

1. Set up a structured, transparent process free from gender bias

Many people are recruited via informal networks, contacts and recommendations, or through someone being asked to apply. *A structured approach helps companies select the best person for the job on merit, and enables the decision-maker to explain his/her choice clearly*¹⁸.

- Avoid using informal networks, which tend to inflate the proportion of one sex among those employed.
- Demonstrate gender-fair, transparent and structured processes, checked throughout for quality and fairness.
- Ensure that all involved are sufficiently familiar with gender issues and anti-discrimination legislation and their respect the company hiring procedure.

2. Write an objective job requirement profile, free from gender bias

Prejudices and preconceptions about gender are often evident when job requirement profiles are compiled. Work descriptions must be based on current or future requirements, not routinely copied from past practice.

- Compile a clearly thought-out description of the requirements, avoiding gender stereotypes and prioritising talent.
- Avoid characteristics ascribable to one sex. The profile should avoid words stereotypically associated with male or female behaviour.
- If you alone are responsible for recruitment, consult someone - possibly from the opposite sex - who can help with the job profile and ask critical questions.
- Avoid unnecessary or unmotivated demands that directly or indirectly discriminate against one sex (for example, specifying a young age may exclude women seeking a new job after childbearing).
- Think about language, advertisement design and the message pictures convey. The job description should avoid discriminatory elements (e.g. pictures featuring only men or women).

¹⁸ From “*Break gender stereotypes, give talent a chance - Toolkit for SME Advisors and Human Resource Managers*”, European Commission, 2008 (page 44) – <http://www.businessandgender.eu>

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

3. Define a gender- balanced selection panel

- Choose a recruiting group comprising both men and women, to ensure that applicants' skills are genuinely evaluated on the basis of the job profile.
- Involve women and men from different teams that will interact with the new employee to help facilitate induction and create a good environment.
- Ensure that those involved are sufficiently familiar with gender issues and anti-discrimination legislation.

4. Ensure interviews are free from gender prejudices

The selection process starts when candidates make contact to find out more about the job.

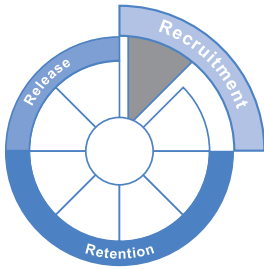
- Ensure both sexes are treated equally and that no irrelevant questions are asked.
- Prejudice shows up in our communication with others. To help recruiters become more self-aware, have them tape and analyse their interviews, preferably together with another interviewer, possibly from the opposite sex. Are the questions neutral and free from personal views or prejudices?
- Use both female and male interviewers.
- Ask both men and women to come for interview, and ask them same questions.
- Questions about sex, religion, family life, age and illness are admissible as evidence should a dispute arise.

5. Equal gender treatment during assessment and selection

During the first screening application documents should conceal name, gender, age or other information irrelevant to the post. Non-job-related perspectives affect judgement more than realised.

- Be critical of your own ability to judge applicants.
- If tests and other selection instruments are used, check how they were produced and in what context, the norms on which they are based, and how far they reflect the experience and skills of both sexes. Are any documented results gender-specific? If in doubt, use more than one method to test candidates' suitability.
- Are men's and women's home and family responsibilities treated alike? Remember that it is illegal to eliminate female applicants because of pregnancy or parenthood; employers who do this risk litigation.
- When taking references, remember to ask the same questions to women and men. An equal number of women and men is a good model for the final selection.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.1. Recruitment SELECTION

d) Good practices

Taxi Nurx Ltd - LATVIA¹⁹

This example shows how recruitment policies without gender bias can improve company productivity

Latvian businessman Normunds Nurks saw an opportunity for establishing a female taxi drivers business in the male-dominated taxi industry of Latvia. Currently he is the Director and co-owner of “Lady Taxi” a medium-sized enterprise operating since 2006 with 64 female taxi drivers. While the first year was hard because of stereotyping (“women do not drive well; the job is inappropriate for a woman, etc.), the regular increase in client numbers tells its own story; the enterprise receives expressions of appreciation from clients and its services have gained a good reputation even in neighbouring countries. The enterprise implements an in-company quality system: all employees must pass special tests before starting work. The fact that a taxi driver is a woman impacts positively on enterprise productivity (clients prefer women drivers), and the company has proved that in this business women are as competitive as men.

Trade company operating in construction sector – ESTONIA²⁰

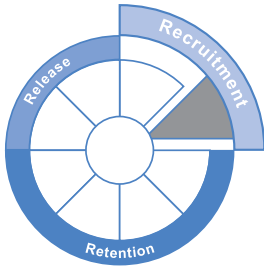
This example shows how to give priority to talent, breaking gender stereotypes in staff recruitment

A worldwide trade company specialised in the sale of fixing and assembling materials sought to increase employment opportunities for women. This Estonian firm employs over 150 people and has nearly 20 shops across the country. The main problem it faced was strong horizontal segregation with almost no women in the workforce, reflecting a traditionally male-dominated environment. In 2003 the firm decided to start hiring female sales representatives who by 2007 represented over 20% of the sales force. The results of this change were that, despite initial client reticence, the competence of female sales representatives was soon acknowledged. The assumption that construction sector customers distrust female sales representatives was challenged, and now more and more customers are happy to be assisted by women. Thanks to these results, area managers are now asking the human resources department to hire at least one female sales representative for every shop.

¹⁹ From “Review of national situation for the purpose of the workshop in Latvia”, 2009 (page 14) - <http://www.businessandgender.eu>

²⁰ From “Review of national situation for the purpose of the workshop in Estonia”, 2008 (page 10) - <http://www.businessandgender.eu>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.2. Recruitment INDUCTION & ORIENTATION

a) Case study: *Enterprise values*

Scenario

Your enterprise has undergone a period of growth and you now recognise the need to create clear systems and processes. In the past you were small enough for anyone to find themselves undertaking any combination of tasks. It was easy to communicate ideas as everyone worked side by side.

Now that the enterprise is growing you need to be clearer about both what people do and how they do it. It is difficult to convene everyone or for all to see how you run the enterprise. Now you must rely on creating a new management structure and ensuring good induction of new staff and orientation of newly-promoted staff.

You have summarised your beliefs with the following words:

- Growth
- Excellence
- Nurturing
- Dedication
- Equality
- Respect

To explain what these words mean you have decided to design a new induction and orientation process that explains not just what is done but also *how*; that is, inducting people into the organisation's culture.

Task one

Complete the following table with examples of what the six words could mean in your enterprise and how you would communicate their meaning. Note that the initial letters of the six words form the mnemonic GENDER; the second part of the task is to create an example of each that relates explicitly to gender equality.

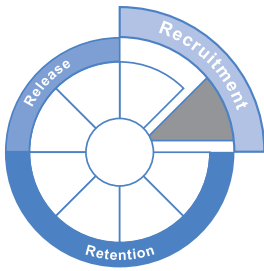
Task two

Design an induction process such that when new people join your enterprise their induction covers not only what they and their colleagues do but also what the enterprise is committed to achieving.

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

Values	Explanation and examples	
	Example in your enterprise	Example relating to gender equality
Growth		
Excellence		
Nurturing		
Dedication		
Equality		
Respect		

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.2. Recruitment INDUCTION & ORIENTATION

b) Tips for follow-up

- **Be aware of your organisational culture** – Management thinker and social anthropologist *Ed Schien*²¹ expressed organisation culture as existing at **three levels**:
 - first, the **observable** level – artefacts that can be seen in the enterprise including posters, art work, signs, room layout, how far work space is personalised, and so on;
 - second, the **values** level in terms of the organisation’s espoused beliefs, usually conveyed through written policies and procedures either displayed on official notice boards or distributed to members of staff;
 - third, the level of “**taken for granted**” – implicit beliefs that are agreed but probably never explicitly discussed (e.g. dress code). For many members it becomes difficult, after a relatively short period, to recognise these beliefs and staff may even forget what they are until someone transgresses one. New members will not immediately share these common assumptions and so can help us recognise our implicit adopted values.

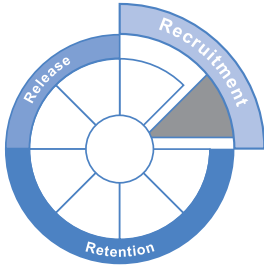
- **Share your values** – When preparing induction and orientation courses most enterprises only focus on the immediate work area, colleagues and key procedures and processes. Increasingly enterprises recognise the need to share their *values*, so as to help newcomers understand what is and is not acceptable.

Gender equality is such a value and to break existing stereotypes must be made explicit. For larger enterprises this can be captured in codes of conduct but for small enterprises the ability to articulate clearly and demonstrate their beliefs through appropriate measures should suffice.

- **Inform people** – Help people get it right first time by being explicit about your beliefs, especially regarding gender equality. It could happen that newcomers have different expectations so early conversations should obviate potential conflict. One helpful technique for informing new staff on enterprise policies and procedures is **mentoring**, which helps ensure that they understand and comply with core values and practices from the moment they start. Good communication between management and employees ensures that the enterprise “code of conduct” is familiar to all staff (new and old), and aids management of internal conflicts (see also 3.2.3.1 Managing Conflict & Employee Relations).

²¹ For more information http://www.valuebasedmanagement.net/methods_schein_three_levels_culture.html

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.2. Recruitment INDUCTION & ORIENTATION

c) Managerial tools

An **“Equal Opportunities Policy”** is a statement adopted by an employing organisation declaring intent not to discriminate and, further, to promote equality. Many organisations make public claims to be an **“equal opportunities employer”**, which suggests the existence of an internal policy. Such employers are in effect promising to avoid discrimination on grounds of **sex** or marital status, and may also make similar commitments to disabled people and ethnic minorities, and to avoidance of discrimination on grounds of parental status, age, sexual orientation or religious and political beliefs.

In many cases this pledge to be an equal opportunities employer may go no further than an attempt to avoid unlawful discrimination and is a public declaration. For example, in recruitment advertisements some employers may highlight positive measures from their equal opportunities policies.

The policy should specify action to be taken in the event of a breach of the policy by the organisation or an employee.

Finally, it is useful to allocate responsibility for overseeing implementation and monitoring of the policy to a named member of management, and for him/her to liaise with recognised trade unions in fulfilling this responsibility.²²

Sample of an “Equal Opportunities Policy” in an enterprise²³

Equal Employment Opportunity
Policy Number ____

APPROVED BY:
EFFECTIVE DATE:
LAST REVISION:

Purpose: To state the commitment of the system to Equal Employment Opportunity.

Policy:

- 1) The XYZ Company is proud to be an equal opportunity employer. No person is unlawfully excluded from consideration for employment on grounds of sex, race, colour, religious creed, national origin, ancestry, age, veteran status, marital status or physical challenges.
- 2) The policy applies not only to recruitment and hiring practices, but also includes affirmative action in the areas of placement, promotion, transfer, remuneration and termination.

²² From <http://www.eurofound.europa.eu/emire/IRELAND/EQUALOPPORTUNITIESPOLICYEOP-IR.htm>

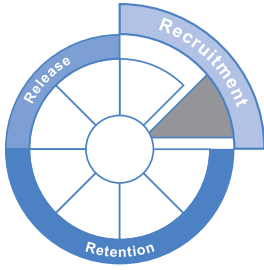
²³ From http://www.elinfonet.com/blog/index/wiki/Sample_EEO_Policy/

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

- 3) Executive, management and supervisory level staff are responsible for furthering implementation of this policy and ensuring conformity by subordinates.
- 4) Any XYZ Company employee who engages in discrimination will be subject to suspension or termination.
- 5) Any supervisory or managerial employee who knows of such behaviour and fails to take immediate and appropriate corrective action will also be subject to disciplinary action.
- 6) Any individual who is the target of discrimination is encouraged to discuss the matter with the Departmental Director or, if it is felt that this would be unproductive, the Manager/Human Resources Department.
- 7) A member of the Human Resource staff (or an uninvolved staff member) will be designated to investigate the claim.
- 8) The accused individual may be suspended pending the outcome of the investigation.
- 9) Retaliation against claimants will not be tolerated.

Furthermore we will not tolerate any form of discrimination or harassment of our employees by co-workers, supervisors, customers or vendors. This commitment covers policies on recruitment, advertising, hiring, placement, promotion, training, transfer, wages, benefits, termination and all other privileges, terms and conditions of employment.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.1.2. Recruitment INDUCTION & ORIENTATION

d) Good practices

The examples below show how enterprises implement and disseminate internal policies and practice to ensure equal employment opportunities for all their staff.

VicHealth – AUSTRALIA ²⁴

The approximately 45 full-time employees of the Victorian Health Promotion Foundation (VicHealth) work in partnership with organisations, communities and individuals to promote good health.

Working on behalf of the Minister for Health, VicHealth acts ethically, prudently, and within the law. It is committed to applying all company policies, practices and procedures for a workplace free of discrimination (all employees enjoy equal access to opportunities within the organisation. The basis of employment decisions is individual merit) and harassment.

It is also committed to providing a safe, pleasant working environment and encouraging good working relationships between employees.

- VicHealth is committed to achieving the following Equal Employment Opportunity (EEO) objectives:
- ensuring all employees are treated fairly
- fully utilising and developing the potential of every employee
- keeping all policies and procedures consistent with EEO principles
- increasing employee morale and motivation by raising staff confidence in the fairness of our human resource practices and access to employment opportunities
- ensuring achievement of our objectives through our EEO programme which includes training of staff on EEO and related issues.

Dundee College – SCOTLAND (UK) ²⁵

As one of Scotland's leading colleges, Dundee College provides study and training programmes in accounting, arts, communication, dance, and other areas.

It is committed to a comprehensive policy of equal opportunities for its staff, students and service providers, aiming to ensure that all are treated equally regardless of age, disability, family responsibility, marital status, ethnicity, nationality, creed, gender, sexual orientation, trade union activity, or unrelated criminal convictions.

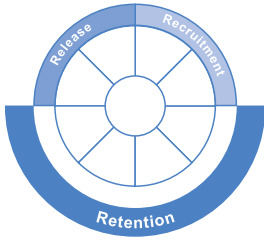
Both as a learning environment and as an employer the College strives to make the organisation completely inclusive such that all, irrespective of gender, can participate fully as equal citizens. They have undertaken to adhere to the relevant national legislation: the Equality Act 2006.

Staff, students and service providers are promptly informed about the College's policies.

²⁴ For more information: <http://www.vichealth.vic.gov.au/en/About-VicHealth/Jobs-at-VicHealth/Equal-Employment-Opportunity-Policy.aspx>

²⁵ For more information http://www.dundeecollege.ac.uk/?equal_opportunities.xml

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2. RETENTION

Questions for your business

Do you:

- assess staff progress in your company in a gender-neutral way?
- think that the men and women employed in your company have the same predetermined goals?
- provide equal pay for work of equal value?
- offer equal working conditions and treatment to your employees?
- give both men and women access to training and development opportunities?
- provide the same training and development opportunities for both sexes? Are there limitations on promotion and career progression for women or men?
- make the best of each employee's potential?

Some key concepts

“Retention” covers four different sub-sections of human resource management:

Performance Management: assessing progress towards predetermined business goals, and aligning employee activity with them. There exist mechanisms such as business planning, appraisal and incentive schemes. It involves:

- setting and agreeing targets
- adding relevant communication strategies
- monitoring and reviewing progress towards the goals
- creating an environment that enables employees to contribute to achieving the goals.

Pay & Conditions: focusing on employment contract. Essential factors are:

- level and nature of payment
- work placement
- pension schemes
- notice periods in the event of dismissal
- holiday pay and rights.

Usually there is a legal requirement for these factors set out in a written contract. It can cover associated matters such as compensation arrangements and special benefits.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

“Work and Family/Private Life Reconciliation: among proactive measures and policies designed to ensure the best working conditions for all employees, reconciliation measures may be available to address persistent conflict for workers with family responsibilities.

Training and Career Development activities focus on how to improve enterprise performance by helping employees acquire the skills, knowledge and attitudes required of a competitive workforce²⁶. Training normally aims to improve performance in specific jobs through skills enhancement, especially when technological changes create the need for new skills, or when an employee is recruited, transferred or promoted. Career development refers to activities aimed at preparing the workforce for future roles.

A gender perspective

Equal management of staff performance: performance management in an enterprise should be identical for men and women alike (EU/ILO principle of non-discrimination between sexes)²⁷, take into account differing needs and characteristics, and prevent internal conflicts. Standards and targets should be set in agreement with staff. Mechanisms for assessment of staff performance and progress should be established, free of prejudice and gender stereotypes. In-house information exchange and communication between staff should be encouraged to ensure feedback.

Equal pay and conditions: in the EU women earn on average 17,4% less than men²⁸. “Pay differentials remain one of the most persistent forms of inequality between women and men (...). Policies to eliminate sex-based discrimination in remuneration need to deal not only with labour market inequalities, but also with perceptions of the role of women, their participation in social dialogue and the difficulty of balancing work and family responsibilities”²⁹. Wage inequalities have many causes, such as women being concentrated in lower status or part-time jobs, their weaker bargaining capacity, or non-objective job evaluation and wage determination systems. International standards, ratified by States, promote equal remuneration for work of equal value³⁰ (see also Toolkit 2008 – Chapters 3 and 4). Job value should be defined through analysis of the tasks involved and competences required, and evaluated using objective, non-discriminatory, non-stereotyped criteria. SMEs can help close this gap by using equal methods to set pay and conditions for female and male workers.

²⁶ Rogovsky, N., Tolentino, A. et al. Sustainable enterprise promotion through good workplace practices and human resources management, International Training Centre of the ILO, 2007, p. 136.

²⁷ EU Employment Equality Directive n. 2000/78/EC of 27 November 2000 - Official Journal L 303, 02/12/2000 P. 0016 – 0022 inspired by ILO Convention n. 111, 1958 concerning Discrimination in respect of Employment and Occupation. “Gender equality refers to equal rights, responsibilities and opportunities that all persons should enjoy, regardless of whether one is born male or female. Given that women are usually in a disadvantaged position in the workplace compared to men, promotion of gender equality implies explicit attention to women’s needs and perspectives. At the same time, there are also significant negative effects of unequal power relations and expectations on men and boys due to stereotyping about what it means to be a male”
(<http://www.ilo.org/global/Themes/Ecosocdev/Genderanddevelopment/lang-en/index.htm>)

²⁸ For more information on the gender pay gap in the EU:
<http://ec.europa.eu/social/main.jsp?catId=681&langId=en>

²⁹ ILO Report “Gender Equality at the Heart of Decent Work” – page 119

³⁰ ILO Convention on Equal Remuneration No. 100 (1951) <http://www.ilo.org/ilolex/cgi-lex/convde.pl?C100>

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

Work & family/private life reconciliation: a good working environment should be assured for all. Many specific aspects of job quality – including working hours, job satisfaction, work-life compatibility and work-related health outcomes – should be promoted and guaranteed equally to both women and men. The EU promotes measures for improving reconciliation of family and professional life³¹, this is also in line with the provisions of ILO Convention No. 156 and ILO Recommendation No. 165³². Family-friendly arrangements are not only for women, they encourage men to contribute more to family life.

Equal opportunities for training and career development: ILO Recommendation No. 195 (2004) on human resource development³³ states that “education, training and lifelong learning contribute significantly to promoting the interests of individuals, enterprises, the economy and society as a whole (...). Realisation of lifelong learning should be based on explicit commitment: (...) by enterprises in training their employees; and by individuals in developing their competencies and careers (...). Member countries should promote equal opportunities for women and men in education, training and lifelong learning. (...)”.

Enterprises have the important role of creating growth and “decent jobs”.³⁴ They should “assure and facilitate, throughout an individual's life, participation in, and access to vocational and career information and guidance (...)” without sex discrimination.

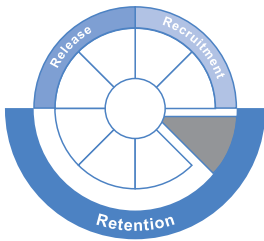
³¹ The COM(2008) 635 final – 3.10.2008 on “A better work-life balance: stronger support for reconciling professional, private and family life” provides a good description of the EU actions on the subject <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0635:FIN:EN:DOC>

³² For more information <http://www.ilo.org/public/english/protection/condtrav/family/reconcilwf/standards.htm>

³³ For more information <http://www.ilo.org/ilolex/cgi-lex/convde.pl?R195#Link>

³⁴ For more information on the ILO concept of “Decent work” http://www.ilo.org/global/About_the_ILO/Mainpillars/WhatisDecentWork/lang-en/index.htm

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.1 Retention PERFORMANCE MANAGEMENT

a) Case study: *The Driver*

The background

You are a new manager in a section employing several drivers. Jane is the only woman driver. She has worked in the team for 2½ years. She seems to have a poor reputation. Your manager has said that you need to watch her, that her driving is poor and her vehicle dirty.

The Situation

Following this warning you note that Jane takes odd days off ill. You also quickly sense that her colleagues seem to dislike her. They joke about the state of her vehicle and her driving skills, although there has never been any report of a driving incident involving her. One team member approaches you and says you should sort her out and be less soft on her than your predecessor.

Questions to keep in mind



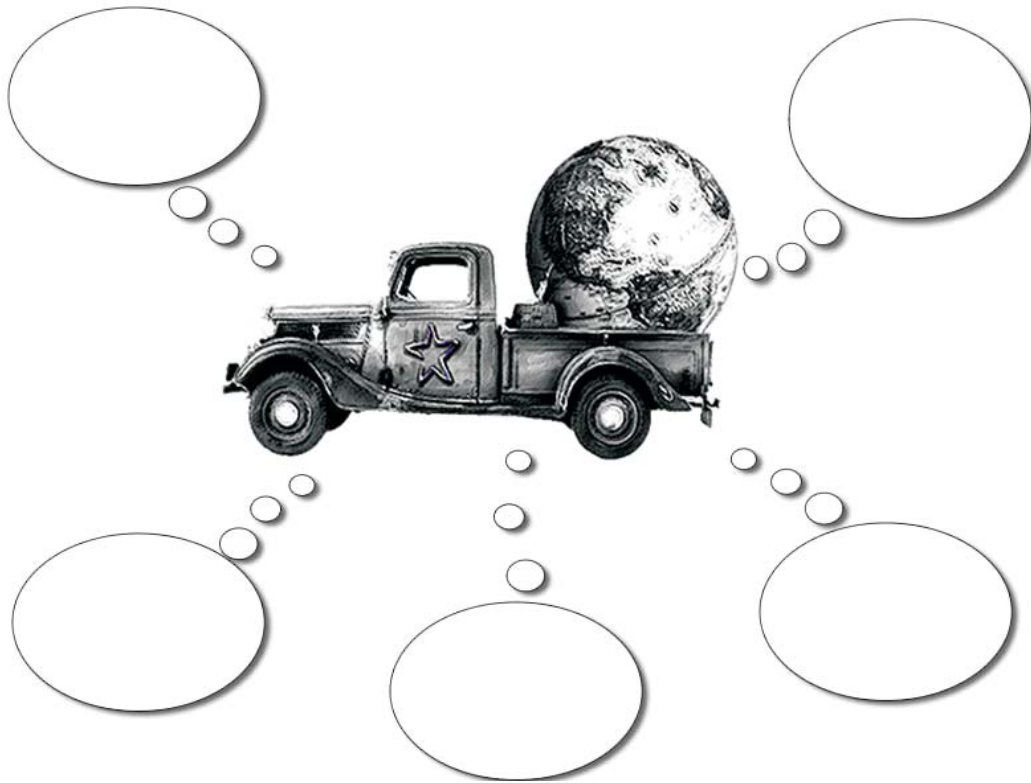
- Is the new manager committed to a performance appraisal?
- Has the boss (= the manager of the new manager) explained and communicated the business goals?
- Has a process for monitoring and evaluating drivers' performance been devised?
- Are employees involved in determining appraisal criteria and standards?
- Are employees involved in planning and implementing the appraisal process?
- Have weights or priorities been assigned to jobs?

Points to consider/discuss

1. Identify the key issues (using the mind map).
2. What measures would you take?
3. What skills and preparation would help you?

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

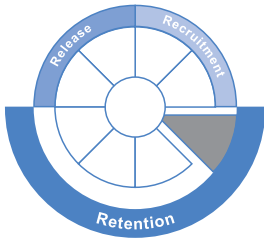
Figure 1: The Manager's Mind Map



Action Planning: *The Driver*

Issues identified	Action to be taken	Preparation

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.1 Retention PERFORMANCE MANAGEMENT

b) Tips for follow-up

Answer sheet

In 2005 almost 36% of women in work in the European Union were employed in just six of the 130 standard occupational categories (ISCO-88 3-digit) whereas the top six occupations for men accounted for just over 25% of men in work. Moreover the occupations concerned were markedly different for women and men³⁵. “Motor vehicle driver” is one of the six top male occupations. The implication is that there is a link between Jane’s reputation for poor driving and a common stereotype, namely: “women are unsuited to employment in the same occupations as men, and vice-versa”. This is one of two meta-stereotypes identified as the basis of gender segregation (see Toolkit 2008 - Section 1, Chapter 2).

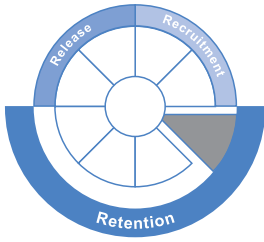
- **Targets and standards evidence:** it is important not just to take into account anecdotal perceptions of Jane and her performance. What are these views based on? To manage Jane and the other drivers effectively they need targets and standards that are clear, fair and objective. They can be similar for men and women and some may be identical. You also need to ascertain why Jane takes odd days off sick. With clear targets and standards you can then monitor each person and ensure they meet their targets and, if they are not understood, identify the obstacles. Anecdotes and perceptions can embody prejudice and people who are different stand out as potential targets. So having evidence on hand will help you challenge outdated information and stereotypes.
- **Challenging stereotypes:** some team members may harbour negative stereotypes: a woman in a “male” job might make them feel uncomfortable. Ignoring such feelings will not help team members address differences. At team level it is important to discuss how such prejudice impacts on the business and then establish relevant standards for team members.
- **Team development:** if team members perceive that someone receives “special treatment” or does not have to perform to the same standard as others they will feel aggrieved. Being fair does not mean treating everyone identically. It means recognising each individual’s abilities and using that information to improve team performance. Giving Jane lower targets or special dispensation because she is a woman does not help her and may increase resentment among other team members. Nor does Jane have to be a super-performer to prove that women can do the job.

³⁵ EUROSTAT, Statistics in focus, 53/2007 “The concentration of men and women in sectors of activity”, Ana Franco.

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

- **Individual support:** Jane and other team members should have regular one-to-one sessions with their line manager. This will provide an opportunity to monitor progress against targets. It will also enable Jane to talk about her relationships with colleagues. If someone in the team is different and seems poorly integrated it is your responsibility to understand why and explore what can be done.
- **Communicating success:** some people find a man in a “woman’s job” or a woman in a “man’s job” challenging. They might be seeking evidence for their belief and so will only perceive negative aspects. One way of challenging this is to produce evidence that a given person is as good at the job as the next. This does not mean singling out that one different person, but knowing how each team member is performing and talking confidently about the team’s successes.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.1 Retention PERFORMANCE MANAGEMENT

c) Managerial tools

The Performance Appraisal

This is the process of assessing and recording staff performance for the purpose of making judgments leading to decisions. It is highly interactive, involving in differing degrees personnel at all levels in determining job expectations, writing job descriptions, selecting relevant appraisal criteria, developing assessment tools and procedures, and collecting, interpreting, and reporting results.

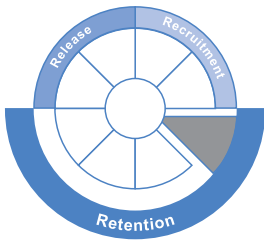
Performance appraisal should be participatory and interactive, designed in consultation with all stakeholders and open to constant interaction with them, with objectives best understood in terms of potential benefits such as:

- increased motivation to perform effectively
- increased staff self-esteem
- improved insights on staff and supervisors
- better-defined job functions and responsibilities
- valuable communication on appraisal developed between employees
- increased self-understanding among staff and insight into the kind of development activities that are of value
- rewards distributed on a fair and credible basis
- organisational goals clarified so they can be more readily accepted
- improvements in institutional/departmental manpower planning, test validation, and development of training programmes.

The key attributes of an effective appraisal system are **clarity**, **openness**, and **fairness**. It must include workable formats that avoid systematic bias such as giving preferential treatment to selected staff; giving all staff the same ratings; being overly lenient or harsh toward some or all staff; or practising conscious/unconscious racial or gender prejudice. Involvement of more than one appraiser (mixed teams of women and men) may help avoid such biases. Moreover an effective system entails **ongoing** evaluation of *both* the position *and* the staff member occupying it.

Job descriptions should be accurate, understandable, and specific enough to guide staff conduct. They should focus on what the employee does and the expected outcomes which should be clearly linked to the overall organisational objectives. The responsibilities of the staff member should if possible be listed and weighted by importance, and **checked to ensure freedom from gender bias**.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.1 Retention PERFORMANCE MANAGEMENT

d) Good practices

Market Makers – UNITED KINGDOM³⁶

This example shows how employees receive equal treatment in evaluation of performance for professional development.

Market Makers is a small marketing agency (64 employees). Most of the staff are young (mid-twenties). The female/male ratio is high: 44:56. Managers have all been appointed from within the company. Employees declare “there are no limits to our growth at the firm” (83%). The company occupies 25th position among “The Sunday Times 100 best SMEs in 2009”.

The high proportion of women on the staff, together with internal appointment of managers, shows that the company evaluates performance equally and operates a fair career development process. The low turnover thus achieved (10%) also saves money on recruitment.

J Sainsbury plc – UNITED KINGDOM³⁷

This example shows how employers can promote equality of opportunity and treatment among their staff.

J Sainsbury plc is a major food retail company. It acknowledges the importance of fair and equal treatment at the workplace and has adopted an equality and diversity policy. Its commitment was recognised by the “FTSE Female Index”³⁸ putting the firm in 4th place in 2008, when 30% of directorships were held by women.

The company set up the “Equality and Diversity Steering Group” to ensure achievement of corporate equality goals, progress towards which is measured by quantifiable targets and feedback from colleagues through:

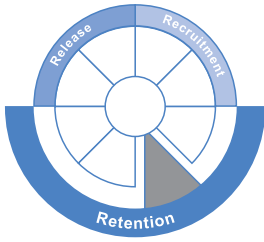
- a six-monthly talkback survey, in which the company asks staff - within a gender perspective - how they feel about working for the company, their opinion of its performance, and their understanding of its business strategy;
- annual monitoring of the workforce at all levels;
- annual revision of HR policies to ensure they are not discriminatory;
- annual monitoring of the training offered to staff for career development. The company offers women and men special leave of up to one year for personal development.

³⁶ For more info:
http://business.timesonline.co.uk/tol/business/career_and_jobs/best_100_companies/article5667569.ece

³⁷ From “Gender Equality and Decent Work – Good practices at the workplace” - ILO (2004)

³⁸ For more info:
http://www.hbosplc.com/community/The_20Female_20FTSE_20Report_202008_20-_20A_20Decade_20of_20Delay.pdf

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.2 Retention PAY & CONDITIONS

a) Case study: *Blue Skies Travel Agency*

The background

Blue Skies Travel Agency

This agency has been in business for ten years. It was founded and is owned by Mr Makarious. It has grown steadily and five years ago expanded to its current size, employing six staff and providing a salary for Mr Makarious who does not involve himself in the day-to-day running of the business, but generally awards pay rises (profits permitting) each October. Mr Makarious is unmarried and regards the business as his family.

Day-to-day management is undertaken by Mr Dubois who has been with the agency for six years. He began as an assistant to Mr Makarious but, as the business expanded, was promoted to senior booking agent three years ago when two new booking agents were recruited.

Mr Warne (aged 42) was recruited five years ago as a booking agent, has three children and lives in the city where the agency operates.

The two new agents were Mr Thomas (aged 32) and Mrs Kiln (aged 43). They started within three months of each other, with the same starting salary. Earlier this year, after the birth of his first child, Mr Thomas was granted a pay rise by Mr Makarious.

Miss Royce works as a clerical officer and undertakes all administrative duties including handling of financial transactions and correspondence. She does not take bookings or deal direct with customers. She works five hours a day as she needs to collect her children from school.

Mrs Chani (aged 55) works full time as a cleaner, cleaning both Mr Makarious's private home and the whole of the business premises. She sometimes undertakes errands such as shopping for Mr Makarious.

Mr Makarious believes he treats his staff well and fairly. He is not aware of the gender-disaggregated wage bill of his business, but does believe that staff are paid fairly and that no gender discrimination takes place.

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

Organigram of the Blue Skies Travel Agency

Job Title	Grade or salary range	Held by M or F	Length of time in post
1. Director	50,000	M	10 years
2. Senior booking agent	25,000	M	6 years
3. Clerical assistant	15,000	F	6 years
4. Booking agent	20,000	M	5 years
5. Booking agent	18,000	F	3 years
6. Booking agent	18,500	M	3 years
7. Cleaner	10,000	F	9 years

Breakdown of jobs in the Blue Skies Travel Agency by gender and salary

Job Title	Grade or salary range	Held by M or F	Length of time in post
1. Director	50,000	M	10 years
2. Senior booking agent	25,000	M	6 years
3. Booking agent	20,000	M	5 years
4. Booking agent	18,500	M	3 years
Subtotal men's annual earnings	113,500		
Average	28,375		
5. Clerical assistant	15,000	F	6 years
6. Booking agent	18,000	F	3 years
7. Cleaner	10,000	F	9 years
Subtotal women's annual earnings	43,000		
Average	14,333		

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

Points to consider/discuss

Men's and women's average annual earnings appear to be quite different.

Reflect on what might contribute to the gender pay gap within Blue Skies Travel.

Reasons for the gender pay gap	Potential for this to occur in your enterprise	Actions that could be taken to prevent this...
Direct/indirect discrimination		
Undervaluing women's work		
Vertical and horizontal segregation in the labour market		
Stereotypes and traditions		
Balancing life and work		
...		

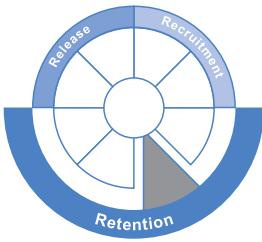
If it does, can you identify action that could be taken to diminish or eradicate the gender pay gap?

The purpose of this exercise is to alert you to possible differences that may exist within an enterprise. It is then up to you to decide whether to address them or perpetuate the inequalities.

This exercise is a very basic start-up tool inspired by a much more complex step-by-step process in which it is the initial awareness-raising element. Through its use you should be able not only to appreciate better that men and women have to be paid equally for equal jobs, but also to grasp the concept of "equal pay for work of equal value". To know more about job evaluation methods free from gender bias, consult the bibliography.

There are many reasons for pay gaps between men and women at work. You can further explore their causes in the "Tips for follow-up" below.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.2 Retention PAY & CONDITIONS

b) Tips for follow-up

Despite many years of legislation in European countries the statistics still demonstrate a significant pay gap between women and men, with women earning on average 17,4%³⁹ less than men. The ability to disaggregate data on pay within your enterprise will help you analyse the potential for challenging or perpetuating the gap, the causes of which are manifold and may originate in the following:

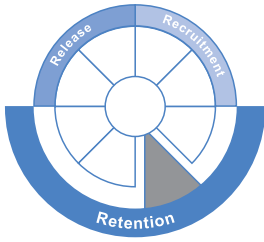
- **Direct discrimination:** consider whether you may be paying women less than men for doing exactly the same job. European legislation forbids discrimination. Ensure you are not breaking the law and risking penalties.
- **No recognition of equal pay for work of equal value:** in Europe, indirect discrimination occurs more frequently than direct discrimination. Women are often offered work of equal value to that of men, but with lower pay. So-called “female” occupations, characterised by a high concentration of women, are usually less valued and lower paid than typically “male” jobs.

Often more or less prestigious job titles for similar work can provide fictitious grounds for different pay levels. Are similar jobs in your enterprise given different job titles?

- **Stereotypes:** once again traditional stereotypes may underlie perpetuation of a gender pay gap. They also tend to maintain existing patterns of segregation in the labour market, keeping alive obsolete and unjustifiable wage-fixing schemes.
- **Vertical and horizontal segregation:** women are under-represented in managerial and senior positions (vertical segregation) and are found more in low-skilled, low-paying occupations where they are in a large majority (horizontal segregation). Women and men often predominate in different sectors, even within the same enterprise. Reflect whether there are objective reasons for this situation, or whether you could easily change it and profit better from your human resources.
- **Reconciling work and family life:** this should not be a penalising factor in terms of pay and working conditions. Workers choosing to work part-time to balance different responsibilities not only have reduced income, but often suffer from reduced career prospects. Consider the specific talents that may be lost or underutilised when no career opportunities are offered to these workers to take account of their reduced availability.
- **Lack of sex-disaggregated data** – or more basically, lack of attention to gender differences, may bring about an inadequate breakdown and analysis of the workforce within an enterprise. Choices based on tradition rather than talent may entail non-strategic use of remuneration, incentives, etc.

³⁹ For more information <http://ec.europa.eu/social/main.jsp?catId=681&langId=en>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.2 Retention PAY & CONDITIONS

c) Managerial tools

At enterprise level it is useful to:

- List all the jobs that exist in the enterprise and identify for each the gross salary (including benefits)
- Identify the sex of the person currently holding that job.
- Using this data, identify and compare the respective average earnings of men and women employed.

In your enterprise:

Breakdown of jobs in the enterprise by gender and salary			
Job Title	Grade or salary range	Held by M or F	Length of time in post
1.			
2.			
3.			

- For all of the jobs currently undertaken by men add together the salary column and divide by the number of men in post.
- Repeat the exercise for women in post.
- Analyse the disaggregated salary data for your enterprise and reflect on the differences you notice and the possible causes.

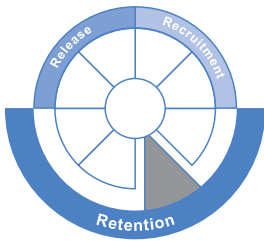
Employment contracts should take into considerations the existing legislation on equal pay, in particular:

- ILO Convention on Equal Remuneration n. 100, 1951⁴⁰
- European legislation (already in 1957, the EEC Treaty contained a provision prohibiting unequal pay for men and women, which was revised in the Treaty of Amsterdam. From 1975 the EU has issued several directives on sex discrimination and the European Court of Justice has given numerous judgments on sex discrimination cases)⁴¹.

⁴⁰ For more information <http://www.ilo.org/ilolex/cgi-lex/convde.pl?C100>

⁴¹ For more information <http://ec.europa.eu/social/main.jsp?catId=420&langId=en>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.2 Retention PAY & CONDITIONS

d) Good practices

Hotels and restaurants - PORTUGAL

Lack of gender bias in job evaluation in hotels and restaurants⁴²

Portugal's hotels and restaurants sector is the first in the country to develop a job evaluation method free of gender bias.

A recent project entitled 'Revalue work to promote gender equality' (Revalorizar o Trabalho para Promover a Igualdade) was funded by the EQUAL Community Initiative and coordinated by the General Confederation of Portuguese Workers (Confederação Geral dos Trabalhadores Portugueses – Intersindical, CGTP-IN).

The evaluation allows an assessment of whether occupations in this sector are valued fairly – that is, whether workers are paid according to their job tasks free from any gender bias.

In 2005, when the project started, FESAHT⁴³ was concerned about working conditions in the hotels and restaurants sector. The sector was characterised by a predominance of female workers in typical female occupations (cooks, catering assistants) which are less qualified and lower-paid than other, typically male, occupations. In 2004 female workers in such establishments earned about 91% of the wage of their male counterparts.

Given the diversity of job evaluation methods, the project organisers opted for the development of an analytical method allowing systematic evaluation and comparison of every job in an organisation, using common, precise and detailed criteria. Given the criteria, this 'point method' is appropriate for evaluating gender equality. Through the method is possible to identify and eliminate the influence of gender-based prejudice and stereotypes when determining men's and women's pay.

In order to collect relevant information for the construction of the job evaluation method, a questionnaire was circulated to 25 restaurants and beverage establishments covering a total of 79 jobs of various types.

In finalising the project, the social partners concluded that, through in-depth analysis of job characteristics and demands, this method also contributes to improving human resource management in respect of recruitment, vocational training, performance evaluation, pay, and health and security at work. Since the method presupposes active participation by the social partners, it also encourages collective bargaining and social dialogue. believe that staff are paid fairly and that no gender discrimination takes place.

⁴² For more information: <http://www.eurofound.europa.eu/ewco/2009/02/PT0902049I.htm>

⁴³ <http://www.fesaht.pt/>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

Sörmlands Grafiska Quebecor AB – SWEDEN

Equality plans⁴⁴

Achieving equal pay in a company or organisation is an important step towards gender equality, as well as a tool for reassessing job requirements and remuneration procedures.

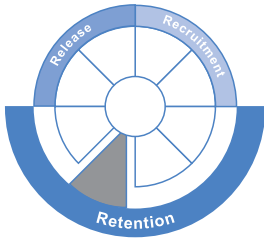
Sörmlands Grafiska Quebecor AB is Sweden's leading print-on-demand company in the offset field. Under the Equal Opportunities Act, Swedish employers are required to survey and compare pay between women and men performing equal work or work of equal value. Sörmlands Grafiska joined the European Project on Equal Pay (PEP) to receive assistance in this task. The network that evolved from the project served as a sounding board and also provided valuable support in the task of addressing the various practical and strategic questions that arose from time to time during the wage survey process.

In addition to job remuneration, other weak points were also identified in respect of gender equality. Some jobs and departments are strongly or completely male-dominated and there is a lack of women among senior staff. As a result of the wage survey, and as a means of remedying these shortcomings, an action plan will now be drawn up.

Besides revealing differences in pay between male and female staff, wage surveys also provide the employers with a detailed picture of job requirements and responsibilities, as these are specified in the job evaluation process. This in turn can cause people to revise long-held opinions about the degree of difficulty of a job and can lead to reassessment of certain occupations.

⁴⁴ For more information: http://www.equalpay.nu/docs/en/quebecor_eng.pdf

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.3 Retention

WORK & FAMILY/PRIVATE LIFE RECONCILIATION

a) Case study: *Paternity Leave*

The background

Joe has worked for you for four years, is a good member of staff, heads up the sales team and has a good rapport with customers.

He has become a father. His wife, an accountant, earns more than he. He put in a request to you for 5 days of paternity leave to be with his wife and new-born child; as this is a relatively quiet time of year you agreed.

The situation

However he has now returned and is asking for one year of absence to look after the child so that his wife can resume work. He would like to return when the child is one year old and can go into nursery care.

His Manager would like to be able to agree to Joe's request but has decided to discuss it with his team in a staff meeting.

The sales team consists of (time with enterprise in brackets):

- Joe (male), team leader aged 33 (4 years)
- TT (male), deputy team leader aged 59 (10 years)
- Mary (female), sales person aged 45 (1 year)
- Jasmine (female), sales person aged 30 (2 years)
- Marco (male), team administrator aged 22 (8 months)

Points to consider/discuss

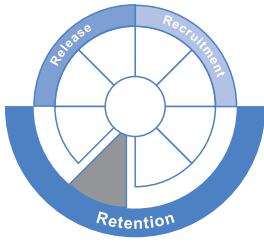
Prepare a presentation of the issues and your recommendation. Anticipate in your presentation possible objections from team members and in particular what stereotypes might exist.

Here are some guiding questions:

- What is your initial response?
- What range of responses can you generally expect from the team?
- What stereotypes might be evident?
- How could you ensure Joe stays integrated with the team?
- How different would your response be if Joe was a woman?
- How can you meet the needs of both the business and employees?
- What information do you need to formulate your final response?

If you are positive about managing this situation it will be possible for both Joe and the team to benefit. It might be useful to map out the challenges and benefits from giving Joe the time off. You can analyse the factors for and against the change and then plan how to build on the positive drivers and diminish potential obstacles.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.3 Retention

WORK & FAMILY/PRIVATE LIFE RECONCILIATION

b) Tips for follow-up

Suggested measures – The following checklist can give you some ideas on possible measures to reconcile work, family and private life among your employees in a successful way.

Family-friendly arrangements at the workplace⁴⁵

Work arrangements

- Reduced workweek for full-time workers
- Flexible working hours and rosters
- Time-term only contracts
- Switching from full time to part time on a permanent or temporary basis
- Job-sharing
- Work at home or telecommuting

Child care and elder care

- Workplace or linked nursery
- Bringing children to work/family rooms
- Financial help/subsidy to parents for child care
- Breastfeeding facilities
- Workplace assistance providing support for employees dealing with child or elder-care
- Telephone at work to use for family reasons

Leave from work

- Emergency leave to take care of family responsibilities
- Paid leave
- Unpaid leave
- Sick leave
- Pregnancy leave
- Maternity/paternity leave
- Parental leave
- Care leave for elderly relatives
- Career breaks
- Bereavement leave

⁴⁵ For more information
<http://www.ilo.org/public/english/protection/condtrav/family/reconcilwffworkplace.htm>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

Relevant information and training

- Maternity packs/information on maternity leave and leave
- Policy of actively informing staff on the benefits available and encouraging their use
- Additional supportive information, e.g. on local child care
- Contact during maternity/paternity/parental leave
- Courses and workshops for information and support or as preparation for re-entering work

Stereotypes – For many countries paternity leave is still only recognised as a short-term opportunity and the idea of a man bringing up a small child may be challenging. Investigating real objections may reveal an underlying notion of “a man fulfilling a woman’s role”.

Where legislation exists (for maternity or paternity rights)⁴⁶ it is easier to accept and implement the request and suitable processes will be developed. With little or no legislative guidance it is more difficult to challenge the stereotypes.

Business needs – Consider the potential business benefits in this situation; you may have identified various opportunities, for example:

- to enhance performance and motivation among employees and improve productivity⁴⁷
- to retain a good employee and increase his loyalty and commitment to the enterprise, and, at the same time, reduce staff turnover, which can lower the cost of recruitment, induction and training associated with replacement of leavers⁴⁸
- to attract desirable staff offering generous paternity packages (even more than the law requires)⁴⁹
- to reduce absenteeism and lateness⁵⁰
- to create and maintain a competitive edge and innovation contributing to improved competitiveness⁵¹
- to enhance the reputation of your enterprise and become a local “Employer of choice“
- to give responsibility to other members of staff and further develop their competence
- to begin succession planning

⁴⁶ See a summary of parental leave national legislation in Europe in the ILO standards database <http://www.ilo.org/travaildatabase/servlet/maternityprotection?pageClass=org.ilo.legislation.work.web.RegionSearchPage>

⁴⁷ From “The family-friendly workplace” – Information sheet n. WF-3 / ILO, Conditions of Work and Employment Programme <http://www.ilo.org/public/english/protection/condtrav/pdf/infosheets/wf-3.pdf>

⁴⁸ For more information <http://www.ilo.org/public/english/protection/condtrav/family/reconcilwffworkplace.htm>

⁴⁹ Ibid

⁵⁰ Ibid

⁵¹ Ibid

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

“Implementing family-friendly policies is a business strategy with a dual agenda of creating a win-win situation, achieving both organisational effectiveness and employee well-being. For the staff, family-friendly initiatives increase employee satisfaction, commitment, loyalty and morale, and contribute to a more supportive and positive working environment. For the employer, improved productivity, reduced absenteeism and staff turnover are among the most important benefits. By helping the organisation to attract, recruit and retain staff, family-friendly practice can reduce the costs associated with the replacement of leavers”⁵². Such a family-friendly approach can also improve the company image for shareholders, investors and customers.

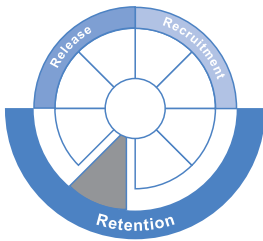
Team concerns – Consider what the team might be worried about and ensure they are able to express their concerns fully. Listen well and engage them in the solution or resolution of the problem. For this to be successful there needs to be team ownership which in turn requires participation, so team members need to be able to discuss fully all their concerns and also test out the opportunities that may arise as a consequence of the change.

Social concerns – In Europe 2.1 children per woman is considered to be the population replacement level. The fertility rate average of the EU-27 is 1.53⁵³. Governments have to encourage a positive environment for bringing up children in order to sustain births. If rates continue to fall, there will be a smaller workforce to support the needs of the elderly and more generally the sustainability of the social protection systems. Even employers can contribute through family-friendly measures such as more flexible work, special leave entitlements, childcare measures and so on, to help young families cope.

⁵² ILO – Conditions of Work and Employment Programme - Reconciling work and family: Enterprise policies
<http://www.ilo.org/public/english/protection/condtrav/family/reconcilwf/entpolicies.htm>

⁵³ Source: Eurostat - 2006 figures

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.3 Retention

WORK & FAMILY/PRIVATE LIFE RECONCILIATION

c) Managerial tools

Employment contracts must take into account the existing legal framework on maternity/paternity/parental leave. In particular:

■ **International principles - ILO Conventions on:**

- Workers with Family Responsibilities – n. 156, 1981 and ILO Recommendation n. 165, 1981⁵⁴
- Maternity Protection n. 183, 2000⁵⁵ or, when this has not been ratified,
- Maternity Protection n. 103, 1952

■ **EU legislation - EU Directives on:**

- Working Time (Directive 93/104/EC of 23 November 1993 - OJ L 307, 13/12/1993 p. 0018 – 0024)
- Parental Leave (Directive 96/34/EC of 3 June 1996 - OJ L 145, 19/06/1996 p. 0004 – 0009)
- Maternity Leave (Directive 92/85/EEC of 19 October 1992 – OJ L 348, 28/11/1992 p. 0001 – 0008)

■ **National/local legislation**

Work-family reconciliation policies are promoted and implemented by national or local Governments. Various approaches to work-family issues have been adopted by European countries⁵⁶. Among those, the Swedish legislation⁵⁷ is a positive example:

Country	Paid maternity leave	Paid paternity leave	Unpaid maternity leave	Unpaid paternity leave	Restrictions
Sweden	480 days (16 months) (80% up to a ceiling the first 390 days, 90 days at flat rate) - shared with father (dedicated 60 days)	480 days (16 months) (80% up to a ceiling the first 390 days, 90 days at flat rate) - shared with mother (dedicated 60 days) + 10 working days in connection with the child's birth	The first 18 months (at maximum) individually, by postponing the shared paid period.	The first 18 months (at maximum) individually, by postponing the shared paid period.	/

⁵⁴ For more information <http://www.ilo.org/public/english/protection/condtrav/family/reconcilwf/standards.htm>

⁵⁵ Currently ratified by Austria, Bulgaria, Cyprus, Hungary, Italy, Latvia, Lithuania, Luxembourg, the Netherlands, Romania, Slovakia among EU countries. For more information <http://www.ilo.org/public/english/protection/condtrav/family/maternity/maternity.htm>

⁵⁶ See a summary of national legislation in Europe in the ILO standards database <http://www.ilo.org/travaildatabase/servlet/maternityprotection?pageClass=org.ilo.legislation.work.web.RegioSearchPage>

⁵⁷ http://en.wikipedia.org/wiki/Parental_leave

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

The employment contracts have to also take into account bilateral negotiations on parental leave between social partners⁵⁸:

■ **Collective bargaining agreements**

Collective bargaining agreements between social partners often reinforce and potentially surpass statutory requirements. Establishment of bilateral agreements between workers' and employers' organisations is a proven approach to ensuring national and workplace policies that are relevant and responsive to the needs of all parties.

Enterprise commitment to supporting work-life balance is also very important:

■ **Enterprise management practice**

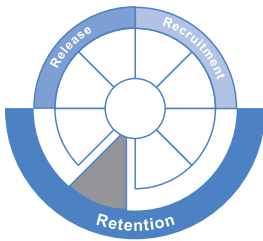
Work-family measures can also be taken at enterprise level. Encouraging family-friendly measures in the workplace and improving working conditions while ensuring enterprise competitiveness has significant beneficial effects for the enterprise and its staff as well as for society generally.

■ **Training and guidance for line managers**

High-level managers can show their commitment by applying a family-friendly approach themselves. It is also important to offer suitable training to managers who are often responsible for implementation of internal policies, so as to ensure that measures are applied appropriately. Dialogue and communication between management and staff is essential for successful practice.

⁵⁸ On 18 June 2009, representatives of employers and workers at EU level have officially signed a revision of the parental leave agreement of 1995. For more information <http://ec.europa.eu/social/main.jsp?catId=329&langId=en>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.3 Retention

WORK & FAMILY/PRIVATE LIFE RECONCILIATION

d) Good practices

DeLeMa Group of Companies – CYPRUS⁵⁹

This example shows how employers can promote gender equality and reconciliation policies among staff.

DeLeMa is an advertising/communication Group composed of DeLeMa Communication Ltd, DeLeMa Consultants Ltd and RedMelon Universal Cyprus Ltd. The group employs approximately 50 people. From 2006 they have been supporting, with their own resources, gender equality policies that they felt important, as follows:

- Paternity leave (for the father) when the family has a new baby: the father receives 3 days' additional paid leave when a baby is born
- Extension of maternal gift to cover additionally a paternal gift for the new baby: both female and male employees receive a gift of €1.700 (in cash) when the family has a baby
- Sexual harassment policy enhanced to cover male employees (when supervisor/manager is female): as the Group has many female managers, their policy was extended to cover sexual harassment by a female manager against male employees.

The Group declares that people are more productive, and teamwork exceptional. Just as other colleagues cover the work of a mother on maternity leave, they also respect and cover for the father when he needs to be away to assist in his baby's upbringing. The company is considered a "preferred employer", both because of the quality of their creative work and also due to their mission which promotes growth of "people" irrespective of gender.

For more information on the company see also the video clip on good practice at <http://www.businessandgender.eu>

TDC – DENMARK⁶⁰

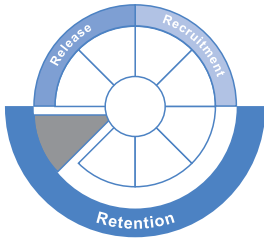
This example shows how employers can promote paternity leave among staff.

TDC is a leading provider of communications solutions in Denmark. In the privately-run business there are around 250 new fathers every year, who take 14 days' paternity leave on full pay following the birth of their children. The company offers a further 10 weeks' parental leave on full pay, which the father can use during his child's first year. This arrangement creates more motivated and well-balanced employees, benefiting both TDC and the family. On average TDC's new fathers took one and a half more weeks' leave in 2005 than in 2002, when the "Dad's stuff" project was first implemented.

⁵⁹ For more information about the company see the video clip on <http://www.businessandgender.eu/en/products/video>

⁶⁰ From "Review of national situation for the purpose of the workshop in Denmark", 2009 (page 13) - <http://www.businessandgender.eu>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.4 Retention TRAINING & CAREER DEVELOPMENT

a) Case study: *The welders*

The situation

Doctor Tatjana S. is the Human Resource Manager of a medium-sized machine-building factory. The General Manager asked her to identify ten existing workers to be trained as welders.

To improve the factory's competitiveness the General Manager is launching a reorganisation; downsizing low-quality production methods and implementing training for employees.

Prior to the reorganisation there were ten welders, two women and eight men. The women were the first with this kind of job in the company's history. At first there was little confidence that they could perform as well as their male counterparts, but it soon became clear that they worked quickly and produced good quality work. It was stated that the number of welders would be doubled.

In the sales department there are 25 women and 65 men: most of the women have little education and work as unskilled hands.

Doctor Tatjana is responsible for the whole training process from internal communication through selection of participants to delivery and final evaluation of the programme.

Exercise

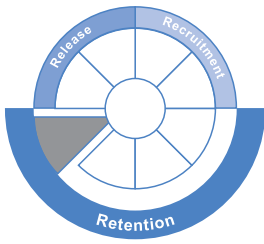
Act as if you are playing Dr. Tatjana's role.

1. Define how to communicate and advertise the training within the factory. You want many workers to apply.
2. Identify criteria for selecting the ten participants.

Start the group discussion with the following questions:

- How will you communicate to managers/supervisors and employees (i) the GM's training needs, and (ii) the training offer?
- What style, images and language will be used?
- In using and adapting training advertising already in use, will you check whether it was designed with a specific participant profile (e.g. in terms of sex, age, etc.) ?
- Will trainees need certain skills, knowledge or qualities?
- What criteria will you use for selecting participants?

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.4 Retention TRAINING & CAREER DEVELOPMENT

b) Tips for follow-up

Getting the best from your talent pool

The Challenges

Intensified foreign competition in the context of EU enlargement and globalisation makes it imperative for European SMEs to improve their innovation capacity and upgrade qualifications and skills. Europe's population is ageing and companies face growing skill shortages.

Training is costly for an SME which must **recoup the investment**. Often SMEs train their employees but see them leave for better-paid jobs in larger companies. In small companies, finding the time to attend training can be difficult. Choosing the right people for training, and ensuring they stay with the company afterwards is crucial.

Women have proved excellent performers in non-traditional roles, whether technical or managerial. **Attracting talented, loyal women employees** to these professions and helping them develop their full potential can be a winning strategy.

Research has shown that the playing field for men and women at work is still not flat, and also that, in addition to "internal" barriers (e.g. concerning self-confidence and self-worth), there are external barriers or obstacles that block women's moves into non-traditional jobs or into managerial positions (for example employers' prejudices about their abilities or availability arising from family commitments).

Training and skills development can help overcome some of these problems.

Tips for gender-balanced training and career development practice

- **Make training and development part of your competitive business plan and gender-balanced human resource policy.** What skills will you need? Will many people retire? How will you cope with sudden changes (a large order or need to retrench certain production lines)? Training and development of your workforce – including women and those in low-skilled jobs - can help you meet sudden external demands and may be a more sustainable strategy than external recruitment.
- **Get your sex-disaggregated baseline right.** Find out how much training was provided to whom in the past, why and what happened afterwards. Who attended which type of course? Did women tend to focus on improving their current jobs or venturing into new professions? Who was given the chance to attend career/leadership development activities? Or to improve leadership or technological skills? Why? Who left the business and why? Who failed and why? Was it because of inadequate capacity or inadequate support? External pressure (e.g. fear or anticipation of a hostile co-worker environment)?

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

- **Gain top management commitment to a better gender balance at all levels, technical and managerial.** Obtain hard data about high-performing women, look at role models, their standards of performance, and find out if a more gender-balanced workforce has yielded improvements in overall job quality and productivity.
- **Find out more about your hidden talent pool.** What talents might be hidden in your workforce, especially in the production low-skills line? Prepare a small questionnaire enquiring after their interests and leisure activities. Or offer a small sum for use as a “training bonus” that everyone may use as they like best, provided they tell you. Apparently unskilled workers have amazing talents that can benefit your business.
- **Offer male and female employees similar opportunities and promote the best talent.** Give everyone a chance to articulate their development plans. But use a rigorous, transparent and non-biased selection procedure when offering training, development and advancement opportunities (see 3.2.1.1 Selection), and link career development opportunities to clear performance targets and standards (see 3.2.2.1 Performance Management). Avoid discrimination based on gender stereotypes that can unconsciously influence your choices!
- **Use training and development as an opportunity to communicate your business strategy.** Ensure that all employees see the rationale behind the (re-)training opportunities offered. You could prepare and distribute to all staff a reader-friendly document explaining the business strategy and how training fits in.
- **Engage managers and supervisors as change agents.** Brief managers and supervisors on how to communicate training and development opportunities in a non-discriminatory way, based on objective criteria irrespective of gender. Market the training and its outcomes (becoming a welder, technician, manager...) as an attractive option for which both women and men will feel eligible and willing to apply. Ensure that all potentially eligible are informed and motivated to apply. Avoid technical jargon or passing information only around certain groups. Ask women already in new positions (technical, managerial) to share their experiences and success.
- **Advertise broadly** in non-technical language, avoiding stereotypical images of the job and showing positive role models including women who already successfully perform the job. Ensure that there are no “unspoken” assumptions on who will be selected, for instance in the graphic layout or the language used in publicity material (e.g. use images of both women and men).
- **Use training as a chance to innovate.** Do not use old curricula. Assess skills needs, highlight challenges and the experience of those who are successful performers in jobs - women and men - and design the training and development around the existing skills and needs of intending participants.
- **Use diverse learning methods** to meet the different profiles and needs of your workforce. (e.g. on-the-job, rotation, coaching, distance learning). Women may need encouragement through less formal learning approaches, or support in developing leadership and managerial skills. Provide coaching from co-workers.
- **Guarantee accessibility and eliminate unnecessary barriers to minimize future litigation risks.** This is particularly important if the training is part of a reorganisation strategy, or is directly linked to career advancement and pay rises. European legislation - which must be transposed at national level - states that private and public institutions must ensure that *women are not directly or indirectly excluded from accessing all levels of vocational guidance, training and retraining, including*

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

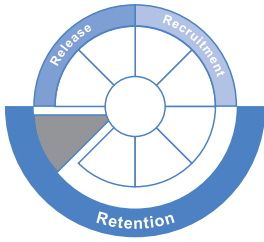
practical work experience.⁶¹ Also the ILO stresses employers' commitment to promoting and implementing education, training and life-long learning during working life⁶². Keep in mind the challenges that women or men with care responsibilities may face, for instance in relation to timing (needs of part-time/flexible workers) and availability of public transport. Also, participation should not require any unnecessary pre-requisite (e.g. a formal technical diploma when the job does not require it), which de facto excludes certain women.

- **Encourage loyalty.** Be an “employer of choice”, so that those trained will not subsequently leave the enterprise. Fair career development opportunities linked to clear performance management, or jointly seeking solutions for work-family reconciliation problems for all staff, will benefit not only women but also men and the workplace environment.
- **Communicate and promote team building.** When teams undergo any significant change it can be valuable to organise a team-building event so that team members (women and men) have an opportunity to explore the changes and reflect on their own roles and contributions. This is also an opportunity to examine team norms and operating processes to ensure they still fit with the team's espoused values and beliefs.
- **Zero tolerance against sexist prejudice!** The training and working environment must be free from sexist jokes, stereotypes and sexual harassment.

⁶¹ (Directive 2002/73/EC) states that “... there shall be no direct or indirect discrimination on the grounds of sex in the public or private sectors, including public bodies, in relation to: (b) access to all types and to all levels of vocational guidance, vocational training, advanced vocational training and retraining, including practical work experience”

⁶² ILO Recommendation n. 195, 2004 on Human Resource Development - <http://www.ilo.org/ilolex/cgi-lex/convde.pl?R195>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.4. Retention

TRAINING & CAREER DEVELOPMENT

c) Managerial tools

Managing organisational change through training and development

Step 1.

Use the grid to forecast your future staffing needs and plan training and development measures.

- How can you tap each employee's unexploited potential?
- Can you train people so that they can temporarily move to other jobs if needed?
- Will it be more cost-effective to recruit externally?

	Today		in 2/3/5 years		Training?	Recruiting
	M	F	M	F		
Managerial positions						
Administrative/secretarial jobs						
Marketing						
Supervisors						
Technical positions						
Line production						

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

Step 2.

Use the checklist to identify problems you may face when trying to promote women's access to non-traditional careers or managerial posts.

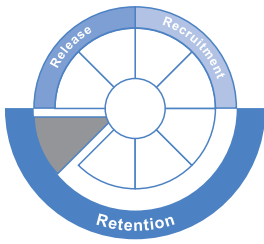
Possible obstacles	Possible responses/solutions
Women don't apply for management positions, they don't push themselves enough and they put family first	
Technical positions are not attractive to women, and they require overtime	
Women generally do not have enough of the experience required in the person specification and therefore are not short-listed for management jobs	
The organisation wants more aggressive and competitive managers and women often possess these capacities insufficiently	
Having a woman manager over a male team would cause problems	
There are no women role models to lead the way for other women to move into management or technical professions	
There was once a woman manager and she was a nightmare – we want no more of that!	
Women generally lack the right qualifications for the job	
Having a woman technician in a male team would make her life difficult	
The woman technician we had was a disaster and could not get on with others	
We once tried a male secretary and he was not accurate enough	
Customers prefer to be received by a nice girl, but when it comes to technical specifications men are more convincing	

A useful tool for enterprises

The **EU Guide for Training in SME** (July 2009) aims to illustrate how everyday challenges and tasks in the context of training and skills development could be successfully addressed by SMEs. The guide is based on practical experience and is also accompanied by 50 practical examples of good practices.

<http://ec.europa.eu/social/main.jsp?langId=en&catId=103&newsId=544&furtherNews=yes>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.2.4 Retention TRAINING & CAREER DEVELOPMENT

d) Good practices

Skubios Siuntos UAB, LITHUANIA⁶³

This example shows how a company promotes training opportunities for women

SKUBIOS SIUNTOS UAB, an international express package deliverer, was founded in 1991 in Kaunas with 70 employees (38% women, 62% men). They signed an agreement with UPS and became their authorised service contractor in Lithuania.

Since 2001 the company has tried to combat gender stereotypes and women occupational segregation through:

- encouraging women's participation in business seminars/conferences (e.g. by covering participation fees);
- encouraging women to complete university studies (partially or fully covering study fees): 40 employees have a university degree (18 men, 22 women, 11 of the women obtaining bachelor's or master's degrees while with the company.
- inviting women to participate in company training while on maternity leave, and offering the right and option to continue a career with the company following maternity leave;
- promoting women to top management: 8 of 10 company departments are led by women;
- encouraging innovation, e.g. an HR project implemented by three women in which employees had the opportunity to assign their own salaries. The company received an award for this project – "The Best Human Resources Management Project in Lithuania in 2008".

Etap Lighting SA, Malle - BELGIUM⁶⁴

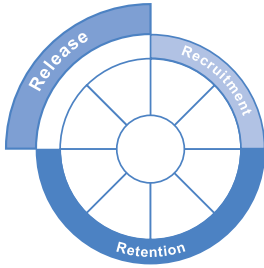
This example shows how a company can foster women's access into traditionally male occupations through training.

Some years ago this important Belgian manufacturer of lighting equipment adopted a particular policy of hiring women with little or no schooling and who had occupied unskilled positions in industrial companies. Three years ago it initiated training to allow women to obtain technical qualifications (installer-operator), an occupation which previously was typically male. This policy gives women advancement opportunities similar to those of men. The aim was to increase the number of specialised technical personnel. The HR strategy is to recruit in all layers of society; women workers are encouraged to access managerial positions, while a technological centre delivers specialised training and follow-up in the field to help women attain the needed expertise. Once on the job, women benefit from intense coaching.

⁶³ For more information <http://www.skubiossiuntos.lt/>

⁶⁴ From "Review of national situation for the purpose of the workshop in Belgium", 2009 (page 15) – <http://www.businessandgender.eu>. For more information <http://www.etaplighting.com/content.aspx?id=918>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3. RELEASE

Questions for your business

- Do you ensure your employees equal treatment in management of internal conflicts?
- When staff reductions are required, do you consider whether they may impact in different ways on women and men working in your company?

Some key concepts

“Release” covers three different sub-sections of human resource management:

Managing Conflict & Employee Relations: this refers to management of employees (during grievance and disciplinary processes) and employee conflict management. Managing conflict can cover long-term management of inflexible conflicts and steps that can be taken. Employee relations usually cover the life-cycle of communication for all who work within the organisation; it revolves around designing and sustaining mechanisms for mutual support through involvement and participation. It embraces all means by which people handle grievances (for instance gossip, feuding, avoidance, etc.). Companies and other organisations should develop solutions for such problems. The same processes for communication flows and use of information apply to internal and external groups of the company or organisation.

Exit Strategy: alternatively known as an exit plan or strategic withdrawal. It concerns how the organisation reviews with the employee the talents and expertise that are going to be missed, what can be done about retaining the employee’s qualities, and how the organisation takes some shared responsibility for a smooth transition to enable the employee to leave comfortably and with dignity. In the context of SMEs an exit strategy has a double meaning; first, in relation to employees who wish, or are forced, to leave because they are due for retirement; second, as regards necessary redundancies, or a broad retrenchment process within the company, or “succession” planning arising from family transfer or sale to outside interests.

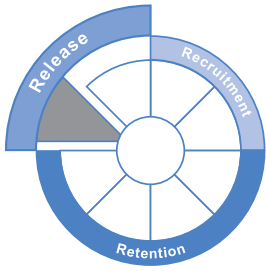
MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

A gender perspective

Gender equality in managing conflict and employee relations: the same principles of equal treatment and opportunities for women and men must be applied by companies for conflict management. Gender inequalities at work often result from deep cultural attitudes; that is why enterprises have to adopt internal policies for tackling them (such as measures against sexual harassment). An understanding of the strategy is essential for creating a forum for discussion and a climate of confidence.

Equal exit strategies for women and men: owing to the economic crisis many European enterprises are undergoing restructuring. These changes can impact adversely on women's and men's jobs. ILO Convention no. 158, 1982 and Recommendation no. 166, 1982 on termination of Employment may be taken into account by employers designing an employee exit strategy. The principles of equal treatment for women and men must be respected. The stereotype of the man as a bread-winner and the woman as a care-giver may play an unconscious role in determining who will be chosen in the event either of retrenchment or of generational change within family-managed SMEs.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.1 Release

MANAGING CONFLICT & EMPLOYEE RELATIONS

a) Case study: *The conflict*

Background

Six months ago you appointed John to the position of receptionist for your enterprise. Although an unusual choice as previously all the receptionists had been women, he seemed the best candidate. He undertakes his duties well, is always on time, does not take time off, is friendly and helpful to customers, and keeps the reception area well organised. The post is supervised by the Head of Admin, Sara.

The Situation

You talked with Sara who felt that John was a problem because he does not share the same values or experiences of the other team members, and she and they feel that he does not try to fit in. When you discussed his performance, Sara suggested that you and customers do not see how he really is, namely moody and uncommunicative. Because of this the team has decided to ignore him and not involve him in out-of-work activities, feeling that they do not have to invite him for lunch as it is their own time. The Admin team has for long been stable, with very little turnover. There are four admin/clerical workers and the senior Admin officer, occupying the office connected to the reception area. You have been gathering data for his mid-term review, and while the feedback from customers and people at the “meet and greet” point has been excellent, that from the Admin team has been very different. They have said the following:

- “He does not fit in”
- “He is not a team player”
- “it is not the same since the last receptionist left”
- “What’s wrong with him? Can’t he get a proper man’s job?”

No-one in the team has spoken up on John’s behalf, which you find surprising. You have uncovered a problem in the team that you were unaware of, and in checking with John find that he is unhappy with the way he is treated. He told you that he is excluded from general chat in the office, is never invited to lunch with the rest of the team and that no-one had made any attempt to find out anything about him. John has received medication to help him feel less stressed about the situation, and is thinking of making a formal complaint. He believes they only treat him like this because he is a man and that if it were the other way round the sexism would not be tolerated.

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

Points to consider/discuss

1. List what you think the issues are and separate them into symptoms and root causes
2. Identify your options, indicating your first choice and why
3. Given that you do not want John to leave, develop an action plan to resolve the issues as you see them and improve team feelings

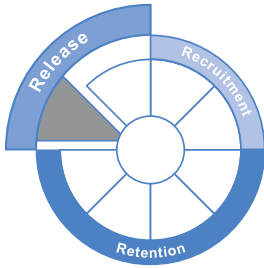
Action Plan

In identifying the range of issues or symptoms you may find there are one or two key root causes. It is the root causes you need to address, as addressing only the symptoms will not resolve the real problem.

Action Plan

Issue/symptom	Root Cause	Action

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.1 Release

MANAGING CONFLICT & EMPLOYEE RELATIONS

b) Tips for follow-up

Seek first to understand – The first and most important tool in conflict resolution is active listening, ensuring that all parties are given the opportunity to talk about the issues as they see them. Active listening also makes people feel valued. Only after listening fully to what each party has said (and not said) is it worth making your contribution.

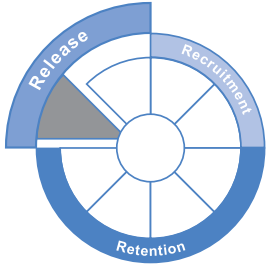
Effective use of a Change Agent – When a new member joins the team it may be a good idea to use a “buddy” system. Select someone who influences the team (formally or informally) and give them the role of being the “buddy” of the new person to help them become a full member of the team. The change agent can also be useful in advocacy on behalf of the new team member and in challenging any existing negative stereotypes evident in other team members.

Celebrating difference – In some teams it is similarity, not differences, that binds people together. This focus on “how we are the same” can actually be a weakness. It is easy to recognise if a “group think” exists in your team. Diversified companies are reported as recording higher performance levels vis-B-vis non-diversified companies. In a gender perspective differences must be managed so as to highlight the benefits of sex differences. The enterprise’s performance is influenced by the way in which gender diversity is managed. A supportive organisational environment can help conflict resolution and confirm the benefits of gender diversity. The more diverse your team, the less difficult it is to accommodate new and different people.

Excessive stereotyping – The group constructs negative stereotypes of people outside the group and in doing so creates pressure to conform, pressure being applied to any member expressing opinions contrary to the group’s stereotypes, illusions or commitments, viewing such opposition as disloyalty. The group may also create an illusion of unanimity, members perceiving falsely that all agree with a group decision; silence is seen as consent and dissent is not valued or encouraged. To fit into the group members will often self-censor by withholding dissenting or alternative views.

It is usual to find in such situations a false sense of invulnerability, where members evade obvious danger or risk and are overly optimistic, and where members have an illusion of morality, believing their decisions are correct and ignoring their ethical consequences. It is also common for group members to discredit and explain away divergent views that run counter to the perceived majority view, and even for some members to appoint themselves as “mind guards”, protecting the group from adverse information that might threaten group complacency.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.1 Release

MANAGING CONFLICT & EMPLOYEE RELATIONS

c) Managerial tools

When dealing with conflict there are generally five approaches:

- The first and most common is to **avoid** conflict; this can be successful if neither the achievement (or task) nor are the relationships important or other than temporary. But if conflict is continually avoided there is a possibility that resentment will fester and become less manageable.
- A competitive approach risks creating winners and losers and the person with the most power is most likely to “win”.
- A high concern for relationships vis-B-vis task/achievement will result in “**accommodation**”, where individuals give up what they want to maintain the relationship; but the outcome might be that the person with the strongest will gets their way, rather than being the best for the enterprise.
- Often there is **compromise**, a “quick fix” where the root cause of the conflict is not addressed but there is agreement to meet half-way. This can be useful if a quick result is necessary or there is an impasse, but there is a strong possibility that the conflict will re-emerge since the root cause has been sidestepped.
- A truly **collaborative** approach to conflict will aim to meet both sets of needs and uncover the real basis of the conflict. Appraisal of existing gender determinants of conflict is part of this approach. It enables conflict to be truly resolved, but can take time and there has to be a decision as to the value of spending the time and energy necessary to resolve the conflict fully.

Questions for your Enterprise

- What is the most dominant conflict resolution strategy used in your enterprise?
- Do you think it guarantees gender-equal treatment?
- Give examples of when it was used (trying to compare cases involving different sexes) and reflect on its appropriateness in each case.
- What style is least used? Why?

Choosing your approach to conflict management, be careful to always act free of gender bias.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

Avoiding Group Think

Groupthink is a type of thought exhibited by group members who try to minimise conflict and reach consensus without critically testing, analysing, and evaluating ideas. Individual creativity, uniqueness, and independent thinking are lost in pursuit of group cohesiveness and consensus, as are the advantages of reasonable balance in choice and thought that might normally be obtained by making decisions as a group. Challenging gender stereotypes may be difficult if groupthink is influential. There are numerous reasons why team members are reluctant to challenge each other; they wish to avoid seeming foolish or embarrassing or angering other members. Groupthink may give rise to hasty, irrational decisions, individual doubts being set aside for fear of upsetting the group's balance. The term is frequently used pejoratively; it may hinder a group from embracing differences and diversity as they strive to maintain group equilibrium and the status quo.

1. Suggest that the group examines its “operating principles” and seeks understanding of its members’ beliefs and their implications.
2. Train or guide the team in challenging stereotypes, emphasising that strength resides in diversity rather than uniformity.
3. Encourage leadership to create a climate where people are encouraged to question and criticise constructively.
4. Organise regular team building activities to create connections between team members, better mutual understanding, and more effective teamworking.
5. Allocate the role of “devil’s advocate” so that someone in the team can help challenge thinking patterns and stereotypes (alternating the role so all members can develop a critical faculty and the unpopular burden does not fall on one person).
6. Actively reward critical thinking.

Enterprise policies

Conflicts can be resolved through procedures for handling complaints of all kinds. Good managers know that ensuring that employees are treated with respect and that a good work environment is promoted is in the long-term interest of the enterprise and provides added value for employers. Developing, implementing and evaluating internal policies and measures for ensuring a good work environment conducive to gender equality is especially important.

Some useful tools for enterprises

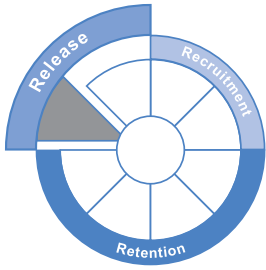
The **ILO publication Sexual harassment: Addressing sexual harassment in the workplace** – A management information booklet (1999), by A. Reinhart could be a useful reference for employers. It examines the necessary steps for developing, implementing and evaluating policies and programmes, and offers numerous examples of current company practice.

<http://www.ilo.org/public/english/protection/condtrav/publ/hvs-ar-99.htm>

The **EU Training Manual on Diversity Management** (produced in the framework of the European Community Action Programme to combat Discrimination, September 2007) shows how companies can initiate change processes towards optimum diversity management. Real case studies illustrate steps undertaken by several European companies.

<http://ec.europa.eu/social/main.jsp?catId=780&langId=en>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.1 Release

MANAGING CONFLICT & EMPLOYEE RELATIONS

d) Good practices

Female chef - MALTA⁶⁵

A success story of a small enterprise that has successfully taken action to overcome gender stereotypes. The real names of the enterprise and person involved have been changed to maintain confidentiality.

A qualified female chef, whom we will call Helen, had lost opportunities for well-paid long-term employment. She promised herself she would question her interviewer if the same discriminatory attitude was repeated subsequently. The chance came and her interview ended with the comment that although she seemed ideal, it would mean late hours and she would be working in a busy, all-male kitchen where the pressure was high, the atmosphere rowdy and swearing free-flowing. Helen replied that it was her problem and that if it was rough for her, so it was for other male employees who dislike such an environment. The employer gave her a trial period.

In the beginning she was not well received by her colleagues and snide remarks were made. But she managed to impress the employer by her down-to-earth attitude and high efficiency. She proposed changes where methods were too time-consuming and a mechanised approach was needed. She gained the respect of her colleagues, and while she had to deal with snide remarks verging on sexual harassment, there was an overall improvement. The appointment was fruitful both for Helen, who was promoted after a short while, and for the employer who later employed another woman, commenting that staff behaviour and attitudes had improved because of the female presence.

Sitel Belgium NV – BELGIUM⁶⁶

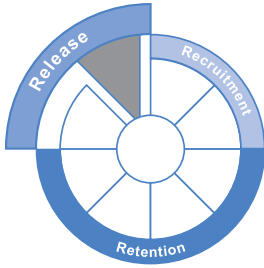
A success story of a company that has introduced a gender equal opportunity approach.

The company, a contact centre provider on multilingual customer relationship building has introduced non-discriminatory policies and individual support as required; it respects cultural differences and offers ad hoc solutions, including flexible working arrangements, in response to employees' needs in difficult situations, including internal conflicts. In 2002-2003 the company introduced an equal salary policy and job classification system offering identical opportunities to women and men. Both sexes are equally represented at all levels. Other best practices include open internal communication regarding new initiatives and a new support system to help newly-hired employees integrate successfully.

⁶⁵ From "Review of national situation for the purpose of the workshop in Malta", 2008 (page 11) - <http://www.businessandgender.eu>

⁶⁶ From "Review of national situation for the purpose of the workshop in Belgium", 2009 (page 15) - <http://www.businessandgender.eu>. For more information <http://www.sitel.com/Content.asp?id=185>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.2 Release EXIT STRATEGY

a) Case study: Enterprise restructuring

Learn from the mistakes of others when restructuring

The background

ENTERPRISE RESTRUCTURING

XXYY was a small enterprise of 40 employees producing luxury leather accessories. Founded in 1912 it was a family company, for decades passed on from father to son. Following the owner's sudden death in 2006 it was sold to an International Assurance Fund. One year after transition it started to deteriorate its financial performance. In consequence the new General Manager decided to rationalise productive operations, relocate some production abroad, and downsize. All twelve employees of 55 or more years of age were invited to retire early with benefits. All had spent at least 15 years working for the firm.

When they received the letter, Mr and Ms Cruciani were surprised. Mr Cruciani had been working on machine maintenance since the 1990s; no-one knew machines for cutting and sewing leather as well as he. Ms Cruciani had been working for years in the Supplying Department, managing operations with highly-qualified suppliers she knew individually.

The 55+-year-old employees wrote to the General Manager questioning his decision. He answered with a short reply on the notice board justifying the downsizing. The workers sought intervention by both the local authority and the trade unions. In the end the majority took early retirement with larger benefits.

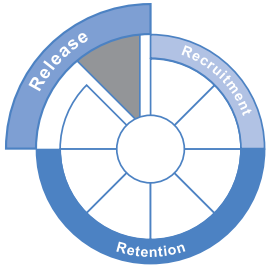
Mr Cruciani remained at work; Ms Cruciani asked for a cut in hours and offered to tutor her new assistant for an additional year; but when the GM refused she decided to stay at home and help her daughter care for children.

The company's reputation collapsed. Because of production relocation some highly-qualified suppliers, fearing loss of orders, sought new customers. Quality dropped and the company lost its market share.

Points to consider/discuss

- What criteria were used for downsizing?
- How do you rate communications between the General Manager and the employees?
- Do you find top-to-bottom communication good for business?
- Why do you think Mr Cruciani stayed on?
- Why do you think the GM refused Ms Cruciani's offer to stay on and work fewer hours while tutoring the new assistant?
- Identify the links between the company's exit strategy and its reputation.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.2 Release EXIT STRATEGY

b) Tips for follow-up

Planning an exit strategy for employees should be a top priority for businesses since knowledge, skills and working experience enhance company development. Exit strategies have consequences for business processes and resources. Employers may reflect that every departure impacts on the skills and feelings of both those who are leaving and those who remain.

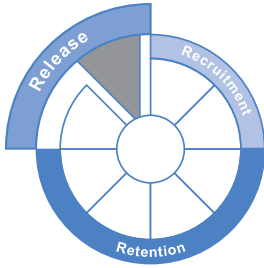
An effective exit strategy is also crucial to **business reputation**: employers who implement gender-fair restructuring processes and provide outplacement support for leavers attract more job candidates, improve staff morale and safeguard their corporate reputation. A well-orchestrated exit strategy policy, combined with other HR initiatives relating to optimising employees' attitudes and behaviour, becomes a valuable tool in helping reduce turnover and increase employee satisfaction and commitment. And an effective reduction in turnover has clear economic and organisational benefits.

For **family transfer models** (between generations, mainly in SMEs), to maintain company efficiency it is important for entrepreneurs to base their evaluation on the successor's skill and talents, avoiding gender stereotyping (e.g. transition from father to son rather than daughter).

Exit strategy and the economic crisis: smart SMEs know well that retaining skilled employees is crucial to crisis survival. Even when downsizing is inevitable, businesses need not "bankrupt" their resources. In medium-sized and large firms managers responsible for retrenchment programmes typically focus on target numbers, with little or no thought to the quality or gender of the staff affected. Micro- and small business owners seem to work differently because of their personal relationship with employees. An effective gender-sensitive exit strategy within SMEs may assist owners and employers in making decisions.

Stop gender segregation: as the present crisis is affecting men more than women, attention must be focused on avoiding intensified gender segregation and on developing skills that will drive future successful businesses. Even in countries with a high female employment rate, many women are low-skilled. Those who find themselves in a retrenchment process will have to acquire new skills. Governments, together with SMEs, can play a fundamental role in helping them to avoid either wasting their potential or increasing their social and economic vulnerability, and to be ready when the economy recovers.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.2 Release EXIT STRATEGY

c) Managerial tools

Looking at the main reasons for leaving, five primary “themes” can be categorised, each with different implications for women and men:

- Career opportunities (including perceived equal opportunity for advancement; presence and/or clarity of gender-equal development plan and similar)
- Enjoyment of work (how well the organisation utilises male/female skills and takes account of “fit” with job, work/life balance, etc.)
- Corporate leadership (vision/mission, management style, respect and support given, gender equality)
- Training availability (equal opportunity to acquire new skills/talents, corporate commitment to training and development for all, keeping abreast of latest technology)
- Equal compensation/rewards/treatment (pay/benefits, recognition of contributions, communication regarding performance)

Well-managed companies put in place clear procedures in advance of potential job losses, identifying an “exit strategy” which defines clear procedures and tools, and training programmes for employees, thereby avoiding a “last minute” approach.

The following steps may help SMEs employers/HR managers define a good quality, gender-oriented exit strategy:

1. *Analysis: applying the ageing matrix*

This helps SME owners and HR managers to be aware of the average age of their workers and seniority within the firm; and to plan in advance measures for retaining knowledge as employees retire. It can facilitate neutral and fair organisational decisions on staffing, avoiding the unconscious influence of gender stereotypes.

SME workforce ageing matrix					
Job position	Department	Woman/Man	Worker's age	Seniority within the firm	Supposed leaving date

2. *Listening: implementing an exit survey*

When someone is going to leave an organisation, it is again time to listen to and learn from that person and prove that the organisation cares about him/her.

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

The exit survey is based on a structured questionnaire and an interview. To help employers and HR managers focus on employees' reasons for leaving, it is strategically sound to incorporate in the survey key attitudinal measures such as employees' satisfaction with their jobs; an assessment of the organisation's work culture; the effectiveness of its lines of communication; how well job responsibilities were defined; perceived opportunities for advancement; and employees' views on the training, feedback and recognition received.

When used in cases of retirement or redundancy or retrenchment, the exit survey is useful for identifying measures for minimising the loss of organisational knowledge and skills, and the negative impact on commitment that redundancy or retrenchment can have on employees remaining with the enterprise.

Moreover, the survey can reveal how far an enterprise is woman/family-friendly, and keep owners and HR managers aware of the gender perspectives of resignations or redundancies.

3. Knowledge retention: *tutoring*

When leaving, workers take with them a mass of skills, information, and experience that is nearly irreplaceable. Thus knowledge retention should be treated as an asset alongside products and services.

When applicable, tutoring is a good way of handling employees who are about to leave. During such a period workers devote part of their time to transferring to other workers their knowledge and experience. Well done, it helps both the organisation, the workers tutored, and the tutors themselves (who thereby become more aware of their knowledge). Tutoring should be offered equally to male and female workers and can be an opportunity for breaking existing gender stereotypes.

4. Outplacement measures: *communication and equal procedures*

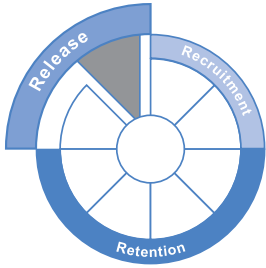
Every organisation, even micro- and small enterprises, can adopt outplacement measures. The first is consultation; many problems arise from a lack of communication between employers and workers. Trust between the workforce and the owner or management is essential and must be developed over time. The second is adoption of clear, gender-equal procedures.

Lastly, redundancy moves should emerge from formal agreement between management and employees or their representatives. The organisation should justify the proposed redundancies, stating the selection criteria which should explicitly avoid gender biases.

When possible it is good practice to help employees find alternative jobs within or outside the company, offering advice and training to those wishing to stay on.

TOOLS FOR PLANNING AN EXIT STRATEGY IN YOUR COMPANY	
Phases	Tools
1 – Analysis	<i>Ageing matrix</i>
2 – Listening	<i>Exit survey</i>
3 - Knowledge retention	<i>Tutoring</i>
4 - Outplacement measures	<i>Communication & equal procedures</i>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY: HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS



3.2.3.2 Release EXIT STRATEGY

d) Good practices

IGT – AUSTRALIA⁶⁷

This example shows how a SME can implement a structured, gender-balanced exit strategy

IGT, a medium-sized company (250 employees, 24% females, 20% females in management) leader in the design, manufacture and supply of gaming products and services is committed to providing staff with a high-quality working environment which allows recruitment and retention of the best employees. To become an “Employer of Choice” IGT developed and supported key policies and initiatives aimed at offering employees numerous options for managing their careers. Among the initiatives, those related to exit strategies are:

- Identification of work/life issues through annual surveys, benchmarking research and analysis, annual performance reviews, and regular departmental meetings
- Employee assistance programme
- Financial counselling seminars including retirement planning
- Phased retirement

These procedures ensure that all restructuring proposals are supported by statistical data and well-documented research rather than arising from subjective decisions prone to stereotyping and unequal gender treatment.

The field worker - MALTA⁶⁸

This success story shows how an enterprise has successfully taken action to overcome gender stereotypes in generational succession (all real names have been changed to maintain confidentiality)

Jane was a daughter in a family of four brothers and another sister. All attended education up to secondary level, but Jane’s elder sister furthered her education and later married. Jane’s father, and sometimes her mother, worked in the fields, as did each of the children when old enough. It was however the father’s intention to retire and hand over this business to the boys. Jane challenged this decision as she enjoyed working in the fields and always had ideas for the future of the business. This, to the father, meant trouble as there was the other sister to consider. After years of disputes her brothers urged the father to include Jane in the business; the father, albeit against his traditional beliefs, gave in.

Jane proved to be a leader as they progressed from cultivating and selling crops to making pickles and jams and preserving surplus produce during the peak season. She and two of her brothers had further training related to their work. Her father still thinks she should have married and raised a family, but Jane is still in her early thirties and would marry if the right man appears, while continuing her work; she is confident that there is space in her life for both.

⁶⁷ EOWA (Equal Opportunity for Women in the Workplace Agency, Australia) / Case studies - For more information http://www.eowa.gov.au/Case_Studies/_docs/2006_20Case_20Studies/IGT_20Case_Study_EOWA.pdf

⁶⁸ From "Review of the national situation for the purpose of the workshop in Malta", 2008 (page 11) - <http://www.businessandgender.eu>

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

3.3. Table for the implementation of a Gender Action Plan in SMEs

RECRUITMENT	What is currently in place?	Fit for purpose: how does this challenge gender stereotypes?	How is this assessed?	Suggested measures and changes
Aspects of Selection				
Aspects of Induction				
Aspects of Orientation				

MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS

RETENTION	What is currently in place?	Fit for purpose: how does this challenge gender stereotypes?	How is this assessed?	Suggested measures and changes
Performance Management				
Pay & Conditions				
Work & Family/Private life Reconciliation				
Training & Career Development				

**MAKE GENDER EQUALITY YOUR SUCCESS STRATEGY:
HOW TO ATTRACT, RETAIN AND PROMOTE TALENT IN YOUR BUSINESS**

RELEASE	What is currently in place?	Fit for purpose: how does this challenge gender stereotypes?	How is this assessed?	Suggested measures and changes
	Conflict Management & Employee Relations			
	Exit Strategy			

4. GLOSSARY

Decent work

Decent work means productive work in which rights are protected, which generates an adequate income, with adequate social protection. It also means sufficient work, in the sense that all should have full access to income-earning opportunities. (ILO, 1999).

Diversity management

Diversity means the participation of women, minorities, migrants, older people and different nationalities in the workforce. Diversity management is the active and conscious development of a future oriented, value driven strategic, communicative and managerial process of accepting and using certain differences and similarities as a potential in an organisation, a process which creates added value to the company. (European Commission, 2007).

Equal opportunities

The absence of barriers to economic, political and social participation on the ground of sex. (European Commission, 1998).

Equal opportunities in the world of work means having an equal chance to apply for a particular job, to be employed, to own or run an enterprise, to attend educational or training courses, to be eligible to attain certain qualifications, and to be considered as a worker or for a promotion in all occupations or positions, including those dominated by one sex or the other.

Equal treatment in the world of work refers to equal entitlements such as in pay, working conditions, employment security and social security.

Equal pay for work of equal value

Equal pay for work to which equal value is attributed without discrimination on grounds of sex with regard to all aspects of pay and conditions of remuneration (Art. 141 (ex 119) of the Treaty) (cfr. European Commission, 1998).

Family responsibilities

Cover the care of and support for dependent children and other members of the immediate family who need help. National policies should aim at creating effective equality of opportunity and treatment for female and male workers, and for workers without family responsibilities (...) they should be free from restrictions based on family responsibilities when preparing for and entering, participating in or advancing in economic activity (ILO, 2000).

Gender

A concept that refers to the social differences between women and men that have been learned, are changeable over time and have wide variations both within and between cultures. (European Commission, 1998).

Gender equality

The concept meaning that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally. (European Commission, 1998).

Gender pay gap

The average difference between men's and women's hourly earnings within the economy as a whole. (European Commission, 2009).

Occupational (job) segregation

The concentration of women and men in different types and levels of activity and employment, with women being confined to a narrower range of occupations (horizontal segregation) than men, and to the lower grades of work (vertical segregation). (European Commission, 1998).

Parental leave

Individual right of men and women workers to take parental leave on the grounds of the birth or adoption of a child to take care of that child until a given age up to eight years to be defined by Member States and/or social partners. (European social partners, BUSINESSEUROPE, UEAPME, CEEP and ETUC, 2009).

Positive actions

Also termed affirmative measures, comprises special temporary measures to redress the effects of past discrimination in order to establish de facto equality of opportunity and treatment between men and women. They are intended to eliminate and prevent discrimination, and to offset disadvantages arising from existing attitudes, behaviour and structures based on stereotypes concerning the division of social roles between men and women. (ILO, 2000).

Sex discrimination

Differential treatment of men and women – in employment, education and access to resources and benefits, etc. – on the basis of their sex.

Direct sex discrimination: where a person is treated less favourably because of his or her sex. (European Commission, 1998).

Indirect sex discrimination: where a law, regulation, policy or practice, apparently neutral, has a disproportionate adverse impact on the members of one sex, unless the difference of treatment can be justified by objective factors (Council Directive 76/207 of 09/02/76, OJ L 39) (cfr. European Commission, 1998).

Sexual harassment

Unwanted conduct of a sexual nature or other conduct based on sex affecting the dignity of women and men at work including conduct of superiors and colleagues (Council of the European Communities, 1990).

SME (Small and Medium Enterprise)

The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro. (Commission of the European Communities, 2003).

Social partners

Employer and employee representatives. (ILO, 1998).

Stereotypes

Gender stereotypes are generalisations on what is expected of men and women in a specific social context. They are over-simplified ideas of the differences between women and men, their skills, psychological attitudes, ambitions and behaviour. Judgments based on these generalisations may initially appear to help save time and energy. In reality they fail to capture the richness of individuals' traits and abilities. (European Commission, 2006).

REFERENCES OF THE GLOSSARY

COMMISSION OF THE EUROPEAN COMMUNITIES (2003). Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises (Text with EEA relevance) (notified under document number C(2003) 1422). Official Journal L 124 , 20/05/2003 P. 0036 – 0041.

COUNCIL OF THE EUROPEAN COMMUNITIES (1990). Council Resolution of 29 May 1990 on the protection of the dignity of women and men at work (90/C 157/02). Official Journal C 157, 27/06/1990 P. 0003 – 0004
([http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:31990Y0627\(05\):EN:HTML](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:31990Y0627(05):EN:HTML)).

EUROPEAN COMMISSION (EC) (2009). Directorate-General for Employment, Social Affairs and Equal Opportunities. Gender pay gap.
(<http://ec.europa.eu/social/main.jsp?catId=681&langId=en>).

EC (2007). Directorate-General for Employment, Social Affairs and Equal Opportunities. Training Manual for Diversity Management.
(<http://ec.europa.eu/social/main.jsp?catId=780&langId=en>).

EC (2006). Directorate-General for Employment, Social Affairs and Equal Opportunities. A Roadmap for Equality between Women and Men 2006-2010. COM (2006) 92.
(http://europa.eu/legislation_summaries/employment_and_social_policy/equality_between_men_and_women/c10404_en.htm).

EC (1998) 100 words for equality.

INTERNATIONAL LABOUR ORGANIZATION (ILO). (2000). ABC of women workers' rights and gender equality. Geneva, International Labour Office.

ILO (1999). Report of the Director-General: Decent Work. Geneva, 87th International Labour Conference.
(<http://www.ilo.org/public/english/standards/relm/ilc/ilc87/rep-i.htm>).

ILO (1998). The role of the social partners in the design and implementation of active measures .Geneva, International Labour Office.
(<http://www.ilo.int/public/english/employment/strat/download/etp27.pdf>).

ILO (1951). C100 Equal Remuneration Convention. Geneva, 34th International Labour Conference.
(<http://www.ilo.org/ilolex/cgi-lex/convde.pl?C100>).

European social partners, BUSINESSEUROPE, UEAPME, CEEP and ETUC. (2009). Framework Agreement on Parental Leave.
(http://www.etuc.org/IMG/pdf_Framework_agreement_parental_leave_revised__18062009.pdf).

ADDITIONAL BIBLIOGRAPHY & REFERENCES

SECTION TWO – The current context: gender equality and competitiveness

EUROPEAN COMMISSION (EC) (April 2009). Report on equality between women and men. ISSN 1831-2802

<http://ec.europa.eu/social/main.jsp?catId=418&langId=en&pubId=86&type=2&furtherPubs=yes>

EC (March 2009). Gender segregation in the labour market. Root causes, implications and policy responses in the EU. European Commission's Expert Group on Gender and Employment (EGGE)

<http://ec.europa.eu/social/main.jsp?catId=418&langId=en&pubId=343&type=2&furtherPubs=yes>

EC (October 2008). Employment in Europe 2008.

<http://ec.europa.eu/social/main.jsp?catId=113&langId=en&furtherPubs=yes>

INTERNATIONAL LABOUR ORGANIZATION (ILO) (June 2009). Recovering from the crisis: A Global Jobs Pact. Geneva, International Labour Conference.

http://www.ilo.org/wcmsp5/groups/public/-ed_norm/-relconf/documents/meetingdocument/wcms_115076.pdf

ILO (2009). Global Employment Trends for Women report. Reference 978-92-2-122123-4 (ISBN)

http://www.ilo.org/global/What_we_do/Publications/lang-en/docName-WCMS_103456/index.htm

ILO (2009). Sustainable Enterprise Programme, Micro, Small and Medium-sized Enterprises and the Global Economic Crisis – Impacts and Policy Responses, Geneva – International Labour Office. Available at <http://www.ilo.org/publns>

SECTION THREE – Make gender equality your success strategy: how to attract, retain and promote talent in your business

BLOCK P., Jossey-Bass/Pfieffer (1981). Flawless Consulting: A Guide to getting your expertise used

CHICHA, Marie-ThérPse/TOMEI, Manuela. (2009), Promoting Pay Equity through Gender-neutral Job Evaluation: A step-by-step guide, Geneva, ILO, p. 98, ISBN 978-92-2-121538-7.

CHICHA, Marie-ThérPse (2006), A Comparative Analysis of Promoting Pay Equity: Models and Impact. Geneva, ILO. (DECLARATION/WP/49/2006), [on line] Available at

http://www.ilo.org/public/portugue/region/eurpro/lisbon/pdf/comparativ_wp49.pdf

COMMISSION OF THE EUROPEAN COMMUNITIES (October 2008). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - A better work-life balance: stronger support for reconciling professional, private and family life. COM (2008) 635 final.

http://europa.eu/legislation_summaries/employment_and_social_policy/equality_between_men_and_women/c10917_en.htm

EOWA - The Equal Opportunity for Women in the Workplace Agency

<http://www.eowa.gov.au>

EUROFUND – European Foundation for the Improvement of Living and Working Conditions. <http://www.eurofound.europa.eu>

EC - Employment, Social Affairs and Equal Opportunities. Gender Pay Gap. More information at: <http://ec.europa.eu/social/main.jsp?catId=681&langId=en>

EC (April 2009). New Skills for New Jobs. Anticipating and matching labour market and skills needs. ISBN 978-92-79-11211-9.

<http://ec.europa.eu/social/main.jsp?catId=568&langId=en&pubId=98&type=2&furtherPublications=yes>

EC (January 2008) Women and men in decision-making 2007. Analysis of the situation and trends. ISBN 978-92-79-08135-4

<http://ec.europa.eu/social/main.jsp?catId=418&langId=en&pubId=59&type=2&furtherPublications=yes>

EC (January 2008). Gender Equality Law in the European Union.

<http://ec.europa.eu/social/main.jsp?catId=418&langId=en&pubId=81&type=2&furtherPublications=yes>

ILO (2009). Gender equality at the heart of decent work. Geneva, International Labour Office.

http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_105119.pdf

ILO (2009). Making the strongest links: A practical guide to mainstreaming gender analysis in value chain development. Geneva, International Labour Office.

http://www.ilo.org/empent/Whatwedo/Publications/lang-en/docName-WCMS_106538/index.htm

ILO (2008). A Training Package on Work and Family. Bureau for Employers Activities and Conditions of Work and Employment. Geneva, International Labour Office.

<http://www.ilo.org/public/english/dialogue/actemp/whatwedo/projects/diversity.htm#2>

ILO (2008). Conclusions on skills for improved productivity, employment growth and development. Geneva, International Labour Conference.

http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_103457.pdf

ILO (2007). Equality at Work: Tackling the Challenges, Global Report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work. Geneva. Available at http://www.ilo.org/public/portugue/region/eurpro/lisbon/pdf/equality_07.pdf

ILO (2006). Gender Equality and Decent Work. Selected ILO Conventions and Recommendations Promoting Gender Equality. Bureau for Gender Equality & International Labour Standards Department, Geneva.

<http://www.ilo.org/dyn/gender/docs/RES/309/F946263477/WEB20Promoting20Gender20ANG.pdf>

LOCAL GOVERNMENT EMPLOYERS (2009), Employers E-Guide N. 2: A Guide to the Law on Equal Pay, LGE (UK), Employment Relations Unit. Available at:

http://www.unisoncommunity.org/lge_guide_to_equal_pay_1.pdf

MATHIS R.L. & JACKSON J.H. (2008). Human Resource Management. Thomson Learning.

NOE R.A & HOLLENBECK J.R., McGraw Hill (2004). Fundamentals of Human Resource Management.

SCHEIN, Edgard H. (1992). Organizational Culture and Leadership

RANFTL, Edeltraud (2006), Equal Pay for Equal Work and Work of Equal Value: Guide to Legal Provisions Governing Equal Pay and Non-Discriminatory Job Evaluation. Vienna,

Federal Ministry of Health and Women, ISBN 3-900019-77-0. Available at:
<http://www.bka.gv.at/DocView.axd?CobId=20830>

ROGOVSKY, N., TOLENTINO. A. (2007) Sustainable enterprise promotion through good workplace practices and human resources management, International Training Centre of the ILO.

<http://enterpriseacademy.itcilo.org/en/contents/sustainable-enterprise-promotion-through-good-workplace-practices/>

THE DEVELOPMENT ALCHEMIST Ltd
www.dev-chemist.com

WORLD ECONOMIC FORUM (2007) – The Global Gender gap Report 2007.
http://www.weforum.org/en/initiatives/gcp/Gender_20Gap/index.htm

