# DELIVERING GENDER EQUALITY: A BEST PRACTICES FRAMEWORK FOR MALE-DOMINATED INDUSTRIES

## PRESENTED BY ENGENDERING INDUSTRIES

## ACKNOWLEDGEMENTS

Suggested Citation:
USAID. (2023). Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries – Presented by Engendering Industries. Available at: https://www.usaid.gov/engendering-industries/gender-equality-best-practices-framework

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May 2023

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# ABBREVIATIONS

| | |
|---|---|
| BRPL | BSES Rajdhani Power Limited |
| CSR | Corporate Social Responsibility |
| EDCO | Electricity Distribution Company (Jordan) |
| EDESUR | Edesur Dominicana, S.A. |
| EDM | Electricity Company of Mozambique (Electricidade de Moçambique) |
| EEO | Equal Employment Opportunity |
| EGENCO | Electricity Generation Company Malawi |
| EKEDP | Eko Electricity Distribution Plc (Nigeria) |
| EVN | Power Distribution and Supply Company (Macedonia) |
| D&I | Diversity and Inclusion |
| GBV | Gender-Based Violence |
| GDP | Gross Domestic Product |
| GEELP | Gender Equity Executive Leadership Program |
| GRI | Global Reporting Initiative |
| GRIDCo | Ghana Grid Company Limited |
| HR | Human Resources |
| HRIS | HR Information System |
| IBEDC | Ibadan Electricity Distribution Company (Nigeria) |
| IDECO | Irbid District Electricity Company (Jordan) |
| KOSTT | Kosovo Transmission and Distribution Operator (Kosovë Operator Sistemi, Transmisioni Dhe Tregu) |
| KPI | Key Performance Indicator |
| KPLC | Kenya Power and Lighting Company |
| KSA | Knowledge, Skills, and Ability |
| LEC | Liberia Electricity Corporation |
| LASURECO | Lanao Del Sur Electric Cooperative |
| LGBTQI+ | Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, or Other |
| M&E | Monitoring and Evaluation |
| MEL | Monitoring, Evaluation, and Learning |

| | |
|---|---|
| MGI | The McKinsey Global Institute |
| OPTO | Other Paid Time Off |
| P&U | Power and Utilities |
| ROE | Return on Equity |
| SDG | Sustainable Development Goal |
| STAR | Situation, Task, Action, Result |
| STEM | Science, Technology, Engineering, and Mathematics |
| TPDDL | Tata Power Delhi Distribution Limited |
| UN | United Nations |
| USAID | U. S. Agency for International Development |
| VET | Vocational Education and Training |
| WEF | World Economic Forum |
| WEP | Women's Empowerment Principles |

# EXECUTIVE SUMMARY

Women and girls represent half of the world's employment potential. Nonetheless, gender inequality persists globally and hinders social progress. Effectively developing this talent is a key part of ensuring organizational competitiveness in the future. Capturing the gains in diversity of thought and innovation from women's increased participation in the global workforce will be critical to solving the climate crisis. In addition, a growing body of evidence demonstrates a correlation between diversity at the executive level and a company's performance. A study by McKinsey & Company analyzed more than 1,000 companies in 12 countries and concluded that gender-diverse companies are more likely to outperform their national industry average in terms of profitability.[1]

Despite the evidence demonstrating women's value in the workforce, women continue to encounter structural barriers to participate in the world economy, particularly in industries traditionally dominated by men. Globally, the labor force participation rate for women is 25 percent lower than the rate for men.[2] On average, women work fewer hours for pay or profit either because they opt to work part-time or because part-time work is the only option available to them. In some countries, gender gaps in hourly wage rates for similar work can reach 20 percent.[3] According to the World Economic Forum (WEF), with current trends, the overall global gender gap will take 135.6 years to close.[4]

The U.S. Agency for International Development (USAID) is committed to promoting gender equality and women's empowerment and strengthening all workplaces, especially in male-dominated industries where significant equality gaps are observed, to fuel economic growth and social development. Through its Engendering Industries program, USAID identified the employee life cycle as a key entry point to effecting long-lasting and impactful change within partner organizations within male-dominated industries. From attraction and talent outreach to separation and retirement, there are numerous opportunities to promote gender equality within any workplace.

**FIGURE 1:** Employee Life Cycle



This framework provides workplaces, particularly those in male-dominated industries, with global best practices and practical resources to identify gaps, define objectives, and establish a road map for sustained progress in integrating gender equity throughout their operations and corporate structures. As illustrated in **Figure 1**, the framework is divided into twelve categories, eight of which are phases of an employee life cycle, and four which represent organizational enablers for gender equity.

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[1] McKinsey & Company. (2018). Still looking for Room at the Top: Ten Years of Research on Women in the Workplace. Available at https://www.mckinsey.com/featured-insights/gender-equality/still-looking-for-room-at-the-top-ten-years-of-research-on-women-in-the-workplace

[2] International Labour Organization (ILO). ILOSTAT database. Data retrieved in April 2022 from https://www.ilo.org/ilostat/

[3] International Labour Organization (ILO). (2018). World Employment and Social Outlook: Trends for Women 2018. Available at https://www.ilo.org/global/research/global-reports/weso/trends-for-women2018/WCMS_619577/lang--en/index.htm

[4] World Economic Forum (WEF). (2021). The Global Gender Gap Report 2021. Available at https://www3.weforum.org/docs/WEF_GGGR_2021.pdf.

Within each phase, multiple best practices are outlined that are derived from an extensive literature review of global resources and complemented by lessons learned from USAID's Engendering Industries program. As illustrated in **Figure 2**, a description is provided for each best practice, as well as potential implementation challenges; examples of successful implementation; and tools, resources, and templates that provide additional information.

| FIGURE 2. ATTRACTING/HIRING BEST PRACTICES | | | | |
|---|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE | AVAILABLE RESOURCES AND TOOLS |
| **RECRUITING**<br><br>Attract more diverse women candidates through inclusive job ads | Revise job descriptions and job ads to make them competency-based to reduce potential bias (e.g., demand certain skills instead of years of experience, and limit the number of mandatory qualifications required to apply)<br><br>Create gender-neutral job ads that do not use words more commonly associated with men or women while encouraging women and men with diverse social identities to apply<br><br>Use tools like the "Gender Decoder" or the "Check my Job" to check job descriptions for unconscious gender bias, length, and recruitment best practice<br><br>Post job advertisements in a variety of media, such as company career pages, job and recruiting websites, and LinkedIn, to reach more diverse women and men | Validating competency-based job descriptions is time-consuming<br><br>Local languages may present a challenge for clearly worded job postings, particularly when different words are used for masculine and feminine nouns, like "engineer."<br><br>Gender-neutral and/or gender-inclusive language may be viewed as an unimportant detail by the author of the job ad | Organizations adopt gender-inclusive and neutral language and base job descriptions on validated competencies<br><br>Notable increases in female candidates applying to open positions | **Guide:** Tips for Writing Better Job Ads (NCWIT)<br><br>**Guide:** Checklist for Reducing Unconscious Bias in Job Descriptions/ Advertisements (NCWIT)<br><br>**Tool:** Gender Decoder for Job Ads (Kat Matfield)<br><br>**Tool:** Check my Job (Eploy)<br><br>**Case Study:** KOSTT First Female Transmitter<br><br>**Article:** Women Do Not Apply To 'Male Sounding' Job Postings (Science Daily) |

The target audience for this framework includes decision-makers within a workplace, such as Human Resources (HR) and operations professionals, development practitioners, gender experts, and technical advisors working in male-dominated sectors, including water and energy sectors. This framework can be used as a stand-alone guide for organizations looking to improve gender equality by identifying gaps in their current practices and taking concrete steps toward implementing sustainable change.

Due to the diversity of companies, cultures, and national and local labor laws and trade unions, the framework addresses issues related to both equity and equality. These efforts are jointly referred to as

"gender equality" to ensure consistency; however, both equity and equality practices are included in this framework. Definitions for equity and equality can be found in the glossary in Annex I.

Further, gender equality is only one lens through which to improve diversity and inclusion. Although this framework emphasizes gender equality, all of the best practices may be applied with a broader diversity and inclusion lens, and users are reminded at intervals to consider the intersectionality of gender equality alongside other social identities (e.g., race, socioeconomic status, ability status, etc.).

# WHY WAS THIS FRAMEWORK CREATED?

USAID commissioned the development of this framework as part of its Engendering Industries program in 2018 to provide a user-friendly resource that outlines evidence-based best practices that can be applied to increase gender equity in utilities. The framework has since been revised on an annual basis and applied to workplaces in other male-dominated industries beyond energy and water utilities.

Workplaces can use this framework to identify gender equality gaps, set gender equality goals and priorities, benchmark their progress, and establish longer-term plans for sustained progress on gender equality. This framework may also be used to apply best practices in a way that understands and respects that neither women nor men are a homogenous group, and other social identities such as race, ethnicity, age, and ability add to the diversity of workforces and must be considered.

Additionally, this framework was developed to raise awareness among workplace leaders about the importance of gender equality by providing an overview of the business case for gender equality and outlining concrete steps that can be taken to achieve it. Workplace leaders must set gender equality as a corporate goal because managers and staff need to commit the time, strategic planning, and resources to change the organizational culture to achieve gender equality. Senior leadership, HR managers, and other department managers can use this framework to design, implement, and evaluate gender equality interventions and shift the corporate culture to include shared values and beliefs that include gender equality.

## ABOUT ENGENDERING INDUSTRIES

The **vision** of the Engendering Industries program is to contribute to increased gender equality in male-dominated sectors, strengthening the industry and supporting the empowerment of women in the workplace. Its primary **mission** is to improve gender equality and business performance outcomes in male-dominated organizations through the implementation of gender equity and organizational change management interventions throughout the employee life cycle. Expanding women's workforce participation in male-dominated industries leads to tangible economic outcomes for women, such as formal employment opportunities and higher income. Increased gender equality in the workforce also improves business performance, increases employee retention and satisfaction, reduces turnover, drives productivity, and enhances an organization's resilience to crises and economic shocks.

Launched in 2015 by USAID, the Engendering Industries pilot program sought to better understand interventions that effectively increase the role of women in electricity utilities. The program began with a study—the first of its kind—to examine the role of women and gender disparities within electric power distribution companies. The data showed wide variation in employment practices and outcomes and suggested that women were excluded from most jobs within these companies. The findings illustrated inequalities in employment outcomes, and disparities in the way utilities run their businesses, both of which impact women's ability to fully participate in the energy sector.

To address these findings, Engendering Industries began working in the pilot phase in 2016 with seven energy utilities in five countries. All Engendering Industries' partner utilities saw an increase in the number of female employees, most saw an increase in the number of women participating in employee training programs, and some saw an increase in the number of women trainees hired, interviewed, and participating in internship programs. Following the success of the pilot phase, Engendering Industries

continued its partnership with these utilities while expanding partnerships worldwide. The program has worked with 86 organizations across 41 countries to date.

Engendering Industries uses a unique approach to improve gender equality in male-dominated sectors. Using customized tools and best practices, demand-driven coaching, the Workforce Gender Equality Accelerated Program, male-engagement workshops, and other programming, Engendering Industries, builds staff capacity to implement gender equality interventions at their organizations.

**Workforce Gender Equality Intensive Program**

Engendering Industries Workforce Gender Equality Intensive Program is a two-year program through which public- and private-sector partners use the Best Practices Framework coupled with change-management coaching and participation in Georgetown University's Gender Equity Executive Leadership Program to implement gender equality interventions at their organizations. 39 organizations across 26 countries are currently enrolled in the Engendering Industries Intensive Program, with tangible business performance results and impacts.

**Workforce Gender Equality Accelerated Program**

The [Engendering Industries Workforce Gender Equality Accelerated Program](#) is a six-month program that rapidly develops the skills and tools needed to increase gender equality in the workplace. The Accelerated Program consists of organizational gender equality assessments, a seven-week virtual or one-week in-person course, and four months of change management coaching that prepares managers to become positive agents of change within their organizations. Managers develop the skills needed to identify gender equality gaps within their organization, develop a business case that demonstrates how gender equality will benefit the organization's bottom-line, and take targeted, tangible, and strategic action to increase gender equality in their organization. The program is facilitated by a team of Engendering Industries' change-management and gender equality experts in conjunction with faculty and staff from academic and regional partners.

**Men's Engagement**

Engendering Industries delivers week-long men's engagement workshops for leaders and employees in male-dominated industries. The program raises awareness of the important role men play in changing corporate culture, fosters healthy masculinity, and inspires and motivates men to become vocal leaders for gender equality. The workshops also demonstrate how employees can garner broad support within their organizations by showing the positive outcomes for men when increasing gender equality and strategically engaging men in their efforts.

**Self-Empowerment and Equity for Change Initiative**

The Self-Empowerment and Equity for Change (SEE Change) Initiative, implemented in partnership with Johns Hopkins University, empowers women around the world through evidence-based personal agency trainings. Trainings support women to realize their leadership potential, foster self-reliance, and achieve their personal and professional goals. SEE Change partners with a range of organizations, from small enterprises to large corporations and social enterprises. SEE Change has program tracks for entrepreneurs, employees, and sales agents with a proven track record of advancing personal empowerment, gender equality, and business growth in multiple countries and contexts worldwide.

**Women in African Power Network/Power Africa**

Engendering Industries manages [Power Africa's Women in African Power Network](#) (WiAP), which supports the participation and advancement of women in Africa's energy sector. WiAP members gain access to professional growth opportunities through webinars, networking, job opportunities, and newsletters. Members' work is also featured across the network, raising the profile of women working across the power sector in Africa.

**Engendering Industries Partners**

USAID's Engendering Industries program partners with [organizations from around the world](#) to advance women's workforce participation in male-dominated sectors. The program is implemented by Tetra Tech in partnership with Georgetown University's McDonough School of Business, Johns Hopkins University, Promundo, the Iris Group, Fulbright University in Vietnam, Universidad de Los Andes in Colombia, Lagos Business School in Nigeria, Energy Regulators Regional Association (ERRA) in Hungary, the Kenya Electricity Generating Company (KenGen) in Kenya, and the Men Engage Alliance.

## METHODOLOGY

The methodology to develop this framework (as depicted in **Figure 3** below) included the identification and adaptation of the employee life cycle, a literature review, the selection of best practices and tools, and the implementation of a selection of those best practices with Engendering Industries partners.

**FIGURE 3.** Methodology for the Development of the Best Practices Framework



| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Select and adapt employee life cycle | Conduct literature review | Select best practices | Implement best practices | Monitor, evaluate, learn, and adapt |
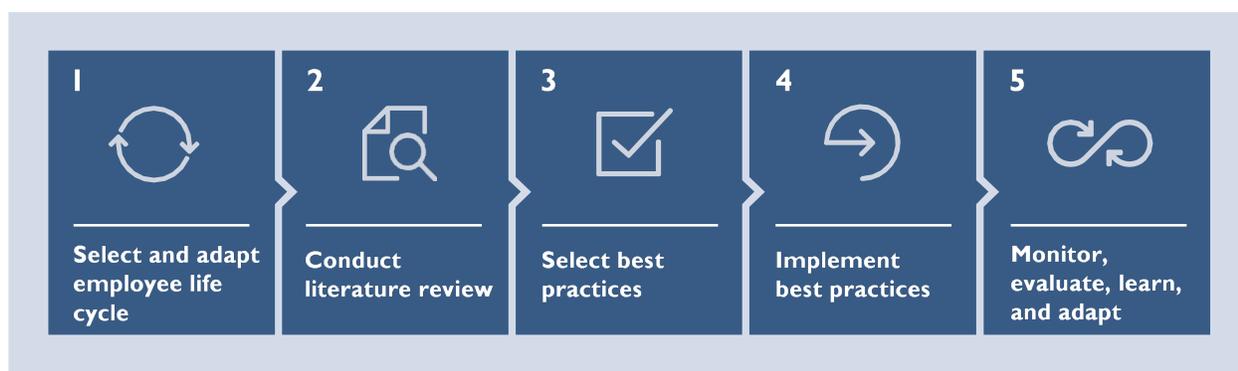
### 1. THE EMPLOYEE LIFE CYCLE MODEL

The selected best practices in this guide are informed by the employee life cycle illustrated in **Figure 4** (page 4), which includes two layers of entry points: 1. the employee life cycle; and 2. the organizational enablers surrounding it.

The **employee life cycle** is the main entry point for gender equality interventions. The employee life cycle contains all eight phases an employee can experience, starting with Attraction and Talent Outreach, going to Recruiting and Hiring, Onboarding and Training, Performance Management, Compensation and Benefits, Talent and Leadership Development, Retention and Employee Engagement, Succession Planning and Promotion, and ending with Separation and Retirement—all of which inform related HR practices.

The second layer focuses on **organizational enablers**, which include entry points for gender equality that serve as prerequisites to support interventions within the employee life cycle. These identified organizational enablers are critical, as they may be either success factors or significant obstacles and therefore need close attention. These enablers include Company Policies and Grievance Management, Corporate Culture and Leadership Models, Company Performance and Reporting, and Corporate Communication and Branding.

**FIGURE 4.** Employee Life Cycle



Although the employee life cycle explicitly focuses on a specific workplace and its employees, it is also important to recognize the **societal and sectoral context** within which an organization operates. This context influences norms, beliefs, and practices that pervade workplace culture and therefore is critical for workplace leaders to understand when implementing best practices. This context consists of the national legal and policy framework, regional gender norms and values, the economic environment and attractiveness of the market, the quality of the education system, services, and infrastructure to enable workforce participation, as well as monitoring and regulatory organizations. Additionally, workplaces may also influence the societal and sectoral context. Therefore, although this framework focuses on the employee life cycle and organizational enablers and does not explicitly address this broader context, organizations are encouraged to understand the societal and sectoral context when implementing best practices.

## 2. CONDUCTED A LITERATURE REVIEW

A literature review was conducted to identify and analyze the most relevant research on gender equality in the employee life cycle and beyond. Over 300 open-source publications were reviewed throughout the original formulation and three subsequent updates to this report.

Criteria were set to narrow the scope of the literature review to evidence most directly applicable to improving gender equality across the employee life cycle and within the organizational culture in male-dominated sectors. Resources selected for inclusion in the framework met the following criteria:

- Were open source.

- Included tested and proven practices from reputable sources.

- Measured impact using data collected from objective sources.

- Aligned with global best practices and principles.

## 3. SELECT BEST PRACTICES

To curate the best practices featured in this framework and include the most applicable recommendations for male-dominated industries, the practices

- Are aligned with the employee life cycle phases and organizational enablers.

- Consider the in-country regulatory environment and laws when analyzing regional/country variables, planning training, and providing technical assistance.

- Foster diverse cultural and gender-equitable environments with special emphasis on diverse country scenarios and experiences; and

- Align with global best practices in addressing gender equality issues in the workforce broadly.

There are many gender equality, diversity and inclusion, and intersectionality issues to consider throughout the employee life cycle. This framework aims to address the most critical and relevant gender equality issues for male-dominated sectors. Specifically, it focuses on those issues that limit women's participation, employment, and leadership within male-dominated industries in the developing world.

## 4. IMPLEMENTED BEST PRACTICES

Currently, the Engendering Industries has 110 partner organizations in 41 countries globally and Accelerated Program participants globally that receive training and tailored change management coaching to support them in applying the best practices in real-life working conditions and scenarios. These partners predominantly represent electricity and water utilities, as the program expands partnerships into other male-dominated industries. During each phase of expansion into a new industry, the Engendering Industries program evaluates the application of this framework.

Faculty from Georgetown University's McDonough School of Business and the Engendering Industries coach developed the curriculum for the Gender Equity Executive Leadership Program (GEELP) based on the selected best practices during the pilot phase of the program. During all partnership engagements, partner HR and operations staff learn firsthand how to apply the best practices in their companies with

support from the GEELP course, faculty, and Engendering Industries change management coaching. Additionally, the Engendering Industries program launched a week-long Accelerated Program, accompanied by virtual coaching, in five regions globally with a targeted audience from diverse male-dominated industries. The curriculum for the Accelerated Course is organized around this framework and the employee life cycle and presents additional opportunities for application and testing in diverse industries.

## 5. MONITOR, EVALUATE, LEARN, AND ADAPT

A monitoring and evaluation (M&E) system complemented the pilot implementation of this framework to facilitate learning and adaptation. M&E activities continue to capture both qualitative and quantitative information on the effectiveness of the approaches, strategies, and activities designed and implemented by partners during their participation in the Engendering Industries program. Additionally, M&E activities gather information to build, test, and validate the framework by analyzing results data from partners and capturing lessons learned about successes (and barriers to success) partners encounter while implementing these best practices. Iterative and adaptive monitoring and evaluation activities continue with subsequent program phases and additional partnerships.

Based on analysis of partner changes in gender parity and gender equality results, best practices are continuously revised and adapted, and case studies and tools are developed to share practical experiences and results. With each revision of this publication, we will continue to update both the Intensive and Accelerated Programs to stay current and applicable to a variety of industries.

# THE BUSINESS CASE FOR GENDER EQUALITY—WHY GENDER EQUALITY MATTERS

Increasing gender equity and opportunities for women in the economy not only establishes a foundation for increasing prosperity and economic growth around the world but also leads to increased gender equality and women's empowerment. Gender equality is a fundamental human right, and its advancement is critical to all areas of a healthy society, from reducing poverty to promoting health, education, protection, and well-being of girls and boys.[5] The World Economic Forum (WEF) showed that in recent years we have actually moved backward in our quest for gender equality.[6] The WEF attributed this reversal to a significant discrepancy in the global labor force participation rate, a gap that has been widened due to the COVID-19 pandemic.[7]

Several studies have found that by not addressing gender gaps in economic participation and employment, economic growth can be stymied. The United Nations (UN) estimates that the full participation of women in the labor force would add double-digit percentage points to most national growth rates.[8] The McKinsey Global Institute (MGI) estimated the economic losses of not achieving parity by 2025:[9]

- In a "best in region" scenario, in which all countries match the rate of improvement of the fastest-improving country in their region, it could add as much as $12 trillion, or 11 percent, to the annual gross domestic product (GDP) by 2025.

- In a "full potential" scenario, where women play an identical role in labor markets to that of men, as much as $28 trillion, or 26 percent, could be added to the global annual GDP by 2025.

There is a growing body of evidence establishing a correlation between increased representation of women in corporate leadership roles and stronger business outcomes for companies. The Peterson Institute for International Economics examined the business case for gender equity by conducting a global survey with 21,980 firms from 91 countries. The results suggested that the presence of women in corporate leadership positions may improve a firm's performance.[10] In a study of Fortune 500 companies, Catalyst found that firms with higher gender diversity in management had 35 percent better return on equity (Roe) than firms with poor gender equity.[11] Additionally, research conducted by FP Analytics reveals that the top-quartile companies with the highest percentage of women in executive management roles are, on average, 47 percent more profitable than those in the bottom quartile.[12] The 2021 Women in the Workplace report finds that, compared to men at the same level, women managers are taking more action to support their teams, from helping employees manage their workloads to checking in regularly on their overall well-being. This helps employees feel happier, less burned out, and

[5] United Nations. (n.d.). Gender Equality: Why it Matters. Available at https://www.un.org/sustainabledevelopment/wp-content/uploads/2016/08/5_Why-It-Matters-2020.pdf

[6] Mercer LLC and EDGE. (2017). When Women Thrive: Turning Disruption into Opportunity for Women. Presentation at World Economic Forum's Annual Meeting. Available at https://info.mercer.com/disruption-into-opportunity.html?utm_source=twitter&utm_medium=social&utm_campaign=Social_lead&utm_content=&sf61424394=1

[7] World Economic Forum (WEF). (2021). The Global Gender Gap Report 2021. Available at https://www3.weforum.org/docs/WEF_GGGR_2021.pdf

[8] United Nations. (n.d.). Gender Equality: Why it Matters. Available at https://www.un.org/sustainabledevelopment/wp-content/uploads/2016/08/5_Why-It-Matters-2020.pdf

[9] Woetzel et al. (2015). How Advancing Women's Equality can Add $12 Trillion to Global Growth. Available at https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth#

[10] Noland, M., Moran, T., & Kotschwar, B. (2016). Is Gender Diversity Profitable? Evidence from a Global Survey. Available at https://www.piie.com/publications/working-papers/gender-diversity-profitable-evidence-global-survey

[11] Catalyst. (2020). Why Diversity and Inclusion Matter (Quick Take). Available at https://www.catalyst.org/research/the-bottom-line-connecting-corporate-performance-and-gender-diversity/

[12] FP Analytics. (2020). Women as Levers of Change. Available at https://womenasleversofchange.com

less likely to leave their jobs. While men in senior leadership outnumber women two to one, employees are equally likely to say that women and men leaders have supported their career development. This means women are shouldering roughly double the load of mentorship and sponsorship.[13] These studies are part of a mounting body of evidence that shows gender balance in management and leadership matters.

## HOW TO DEVELOP A BUSINESS CASE FOR GENDER EQUALITY

Developing a business case for gender equality is critical for achieving buy-in and strategic action from all staff, particularly senior leadership. The business case can serve as the "guiding light" so all stakeholders know how improving gender equality can contribute to better business outcomes.[14] A business case can be specific to a particular industry or to an organization. The global evidence noted above can support an organization's business case, but it is also important that the organization identifies its own strategic business priorities, examines sex-disaggregated organizational data, and determines how gender equality can help achieve the organization's strategic business goals.

> **WHAT IS A "BUSINESS CASE FOR GENDER EQUALITY?"**
>
> *A business case provides justification for undertaking a project, program, or portfolio.*
>
> *It evaluates the benefit, cost, and risk of alternative options and provides a rationale for the preferred solution.*

The business case should:

- **Identify a business need or challenge** and explain how the organization plans to address it. Ideally, the business case should address a specific pain point, such as loss of revenue, and dovetail with the organization's strategic business objectives.

- **Describe the root causes of the business challenge** and articulate how gender equality can help solve the challenge.

- **Identify what specific actions or changes are needed.**

- **Articulate expected outcomes**, including the expected quantitative and qualitative results.

- **Include SMART targets** that are specific, measurable, achievable, realistic, and timely.

- **Motivate organizational leadership** and help drive change at the organization. The business case should reflect analysis and understanding of decision-makers' interests.

- **Identify risks and limitations**, including staffing limitations, like a hiring freeze or other resource limitations.

- **Be flexible and supported by data** and articulate the need for monitoring, evaluation, and re-formulation over time.

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[13] McKinsey & Company. (2021). Women in the Workplace 2021. Available at https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2021.pdf
[14] PMI. (n.d.) Is this Really Worth the Effort: The Need for a Business Case. Retrieved from: https://www.pmi.org/learning/library/need-business-case-6730

# ROADMAP FOR WRITING A BUSINESS CASE

### WHAT IS YOUR CASE?
Justification, opportunity, or problem statement. You are telling a "story" about how to meet a business need.

### POSSIBLE SOLUTIONS
Clarify the need. (What opportunity are you pursuing? What pain are you trying to alleviate?) Give stakeholders options for addressing the need. Seek counsel from those who know what persuades decision-makers in your company.

### LIST ADVANTAGES
Articulate the positive quantitative and qualitative outcomes that are expected. Fill out the Business Benefits Evaluation worksheet, which can be found in the Engendering Industries Guide, [Developing a Business Case for Gender Equality](#).

### BUILD SUPPORT
Assemble a cross-functional team from across the organization to ensure multiple perspectives are heard.

### MINIMIZE RESISTANCE AND ANTICIPATE ROADBLOCKS
Predict the scope and potential risks. What is the main goal, and how long will it take us to accomplish it?

### PLAN OUTLINE
Plan the next steps, including milestones, to-dos, deliverables, and the right medium to make your case and "make it shine." Be realistic as you develop your strategy and implementation plan.

## ADDRESSING GENDER EQUITY AND WOMEN'S LEADERSHIP IN CLIMATE CHANGE RESPONSE

Over the coming decades, climate change is expected to significantly disrupt daily life, including the nature of where and how we work. Due to socio-cultural structures that deprive women of access to resources, decision-making, information, and agency, climate change is not gender-neutral and has the potential to exacerbate existing inequalities, as women and girls, as well as members of other underserved communities, are likely to experience the greatest impacts.[15] Many male-dominated sectors, such as energy, water, construction, manufacturing, and more, will be significantly impacted by climate change in the coming years as resources become scarce and supply chains are disrupted. However, studies show that gender-equal companies are more resilient in the face of crises.

Improving gender equality will be critical to prepare these sectors to withstand the negative impacts of the climate crisis. Ensuring equal access to training opportunities for green technology and the absence of discriminatory hiring practices will allow organizations to draw from a greater talent pool and facilitate their adaptation to the new green economy. Preparing for the impacts of climate change will also require companies to invest more in green jobs for women and men,[16] presenting an opportunity to build a more equitable and inclusive workforce with diverse skill sets. Integrating gender equity and women's leadership in climate mitigation and adaptation efforts at a workplace level is also essential to achieving more effective, equitable, and sustainable outcomes. Organizations with more female executives and board members have better performance across measures of environmental impact, and broad corporate social responsibility goals[17] and women's leadership are associated with increased transparency around climate impact.[18] After the Paris Agreement, research finds that firms with greater gender diversity reduced their $CO_2$ emissions by about 5 percent more than firms with more male managers.[19]

Solving the climate crisis will require the talents and contributions of everyone. Women and girls have unique knowledge, skills, and networks that make them critical stakeholders in designing and implementing climate solutions. Increasing women's representation and leadership in sectors related to climate change mitigation and adaptation can build resilient organizations and lead to successful, long-term solutions to climate change.

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[15] USAID. (2022). USAID Climate Strategy 2022-2030. Available at https://www.usaid.gov/climate/strategy

[16] GREEN JOBS. Jobs that Help Drive the Change for Systems to Become More Inclusive, Lower-carbon, and Climate-resilient, including but not Limited to Those Requiring Less Land and Water. Available at: https://greencitizen.com/blog/climate-change-jobs/

[17] Gloor, J. et al. (2022). We Can't Fight Climate Change without Fighting for Gender Equality. Available at https://hbr.org/2022/07/we-cant-fight-climate-change-without-fighting-for-gender-equity.

[18] United Nations. (2022). Achieving Gender Equality and the Empowerment of All Women and Girls in the Context of Climate Change, Environmental and Disaster Risk Reduction Policies and Programmes. Available at: https://digitallibrary.un.org/record/3956348?ln=en

[19] European Central Bank. (2022.) Does Gender Diversity in the Workplace Mitigate Climate Change? Available at https://www.ecb.europa.eu/pub/pdf/scpwps/ecb.wp2650~3b693e6009.en.pdf.

**Resources that underscore the business case for gender equality in climate change response**

- **Report/Study:** Gender Analysis for the USAID Climate Strategy 2022-2030 (USAID)
- **Report:** Achieving Gender Equality and the Empowerment of All Women and Girls in the Context of Climate Change, Environmental and Disaster Risk Reduction Policies and Programmes: Report of the Secretary-General (United Nations)
- **Article:** Tackling Gender Inequality Is 'Crucial' For Climate Adaptation (CarbonBrief)
- **Article:** Explainer: Why Women Need to Be at The Heart of Climate Action (UN Women)
- **Article:** Women, Gender Equality and Climate Change (UN Women)
- **Article:** We Can't Fight Climate Change Without Fighting for Gender Equity (Harvard Business Review)

**ADDRESSING GENDER EQUITY AND WOMEN'S LEADERSHIP IN THE ENERGY SECTOR**

Despite women comprising 48 percent of the global workforce,[20] women's participation in the traditional energy sector is only 25 percent,[21] and 32 percent in the renewable energy sector.[22] Women face structural barriers to participation in the power sector, including underrepresentation and exclusion from employment, especially in technical, higher-paying positions and leadership roles. The lack of sex-disaggregated data and research on women's roles in sector employment exacerbate inequalities by limiting understanding of where women are currently working in the sector, where gaps exist, and which interventions are most effective for addressing these gaps.

Beginning in 2014, the Ernst and Young Women in Power and Utilities (P&U) Index analyzed the boards and leadership teams of the top 200 utilities, by revenue, in the world. The 2016 report notes that the top 20 most gender-diverse utilities significantly outperformed the bottom 20 in terms of return on equity (ROE), with a 1.07 percent difference in ROE between the two groups.[23] Given that utilities are asset-heavy, this difference in ROE is significant, as it could result in millions of dollars of lost profit. The fact that similar conclusions have been reached in two different years with two different data sets (the Ernst and Young 2015[24] index showed a 1.5 percent difference between the two groups) further demonstrates the connection between gender diversity in leadership and better business performance.

Ernst and Young also found that the number of women on P&U boards and leadership teams is increasing, but progress is slow. The trend in the Ernst and Young 2016 index showed a reduction in both non-executive directors and total board members. At the current rate of a 1 percent rise every three years, it would take as long as 42 years to reach a 30 percent rate of women on boards, and 72 years to reach 40 percent.

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**Resources that underscore the business case for gender equality in the energy sector**

- **Report/Study:** Getting to Gender Equality in Energy Infrastructure: Lessons from Electricity Generation, Transmission, and Distribution Projects (World Bank)
- **Article:** Advancing Gender in the Environment: Making the Case for Women in the Energy Sector (USAID)
- **Article:** Empowering Women to Reduce an Energy Utility's Commercial Losses (World Bank)
- **Video:** Comorian Women help transform Power Utility (World Bank)

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[20] Johnstone, N. & Silva, M. (2020). Gender Diversity in Energy: What We Know and What We Don't Know. Available at https://www.iea.org/commentaries/gender-diversity-in-energy-what-we-know-and-what-we-dont-know

[21] World Economic Forum. (2017). The Global Gender Gap Report 2017. Available at https://www.weforum.org/reports/the-global-gender-gap-report-2017

[22] IRENA. (2019). Renewable Energy: A Gender Perspective. Available at: https://www.irena.org/publications/2019/Jan/Renewable-Energy-A-Gender-Perspective

[23] Ernst and Young. (2016). Women in Power and Utilities Index 2016. Available at https://www.energia.org/publications/women-in-power-and-utilities-index-2016/

[24] Ibid.

**ADDRESSING GENDER EQUITY AND WOMEN'S LEADERSHIP IN THE WATER SECTOR**

Women play a crucial role in managing and safeguarding water at the domestic and community level; however, empirical evidence shows that they are significantly underrepresented in the water sector. Data collected from 64 water and sanitation service providers in 28 economies around the world showed that only 18 percent of the utilities' workforce are women, which means that less than one in five water workers are women.[25]

Women are facing barriers to joining, staying, and growing in a sector that is dominated by men. Amongst these barriers are harmful gender norms, lack of role models, harassment, and lack of a women-friendly environment.[26] When women are present in water utilities, their progression through the organization is slow, with few women in technical or leadership positions.[27] For example, a World Bank study shows that only 23 percent of engineers and managers in water utilities are women.[28] Further, water utilities often do not attract women due to entrenched social norms and practices.

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**Resources that underscore the business case for gender equality in the water sector**

- **Guide:** Toolkit for Mainstreaming Gender in Water Operations (World Bank Group)
- **Case Study:** Women in Utilities: A Driving Force for Workforce Modernization (World Bank Group)
- **Report/Study:** Women in Water Utilities – Breaking Barriers (World Bank)
- **Report/Study:** The Untapped Resource: Gender and Diversity in the Water Workforce (The International Water Association, IWA)
- **Report/Study:** Tapping the Power of Inclusion and Diversity in Urban Water (Water Services Association of Australia, WSAA)
- **Report/Study:** Thirsty for Change: The Untapped Potential of Women in Urban Water Management (Deloitte)
- **Webinar:** Diversity in the Water Workforce: Ensuring Gender Equality and Inclusion (International Water Association, World Bank)

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However, evidence shows that gender equality and the empowerment of women are crucial for the water sector. A study conducted by the World Bank showed that water projects are six to seven times more effective when women are involved than when they are not.[29] Attracting more female candidates can bring numerous benefits to a company, including increased financial productivity, greater innovation, and improved customer satisfaction.[30] Moreover, a gender-diverse workforce will improve performance, particularly if the company reflects a diverse and universal customer base as the one it serves in the water sector.[31] According to the International Water Association (IWA), "there exists a strong case for focusing attention on encouraging, recruiting, training and retaining more women water professionals. From entry-level roles to leadership positions at major water utilities, the inclusion of women in the workforce will improve the business for investors, regulators, and customers alike."[32]

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[25] World Bank. (2019a). Women in Water Utilities: Breaking Barriers. Available at https://openknowledge.worldbank.org/handle/10986/32319
[26] World Bank. (2019b). Women in Water Utilities: Breaking Barriers. Available at https://www.worldbank.org/en/news/feature/2019/08/27/breaking-barriers
[27] Moulik, S.M. (2018). Inclusion in Water. Breaking down Barriers. Available at https://blogs.worldbank.org/water/inclusion-water-breaking-down-barriers
[28] The International Water Association (IWA). (2016). The Untapped Resource: Gender and Diversity in the Water Workforce. Available at https://www.iwa-network.org/wp-content/uploads/2016/08/The_Untapped_Resource_screen.pdf
[29] Ibid.
[30] World Bank. (2019a). Women in Water Utilities: Breaking Barriers. Available at https://openknowledge.worldbank.org/handle/10986/32319
[31] The International Water Association (IWA). (2016). The Untapped Resource: Gender and Diversity in the Water Workforce. Available at https://www.iwa-network.org/wp-content/uploads/2016/08/The_Untapped_Resource_screen.pdf
[32] Ibid.

# THE IMPORTANCE OF CHANGE MANAGEMENT

Studies show that pairing gender equality interventions with a solid change management approach yields better organizational results. Improving gender equality requires shifts in behavior and changes in deeply rooted mindsets that are often embedded in culture, religion, or environment. According to the Association of Change Management Professionals, change management is defined as "the application of knowledge, skills, abilities, methodologies, processes, tools, and techniques to transition an individual or group from a current state to a future state to achieve expected benefits and organizational objectives."

Resistance to change is common, especially among those who currently benefit from the prevailing power structure. Change requires individuals to unlearn old ways of thinking that are often deeply embedded in culture, and those who are leading change management efforts should expect some resistance. Those leading the change management process should be resilient, confident, and committed to the processes despite this resistance. Having a structured change management process can help overcome resistance and ensure that changes are fully adopted and sustained. It's also important to remember that changing social norms, patterns, and behaviors can take time, often longer than desired, but making small incremental changes can lead to a greater impact in the long-term.

Key Tips in the Change Management Process:

- Have a vision

- Set goals and targets

- Develop a strong business case for change

- Identify allies and stakeholders

- Think big, but start small – just keep moving

Key Resources related to Change Management:

- Gender Strategy Toolkit (WGEA)

- International Training Center, Handbook on Gender, and Organizational Change (ILO)

- Change Management Toolkit (University of California Berkeley)

## SOCIAL AND BEHAVIOR CHANGE COMMUNICATION (SBCC)

SBCC strategies should be embedded in the change management process as communication plays a vital role in creating "tipping points" for change. Through SBCC, organizational changemakers use participatory and interactive communication techniques to develop content, materials, messages, and activities that change the knowledge, attitudes, and behaviors of individuals, groups, and teams to advance gender equality within the organization. SBCC can be used to:

- Change hearts and minds at an individual or organizational level.

- Build coalitions of industry stakeholders in support of workforce gender equality.

- Mobilize civil society actors, activists, and advocates to generate demand for workforce gender equality; and

- Drive dialogue at the national level to explore cultural, religious, traditional, or patriarchal norms that contribute to workforce gender inequality.

Social and behavior change communication is most effective when:

- Target audiences participate in the development of content, messages, and materials (for example, through focus groups, surveys, and pretesting).

- Communications content is disseminated frequently and persistently.

- Messages are consistent, coordinated, and reinforced across materials.

- Content is delivered across multiple, overlapping, and reinforcing channels; and

- Messages are delivered by individuals known to be key influencers of a target audience.

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**Key resources related to SBCC**

- **Video:** What is Social and Behavior Change Communication?
- **Guide:** USAID C-Change Modules: A Learning Package for Social and Behavior Change Communication
- **Article:** Getting Practical: Integrating Social Norms into Social and Behavior Change Programs

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# WHY INTERSECTIONALITY, DIVERSITY, AND INCLUSION MATTERS

While gender equality, diversity, and inclusion interventions all seek to address social exclusion, stereotyping, and discrimination, the focus of these concepts varies slightly. While anyone can be on the receiving end of disrespectful behavior, this should never be confused with systemic inequalities.

Gender is but one of many social identities that must be considered in an organization's journey toward equality. This framework encourages users to apply a thoughtful intersectional approach that recognizes the diversity of the workforce to promote equality and inclusion. The employee life cycle can also be used to increase diversity and inclusion within an organization in the same way it is used to increase gender equality in this framework.

Gender equality and diversity go hand-in-hand, and it is almost impossible for an organization to achieve its gender equality and diversity goals without using an intersectional approach. Within traditionally male-dominated workplaces, including utilities, disparities often stem from historical and cultural biases and preferences that are given to a group or individual because of their gender, race, ethnicity, religion, sexual orientation, educational background, work experience, or other social identities.

### DEFINITIONS: GENDER EQUALITY, DIVERSITY, INCLUSION

- **Gender equality** is the equal ability of all individuals to attain and benefit from human rights, freedoms, socially valued goods, opportunities, and resources independent of sex, gender expression, and gender identity. Gender equality is more than parity in numbers and laws on the books. Achieving gender equality means that all individuals—women and girls, men and boys, and gender-diverse individuals—can meaningfully contribute and belong to their societies. Gender equity is the process of ensuring women and men, boys and girls, and gender-diverse individuals receive consistent, systematic, fair, and just treatment and distribution of benefits and resources. To ensure fairness, measures must be taken to compensate for historical and systemic disadvantages (i.e., economic, social, and political). Equitable approaches are different from approaches in which resources are distributed equally to all persons or groups regardless of specific circumstances or needs. Gender equity is the process that needs to be followed to reach the outcome of gender equality.

- **Diversity** is any dimension that can be used to differentiate groups and people from one another, and diversity interventions empower people by respecting and appreciating what makes them different in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. Diversity is about moving beyond tolerance toward valuing an individual or group for their differences.[33]

- **Inclusion** is an organization's effort and practice of welcoming, socially accepting, valuing, and equitably treating groups or individuals from diverse backgrounds. These differences could be self-evident, such as national origin, age, race and ethnicity, religion/belief, gender, marital status, and socioeconomic status, or they could be more inherent, such as educational background, training, sector experience, organizational tenure, and even personality, such as introverts and extroverts. Inclusion often means a shift in an organization's mindset and culture that has visible effects, such

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[33] Global Diversity Practice. (n.d.) What is Diversity and Inclusion? Available at https://globaldiversitypractice.com/what-is-diversity-inclusion/

as participation in meetings, how offices are physically organized, or access to particular facilities or information.[34]

- **Intersectionality** All individuals have multiple social identities shaping their lived experiences, including but not limited to sex, sexual orientation, gender identity, gender expression, class, race, age, disability, nationality, etc. These identities determine one's place in society, privileges and protections from human rights violations, and the impact of complex forms of discrimination. Intersectionality acknowledges that singular oppressions exist while affirming that intersecting identities interact with overlapping systems of oppression and/or discrimination. Intersectionality serves as an analytical lens that considers and addresses how a person's overlapping identities contribute to unique experiences of oppression, privilege, and access (including access to development programming).

- **Micro-inequities** describe small events of unfair behavior or the many ways in which people are overlooked or ignored based on unchangeable characteristics. Micro-inequities are mostly directed at people with less power, such as women, persons of color, persons with childcare duties, persons with special needs, persons within a certain age group, or less economic power.[35]

- **Stereotypes** are standardized mental pictures that are held in common for members of a group, and that represent an oversimplified opinion, prejudiced attitude, or uncritical judgment.[36] (Source: Merriam-Webster).

- **Unconscious bias** describes positive or negative tendencies of favoring or disliking people or groups of people. The most common biases are:

  - **Affinity Bias** is a tendency to favor people who are like us.

  - **Halo effect** is a tendency to think that a person is skilled out of sympathy.

  - **Perception bias** is a belief about a person or group of people based on stereotypes and assumptions.

The glass ceiling, glass cliff, and sticky floor describe some of the impeding dynamics created by diversity dimensions. Studies suggest that sticky floors, often created by harmful social norms and discrimination, account for 40 percent of the gender wage gap, while the glass ceiling when associated with the "motherhood penalty" account for 60 percent of the gender wage gap.[37] The McKinsey & Company and LeanIn "Women in the Workplace Report" demonstrates that cracking the glass ceiling and reaching C-suite levels in a corporation is hard for women but even harder for women of color. In 2019, women represented 18 percent of C-suite executives, but women of color represented only 4 percent. Both groups have significantly lower representation compared to white men, with 68 percent representation, and men of color, with 10 percent.[38] This illustrates how discrimination and inequities related to one diversity dimension become even more severe when additional dimensions are added.

[34] Ibid.

[35] Read more on the subtle power of micro-inequities at: SAGE Reference. (2017). SAGE Encyclopedia of Psychology and Gender – Gender Microinequities. Available at: https://mitsloan.mit.edu/shared/ods/documents?DocumentID=4275.

[36] Merriam Webster. (n.d.) Stereotype. Available at https://www.merriam-webster.com/dictionary/stereotype

[37] Ciminelli, Gabriele; Schwellnus, Cyrille; Stadler, Balazs. (2021). Sticky Floors or Glass Ceilings? The Role of Human Capital, Working Time Flexibility and Discrimination in the Gender Wage Gap. OECD. Available at: https://www.oecd-ilibrary.org/docserver/02ef3235-en.pdf?expires=1651697328&id=id&accname=guest&checksum=6706F39CFEBCD5DEED6687DC5645DB10

[38] McKinsey & Company and LeanIn. (2019). Women in the Workplace 2019. Available at https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2019.pdf

The "broken rung" is a systemic weak point in a corporate structure. Women are less likely than men to be promoted to the first step up to manager. As a result, men significantly outnumber women at the manager level, which means there are far fewer women to promote to higher levels. The broken rung helps explain why the representation of women, especially women of color, at the senior manager, director, and VP levels has improved more slowly than the pipeline overall.[39] In 2021, 85 women of color were promoted to manager for every 100 men promoted to manager. This is around the same rate as women overall, for whom 86 women for every 100 men were promoted to manager in 2021.

Women and women with intersecting, diverse social identities, such as race, often face being an "only" or a "double only" in a workplace setting, meaning that they may be the only woman in the room in addition to being the only person of a particular social identity in the room. These intersecting social identities and experiences of isolation can compound experiences of burnout, bias, discrimination, and pressure to perform.[40]

Imagine a young, single mother with three children and a non-technical educational background in a male-dominated industry. She may be able to progress and succeed despite these dimensions, but her starting position will be more challenging than the starting position of others who have similar characteristics held by those already in power. Regional context, culture,

> **Impeding dynamics defined:**
>
> **Glass ceiling** is a metaphor referring to an artificial barrier that prevents women and minorities from being promoted to managerial- and executive-level positions within an organization. (Read more on the limiting effects of the glass ceiling here)
>
> **Sticky floor** is a metaphor sometimes used to convey the difficulties that disadvantaged groups experience in moving from the bottom of the organizational hierarchy. it focuses attention on the first stage of progression where discrimination can be experienced. (Oxford Reference)
>
> **Glass cliff** refers to a phenomenon wherein women or members of minority groups tend to be promoted to positions of power during times of crises, when failure is more likely. (Investopedia)
>
> **Broken rung** refers to the phenomenon of women in entry-level jobs being less likely to be promoted to the first level of managerial positions. This, in turn, limits the number of women available for promotion into higher levels of management and dramatically shrinks the diverse talent pool available. (McKinsey & Company)
>
> Read more on the subtle mechanisms of exclusion in Handbook on Gender and Organizational Change.

tradition, religion, as well as the historic evolution of the identity of those in power, strongly influence which dimensions are seen as favorable and which create systemic disadvantages. While skin color may have disadvantages in one region, ethnic background, political affiliation, or socioeconomic factors may create disadvantages in another.

Research from the US and other OECD countries showed that companies with 20 percent or more women in leadership roles tended to significantly outperform companies with less than 20 percent women.[41] Complimenting this, new research conducted by the Foreign Policy includes data from 15 countries, including Nigeria, South Africa, India, and Brazil, alongside OECD countries, found that diversity matters for the bottom-line in male-dominated industries globally.[42]

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[39] McKinsey & Company. (2021). Women in the Workplace 2021. Available at https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2021.pdf
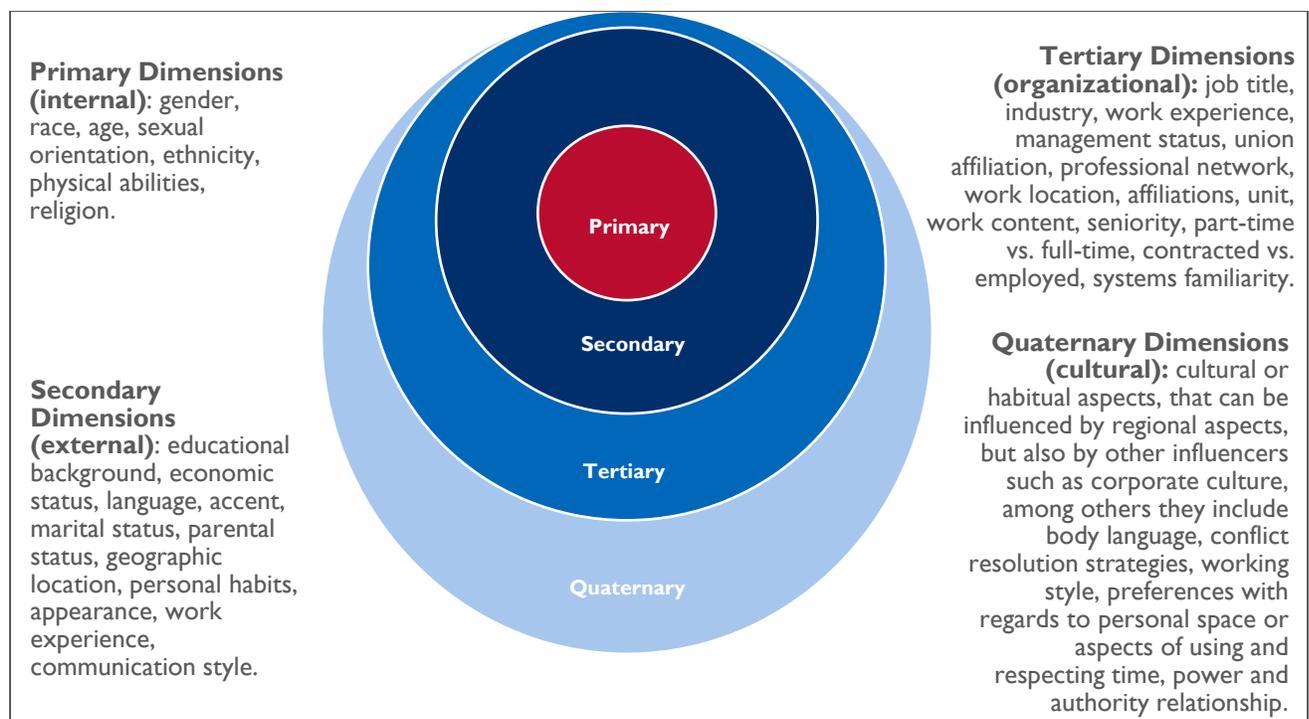[40] Ibid.
[41] McKinsey & Company. (2020). Diversity Wins: How Inclusion Matters. Available at https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Diversity%20and%20Inclusion/Diversity%20wins%20How%20inclusion%20matters/Diversity-wins-How-inclusion-matters-vF.pdf
[42] FP Analytics. (2020). Women as Levers of Change. Available at https://womenasleversofchange.com

The diversity dimensions model below, adapted from Loden and Rosener (1990),[43] organizes different identity markers into four main layers (internal, external, organizational, and cultural). It recognizes that each individual comprises all of these dimensions, which can lead to exclusion or inclusion depending on the dominant characteristics in an organization. Given the evolution of society and culture since the inception of this model, including new technologies, increased global connectedness, and increased mobility, the model reflected here has been significantly updated, including the addition of the fourth layer.

Companies' value systems and HR approaches are influenced by these changes, which have also evolved generationally. For example, Deloitte focuses its research on the transformation of diversity and inclusion through the influence of millennials, who are the largest generation in the world, with over 75 million people. Millennials will comprise 75 percent of the workforce by 2025.[44] This group tends to define diversity beyond demographic characteristics, such as cognitive diversity and the variety of experiences and perspectives that each individual brings to the table, compared to Gen X and Boomers, who typically define diversity along more traditional measures (e.g., gender, race, ethnicity). Compared to earlier generations, millennials emphasize inclusion as fundamental to the way that companies do business and are an increasingly important factor for companies, as millennials tend to change jobs more frequently than the generations before.

**FIGURE 5:** Diversity and Dimensions Model



**Primary Dimensions (internal):** gender, race, age, sexual orientation, ethnicity, physical abilities, religion.

**Secondary Dimensions (external):** educational background, economic status, language, accent, marital status, parental status, geographic location, personal habits, appearance, work experience, communication style.

**Tertiary Dimensions (organizational):** job title, industry, work experience, management status, union affiliation, professional network, work location, affiliations, unit, work content, seniority, part-time vs. full-time, contracted vs. employed, systems familiarity.

**Quaternary Dimensions (cultural):** cultural or habitual aspects, that can be influenced by regional aspects, but also by other influencers such as corporate culture, among others they include body language, conflict resolution strategies, working style, preferences with regards to personal space or aspects of using and respecting time, power and authority relationship.

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[43] Loden and Rosener's "Workforce America! Managing Employee Diversity as a Vital Resource," published in 1990 by McGraw-Hill Professional Publishing, developed a framework for analyzing dimensions of diversity within individuals and institutions and is still the foundation for diversity and inclusion within workforce approaches today.

[44] DeHaas, D.L., Bachus, B. & Horn, E. (2017). Unleashing the Power of Inclusion: Attracting and Engaging the Evolving Workforce. Available at https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-about-deloitte-unleashing-power-of-inclusion.pdf[45] Chartered Institute of Personnel and Development (CIPD). (2020). Diversity and Inclusion in the Workplace. Available at https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet

These diversity dimensions are used to describe and recognize that differences exist between individuals. Inclusion is born from recognizing and honoring these differences by designing and implementing active, intentional, and ongoing engagement with diversity to leverage it as a benefit for an organization. With an inclusion approach, people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters, and they are able to perform to their full potential.[45]

Although this framework focuses explicitly on gender equality as the main entry point, the vast majority of these best practices, approaches, and resources may be used to support intersectional and inclusive approaches within the workplace more broadly. Therefore, throughout the best practices framework, language is used to remind users to apply best practices through both an intersectional and diversity and

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**Additional resources to support increasing diversity and inclusion within male-dominated workplaces**

**Diversity and inclusion in the workplace**

- **Guide:** Driving diversity and inclusion in firms (AICPA)
- **Guide:** How To Build An Inclusive Workplace (JUMP)
- **Guide:** A Step-by-Step Guide to Cultivating Diversity and Inclusion Part 1: 50+ Ideas (Lever)
- **Report/Study:** Diversity wins: How inclusion matters (McKinsey & Company)
- **Report/Study:** Delivering through diversity (McKinsey & Company)
- **Report/Study:** Unleashing the Power of Inclusion (Deloitte)
- **Article:** What is Unconscious Bias in the Workplace (Engage in Learning)
- **Article:** Leaders in Diversity and Inclusion: 5 Lessons From Top Global Companies (Aperian Global)

**Hiring practices to increase diversity**

- **Guide:** A Step-By-Step Guide to Preventing Discrimination in Recruitment (Australian Human Rights Commission)
- **Guide:** A Toolkit for Recruiting and Hiring a More Diverse Workforce (University of California, Berkeley)
- **Guide:** A Guide to Conducting Behavioral Interviews with Early Career Job Candidates (Society for Human Resource Management)
- **Guide:** How To Conduct a Behavioral Interview (Glassdoor)
- **Tool:** Checklist for Diversity Hiring Process (Process Street)
- **Tool:** Diversity and Inclusion Checklist Generator (Michael Page)
- **Article:** 10 Ways to Attract and Hire Diverse Candidates (TalentLyft)
- **Article:** How To Alter Your Hiring Practices To Increase Diversity (Forbes)
- **Article:** Diversity Hiring: 6 Steps to Hiring More Diverse Candidates (Ideal)
- **Article:** 5 Vital Workplace Diversity Metrics & How to Use Them (iDashboards)
- **Article:** 5 Must-Do's for Writing Inclusive Job Descriptions (LinkedIn)
- **Article:** An Inclusive Workplace Begins With the Wording of Job Ads (BBVA)5 Must-Do's for Writing Inclusive Job Descriptions (LinkedIn)
- **Article:** An Inclusive Workplace Begins With the Wording of Job Ads (BBVA)

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[45] Chartered Institute of Personnel and Development (CIPD). (2020). Diversity and Inclusion in the Workplace. Available at https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet

inclusion lens. In addition to resources that are embedded throughout the framework, the resources below explicitly support increasing diversity and inclusion.

## INCLUSION OF THE LGBTQI+ PERSONS

Individuals who identify as lesbian, gay, bisexual, transgender, queer, intersex, or other (LGBTQI+) face unique discrimination and stigma that can be barriers to their inclusion in the labor force and workplace. It is critical to note that sexual orientation is not a matter of choice or preference, and it cannot be altered at will.

For definitions of gender, sex, gender identity, gender expression, and sexual orientation, please see the Glossary of Gender-Related Terms.

Homophobia, biphobia, and transphobia are terms that describe a fear, dislike, or hatred of lesbian, gay, bisexual, and transgender people. Such hatred is usually deeply rooted in stereotypes and prejudices and supported by a social and political climate that is hostile toward LGBTQI+ persons. It is strongly linked to gender inequality, as individuals who identify as LGBTQI+ might not fall squarely into their prescribed gender role. It can take many forms, for example: telling offensive jokes, using banter or words that make fun of LGBTQI+ persons, bullying, hate speech and hate crimes, discrimination, such as the exclusion of young LGBTQI+ persons from education or the job market, and other types of violence, such as forcing people to undergo therapy altering their sexual orientation—procedures which are now banned in many countries. In some countries, sexual orientation other than heterosexual is illegal and punished, even with the death penalty.[46]

**FIGURE 6:** Genderbread Person[47]
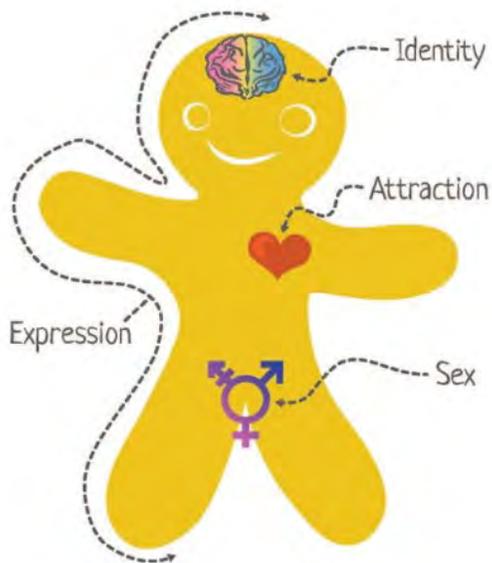


Promoting gender equality should include the inclusion of persons with diverse gender identities, expressions, and sexual orientations. Employers who enact best practices that support inclusivity see a positive impact in almost all aspects of business, from employee recruitment and retention to revenue and profits.[48] Indeed, women who identify as LGBTQI+ are more than twice as likely as straight, cisgender women to feel as though they cannot talk about themselves or their life outside work. The same survey found that women who identify as LGBTQI+ who are open about their sexual orientation at work are happier, view their workplaces more favorably, and intend on staying at their current employer longer than those who are not open about their sexual orientation or gender identity.[49]

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[46] Human Rights Watch. (n.d.) #OUTLAWED "The Love That Dare Not Speak Its Name." Available at: http://internap.hrw.org/features/features/lgbt_laws/

[47] Figure 6: Genderbread Person, available from: https://www.genderbread.org/

[48] SHRM. (2022). Ensuring Workplace Inclusion for LGBTQ Employees. Available at https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/lgbtq_inclusion.aspx

[49] McKinsey & Company and LeanIn. (2019). Women in the Workplace 2019. Available at https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2019.pdf

One's identity can change over time, or an individual might not fit into specific identities. For example, an individual might be nonbinary, meaning they do not identify as either a man or a woman. Overall, people may choose to express themselves differently through their gender identity, sexual orientation, or other characteristics, making it even more critical that we challenge social norms and create space and acceptance for diverse gender and sexual characteristics. An employer will not know whether or not an individual identifies as LGTBQI+ unless that individual chooses to disclose their identity. Therefore, a strong policy environment that prevents discrimination can help organizations ensure that all employees feel comfortable and happy at work. Companies should also consider other best practices, such as creating an inclusive corporate culture, providing training on LGBTQI+ identities, establishing employee resource groups for employees who identify as LGBTQI+, and adopting inclusive communications and internal messaging.

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**Additional resources to learn about LGBTQI+ inclusion:**

- **Resource:** Glossary of Terms (Human Rights Campaign)
- **Guide:** A Guide to Gender Identity Terms (NPR)
- **Article:** Gender Fluidity: What it is and Why it Matters (Harvard Health Publishing)
- **Article:** LGBTQ+ Inclusion in the Workplace (McKinsey & Company)
- **Article:** Effective Inclusion of LGBT Persons (United Nations)

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# WHY MALE ALLYSHIP MATTERS

Engaging both men and women for gender equality within organizations is a necessity for organizations to address inequalities more effectively in employment outcomes and disparities in the way they run their businesses. Sustainable change requires men to become partners and allies in supporting gender equality and ending discrimination and harassment. Men like women, regardless of whether they are in leadership positions, can engage in formal and informal ways to consciously elevate women colleagues in the workplace. Gender equality is about women and men.

Globally, most men support gender equality, and the majority of men acknowledge that gender equality can only be achieved with male support.[50] Male allies for gender equality who speak up about sexism are more likely to be taken seriously and evaluated more positively than women who do the same.[51] Women who speak up about sexism are rated as less competent compared to a man that does the same. In addition, men who confront bias or sexism are more likely to be persuasive due to their lack of apparent personal stake in gender equity.[52] Research shows that women who believe they have strong allies at work feel a greater sense of inclusion and more energy and enthusiasm on the job.[53]

> ## Who is an ally?
>
> An **ally** is someone who is not a member of an underrepresented group but who holds a position of privilege and power and can advocate and take action to support that less represented group, without taking over their voice. An ally aligns with the underrepresented group, working alongside them, to seek justice. Allyship is important in making sure that everyone is not only invited to the table but is also heard, acknowledged, and recognized for their contributions.
>
> A **male ally** is any person who identifies as a man that advocates for and speaks up in support of gender equality and other forms of discrimination and bias.

In addition to these benefits of male allyship, gender equality efforts in the workplace benefit both men and women. Workplace interventions that foster gender equality, such as offering family leave or paternity leave, can have immediate and direct benefits for men. Overall, the WHO finds that men's health is poorer in more gender-unequal societies, while men say they are more satisfied with life[54] and are less likely to be depressed and commit suicide in more gender-equal societies.[55] It is critical and beneficial for men to be allies for gender equality in the workplace. However, according to research conducted by Equimundo in 2019, 77 percent of men report that they are doing "everything they can" to support gender equality at work, while only 41 percent of women agree.[56] Many of the best practices outlined in this framework can help organizations foster a culture of male allyship and can help individuals take steps toward becoming or strengthening their contributions as male allies.

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[50] Ipsos. (2019). Majority of Men Support Gender Equality – Ipsos Global Study. Available at https://www.ipsos.com/en-au/majority-men-support-gender-equality-ipsos-global-study

[51] Drury, B. & Kaiser, C. (2014). Allies against Sexism: The Role of Men in Confronting Sexism. Available at https://xyonline.net/sites/xyonline.net/files/Drury%2C%20Allies%20against%20sexism%202014.pdf

[52] Johnson, W. & Smith, D. (2020). How Men Can Confront Other Men About Sexist Behavior. Available at https://hbr.org/2020/10/how-men-can-confront-other-men-about-sexist-behavior.

[53] Warren, M. A., Bordoloi, S. D., & Warren, M. T. (2021). Good for the Goose and Good for the Gander: Examining positive psychological Benefits of Male Allyship for Men and Women. Psychology of Men & Masculinities. Available at https://psyarxiv.com/9y5pk/

[54] Audette, A. et al. (2018). (E)quality of life: A Cross-national Analysis of the Effect of Gender Equality on Life Satisfaction. Available at https://link.springer.com/epdf/10.1007/s10902-018-0042-8?author_access_token=u70JEJ3YGuW9KxP36xYJafe4RwlQNchNByi7wbcMAY58jcUY4zwueKqBPlOd_kOdDfLW04-ml8GU4_5lWykiRX8jKwu1972y3e4djVtHlJO-fwi1adbEOBr9FtQ970wWokIXJnorNHXs7Rqo3NNvPw%3D%3D

[55] World Health Organization. (2018). The Health and Well-being of Men in the WHO European Region: Better Health Through a Gender Approach. Available at https://www.euro.who.int/__data/assets/pdf_file/0007/380716/mhr-report-eng.pdf

[56] Equimundo-US. (2019). So, you Want to be a Male Ally for Gender Equality? (And You Should): Results from a national survey, and a Few Things You Should Know. Available at https://www.equimundo.org/resources/male-allyship/

**Additional resources to support increasing male allyship within male-dominated workplaces:**

- **Report:** So, You Want to Be a Male Ally for Gender Equality (And You Should): Results from a National Survey, and a Few Things You Should Know (Promundo-US)
- **Report:** State of the World's Fathers 2021: Structural Solutions to Achieve Equality in Care Work (Equimundo-US)
- **Guide:** HeForShe Action Kit: Workplace (HeforShe)
- **Article:** How Men Can Become Better Allies to Women (Harvard Business Review)

# USING THIS FRAMEWORK TO ADDRESS GENDER EQUALITY, DIVERSITY, AND INCLUSION IN TIMES OF CRISIS

This version of the framework was released in January 2023, following a remarkable and impactful three years for nations, organizations, and individuals universally impacted by the COVID-19 pandemic. The global pandemic caused by COVID-19 created major disruptions in the social and economic sphere. It was a unique experience as this crisis "hit" almost all nations at the same time, and there was no escaping impact.

The situation required immediate disaster response planning, swift solutions, and an immediate need to adapt organizational processes so that workforces could continue operating and delivering essential services to communities globally. Although the impacts have been staggering for individuals, governments, and companies, they also created opportunities for companies to become more resilient, prepare for a "new normal," and strengthen disaster response planning.

This framework provides workplace leaders and change agents with tools and resources to increase gender equality, diversity, and inclusion within their organizations. COVID-19 has forced leaders and change agents to reflect on their ability to manage competing priorities in times of crisis. *How can an organization's gender equality, diversity, inclusion, and other mission-driven efforts be kept alive when the economic survival of the company is at risk?* There is a risk that equality and inclusion efforts may recede as a strategic priority for organizations in times of crisis. Paradoxically, achieving equality and inclusion may be strategic in building an organization's resilience during times of crisis.[57]

This chapter outlines risks to gender equality, diversity, and inclusion during times of crises, opportunities that arise to realign these as strategic priorities, and the benefits of including these priorities as integral parts of disaster planning.

## RISKS TO GENDER EQUALITY, DIVERSITY, AND INCLUSION DURING CRISIS

An organization must reflect on how to continue prioritizing gender equality, diversity, and inclusion during times of crisis and to ensure that ad hoc crisis response measures will not negatively or disproportionately impact women or men.

### 1. DIRECT NEGATIVE IMPACTS OF DISASTER RESPONSE ON WOMEN OR MEN, INCLUDING LAYOFFS

Due to massive demand decreases during COVID-19, as industrial customers were shuttered and non-essential businesses were closed, many essential service providers, such as electricity and water utilities, began preparing for worst-case scenarios. Many utilities responded by reducing working hours for their staff, implementing hiring freezes, and reducing training initiatives. Others began preparing for layoffs should the situation require more drastic measures. By the end of 2020, the number of employed women around the world fell by 54 million, a number of people comparable to the entire population of Kenya.[58]

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[57] Dolan, K. et al. (2020). Diversity Still Matters. Available at https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters

[58] UN Women/UNSD. (2021). Progress on the Sustainable Development Goals: The Gender Snapshot. Available at: https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2021/Progress-on-the-Sustainable-Development-Goals-The-gender-snapshot-2021-en.pdf

In response to an April 2020 survey of utilities by PWC, power and utility companies cited the following as their top three concerns with respect to COVID-19:[59]

- Budgetary impact, including effects on results of operations, future periods, liquidity, and capital resources (71 percent).

- Fear of a global recession following the event (64 percent).

- Effects on workforce and reduction in productivity (41 percent).

Many of the COVID-19pandemics' impacts disproportionately impacted women. Women are more likely than men to work in low-paying, insecure, and informal jobs, which were disproportionally affected by the pandemic.[60] Women also take a larger share of unpaid work and are more likely the victims of domestic violence amidst increased economic and social tensions.[61] When companies downsize, female-dominated roles—including office jobs and general function roles--are most vulnerable, and diversity is often no longer a priority.[62] According to the World Economic Forum, the pandemic set the representation of women leaders back by 68 percent.[63] In the electricity, gas, water, and waste sectors, McKinsey predicted that the most layoffs due to COVID-19 would be felt among sales workers, who are very often women.[64] There is growing concern that gender inequalities around the world will increase, rolling back progress on gender equality and the Sustainable Development Goals.[65] McKinsey & Company and LeanIn predicted in 2020 that the COVID-19 pandemic would "erase all the gains we've made over the past years."[66] Two years into the pandemic, many of these impacts have been felt across the globe. The World Economic Forum estimates that it will now take 135.6 years to achieve gender equality, up 100 years from pre-COVID estimates.[67]

## 2. UNEQUAL WOMEN'S REPRESENTATION IN DISASTER RESPONSE PLANNING

Women are often overlooked as stakeholders and decision-makers in disaster response planning. According to a study by CARE undertaken in 30 countries globally in June 2020: [68]

- Women only comprised 24 percent of national-level disaster response committee members.

- Twenty-five percent of countries had no gender-specific response plans.

[59] PwC. (n.d.). COVID-19: What it Means for the Power and Utilities Industry. Available at https://www.pwc.com/us/en/library/covid-19/how-covid-19-is-impacting-power-and-utilities.html
[60] Mukhtarova, Turkan. (2020). COVID-19 and the Informal Sector: What it Means for Women Now and in the Future. Georgetown Institute for Women, Peace, and Security. Available at: https://giwps.georgetown.edu/wp-content/uploads/2020/07/GIWPS_Covid19_July2020.pdf
[61] Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The Impact of the Coronavirus Pandemic on Gender Equality. Available at https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality
[62] Kalev, A. (2016). How "Neutral" Layoffs Disproportionately Affect Women and Minorities. Available at https://hbr.org/2016/07/how-neutral-layoffs-disproportionately-affect-women-and-minorities; Catalyst. (2020). Coronavirus Layoffs Could Erase Many of Women's Workplace Gains, Available at https://www.catalyst.org/2020/03/26/coronavirus-layoffs-could-erase-many-of-womens-workplace-gains/
[63] The World Economic Forum. (2021). Global Gender Gap Report. Available at: https://www.weforum.org/reports/global-gender-gap-report-2021
[64] Fine, D. et al. (2020). How to Rebuild and Reimagine Jobs Amid the Coronavirus Crisis. Available at https://www.mckinsey.com/industries/public-sector/our-insights/how-to-rebuild-and-reimagine-jobs-amid-the-coronavirus-crisis
[65] UN Global Compact. (n.d.). COVID-19: How Businesses Can Support Women in Times of Crisis. Available at https://unglobalcompact.org/academy/how-business-can-support-women-in-times-of-crisis
[66] McKinsey & Company and LeanIn.Org. (2020). Women in the Workplace 2020. Available at https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace
[67] The World Economic Forum. (2021). Global Gender Gap Report. Available at: https://www.weforum.org/reports/global-gender-gap-report-2021
[68] CARE. (2020). Where are the Women? The Conspicuous Absence of Women in COVID-19 Response Teams and Plans and Why We Need Them. Available at https://www.care-international.org/files/files/CARE_COVID-19-womens-leadership-report_June-2020.pdf

- Fifty-four percent of countries did not counteract gender-based violence, even though it was known that during times of lock-down, gender-based violence increased significantly; and

- There was a direct correlation between the absence of women in response planning and a failure to consider gendered implications.


## 3. NEGATIVE GENDER INEQUALITY IMPACTS RESULTING FROM WELL-INTENDED MEASURES

Amid the fear and uncertainty of COVID-19, companies followed through with purpose statements, eliminated bureaucracy, and empowered previously untested leaders with big responsibilities. Companies "turbocharged" decision-making to adopt new forms of working that would help employees reconcile work life and family life.[69] In response to the pandemic, many businesses were adopting work-from-home and telecommuting options on a wide scale for the first time as a response to social distancing requirements and in an effort to keep employees and customers safe.

While new policies—like flexible work options—are welcome developments in times of crisis, they can create unintended and negative impacts when they are not rolled-out thoughtfully. Implementing flexible work options for employees requires changes in leadership, management style, and corporate culture, which often takes time (see the Benefits best practices on flexible working). Managers must change the way they assign tasks, assess performance, and learn to trust that employees are working when they are at home.

The Engendering Industries program anecdotally observed that, during the start of the COVID-19 pandemic, some electricity utilities granted work-from-home flexibility to more women than men, partly because more men operate field jobs and partly because utilities wanted to be more protective toward women than men. The unintentional, unanticipated, and adverse effect was that some individuals who were working from home became invisible. Managers did not assign important tasks to them, were uncertain about their performance, and some utilities report that staff "disappeared" for three or four months. This can, over the long-term, create negative implications for career progression and also put those who are invisible at higher risk for layoffs (e.g., when companies start downsizing based on performance evaluations during this period).

During this unprecedented time, schools and daycare centers closed, and grandparents were discouraged from providing childcare due to the risk of exposure to the virus. With limited childcare options, working from home has required parents to juggle work while being responsive to family demands and educating their children. Both women and men have been challenged to take on more home-care duties and support their children with virtual learning and homework.[70]


## 4. DEPRIORITIZATION OF GENDER EQUALITY, DIVERSITY, AND INCLUSION INITIATIVES

Gender equality, diversity, and inclusion efforts are often put on hold as companies prioritize what is viewed as their most pressing basic needs. These needs may include putting in place urgent measures to adapt to new ways of working, consolidating workforce capacity, and maintaining productivity.[71] Although this shift in priority seems justified at the moment, the long-term impacts may stall or roll-back

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[69] McKinsey & Company. (n.d.). Reimagining the Post-pandemic Organization. Available at https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-post-pandemic-organization
[70] Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The Impact of the Coronavirus Pandemic on Gender Equality. Available at https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality
[71] Dolan, K. et al. (2020). Diversity Still Matters. Available at https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters

gains made toward organizational gender equality gains, diversity, and inclusion. This may undermine the company's resilience to future crises and disasters because companies with greater gender equality and diversity fare better during times of crisis. Companies with gender-diverse boards are known to outperform those with no women during times of crisis or volatility.[72] A study also found that female leaders outscored men on most leadership competencies during COVID-19, such as taking the initiative, learning agility, inspiring and motivating others, and more.[73]

## 5. INCREASED RATE OF GENDER-BASED VIOLENCE (GBV)

COVID-19 created a "shadow pandemic" with increased rates of GBV, including domestic violence, which has disproportionately impacted women and children. Since the start of the global pandemic, 45 percent of women have reported that they or a woman they know have experienced a form of GBV.[74] Factors for this increase were uncertainty-related stress, loss of jobs and income, economic stress, social isolation, lack of access to support mechanisms, lock-down measures resulting in exposure to abusers without escape options, and reduced mobility.[75]

Crises tend to increase GBV rates both in the home and in the community at large. One in four women reported that household conflicts became more frequent during the pandemic and seven in 10 reported that verbal or physical abuse by a partner became more common.[76] Lockdowns also led to higher rates of GBV, whether from spending more time at home with an abusive partner or leaving public spaces less crowded and easier for perpetrators to commit acts of GBV. Four in 10 women felt more unsafe in public places, and six in 10 women thought that sexual harassment in public had worsened as a result of the pandemic.[77] These trends are similar to other types of crises, such as natural disasters, conflict, or other events that cause displacement. One in five women in a refugee or complex humanitarian setting experience sexual violence.[78]

## OPPORTUNITIES TO STRENGTHEN GENDER EQUALITY, DIVERSITY, AND INCLUSION DURING TIMES OF CRISIS: THE SILVER LININGS

Despite the challenges, these unprecedented times have offered new opportunities to support gender equality and resilience in families and businesses. Strengthening gender equality will not only protect a company against future crises, but also ensures a company can retain critical female talent and build back better. Research shows that companies with strong female representation in leadership are 50 percent more likely to outperform others without female leadership.[79] While COVID-19 has caused many

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[72] Credit Suisse Research Institute. (2016). "The CS Gender 3000: The Reward for Change." Available at: https://www.credit-suisse.com/about-us-news/en/articles/news-and-expertise/cs-gender-3000-report-2019-201910.html

[73] Folkman, Joseph and Zenger, Jack. (2020). Research: Women Are Better Leaders During a Crisis. Harvard Business Review. Available at https://hbr.org/2020/12/research-women-are-better-leaders-during-a-crisis?utm_medium=email&utm_source=newsletter_weekly&utm_campaign=weeklyhotlist_not_activesubs&deliveryName=DM113092&fbclid=IwAR2FtiGjSQti62-tHXTRIsXMYzHhTXRC8mejcmxqUq0eaRa7WD6E2X-yutA

[74] UN Women. (2021). Measuring the Shadow Pandemic. Available at: https://data.unwomen.org/sites/default/files/documents/Publications/Measuring-shadow-pandemic.pdf

[75] Donnell, M., Peterman, A. & Potts, A. (2020). A Gender Lens on COVID-19: Pandemics and Violence against Women and Children. Available at https://www.cgdev.org/blog/gender-lens-covid-19-pandemics-and-violence-against-women-and-children; UNFPA. (2020). Gender Equality and Addressing Gender-based Violence (GBV) and Coronavirus Disease (COVID-19) Prevention, Protection and Response. Available at https://www.unfpa.org/resources/gender-equality-and-addressing-gender-based-violence-gbv-and-coronavirus-disease-covid-19

[76] Women. (2021). Measuring the Shadow Pandemic. Available at: https://data.unwomen.org/sites/default/files/documents/Publications/Measuring-shadow-pandemic.pdf

[77] ibid.

[78] ICEF and Criterion Institute. (2020). The Material Risks of Gender-based Violence in Emergency Settings. Available at: https://www.unicef.org/media/67346/file/The-material-risks-of-gender-based-violence-in-emergency-settings-2020.pdf

[79] McKinsey & Company and LeanIn.Org. (2020). Women in the Workplace 2020. Available at https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace

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women to reduce their hours or drop out of the workforce entirely, companies can help reverse these trends to ensure future resilience, retention of talent, and improved business outcomes. If companies rise to the occasion with bold action, they can protect hard-won gains in gender equality and diversity and lay the foundation for a better workplace long after COVID-19 is behind us.[80]

## 1. COMPANIES WITH A STRONG BUSINESS CASE FOR GENDER EQUALITY HAVE CONTINUED AND RAMPED UP THEIR GENDER EQUALITY EFFORTS

One of the fundamental principles of the Engendering Industries program is the development of a company-specific business case that articulates how gender equality will improve company performance. (See also the employee life cycle phase Corporate Culture and Leadership). During the COVID-19 pandemic, Engendering Industries observed that partner organizations with a business case for gender equality continued to implement strategic gender equality approaches and interventions. In fact, these organizations *increased* their gender equality efforts during COVID-19, creating related strategies and policies and preparing interventions to begin after the lockdown. Because of what they've learned during their participation in Engendering Industries, these organizations are confident that this focus will help them to be more resilient in the future to better-tackle unforeseen crises and challenges.

Gender equality, diversity, and inclusion are critical for business recovery, resilience, and reimagination.[81] The reality is that companies who continue to pursue their gender equality, diversity, and inclusion efforts are more resilient during a recession. A 2019 study that reviewed publicly-traded companies before, during, and after the 2009 Great Recession found that the financials of companies that maintained a diverse and inclusive environment flourished while those that didn't saw precipitous declines.[82]

Therefore, it is in the business interest of companies to maintain gender equality, diversity, and inclusion as a priority for increasing resilience to prepare for the challenges of the future. It is critical to consider the bigger picture and to keep the long-term vision in mind. More diversity and inclusion will help any organization to be prepared for changes that the COVID-19 pandemic and future crises may create. Firms that choose to capitalize on these underlying changes will succeed, and the ones that do not will be disrupted.[83]

## 2. NEW WORK-LIFE BALANCE REQUIREMENTS SHIFTING THE GENDER EQUALITY PARADIGM

This crisis has also catalyzed a tangible shift in gender norms, which has forced fathers—including managers and CEOs—to better understand the childcare needs of their own families. The crisis has resulted in some fathers becoming the primary childcare provider of the family, a shift that has the potential to alter gender norms in the long term.[84] Some men are experiencing the challenges and demands of balancing work and family responsibilities for kids for the first time. The fact that more men are now engaged in fulfilling domestic duties for an extended period of time has the potential to create a sea change in gender norms—at home and at work. Men who are working remotely during the pandemic are more likely to appreciate women's work-family responsibilities, understand the value of

80 Ibid.
81 Dolan, K. et al. (2020). Diversity Still Matters. Available at https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters
82 Gerkovich, P. (n.d.). Want to Thrive Through Crisis? Focus on Diversity & Inclusion. Available at https://neuroleadership.com/your-brain-at-work/focus-diversity-inclusion-during-crisis
83 Mudassir, H. (2020). COVID-19 Will Fuel the Next Wave of Innovation. Available at https://www.entrepreneur.com/article/347669
84 Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The Impact of the Coronavirus Pandemic on Gender Equality. Available at https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality

flexible work arrangements, appreciate the benefits of relationships with work colleagues, and model more equitable work-family gender roles for their children.[85]

If the new work-from-home arrangements persist, they will disproportionately benefit working women who struggle to combine their careers with childcare needs. Indeed, Goldin (2010) identifies the lack of flexible work arrangements, especially in business and financial services jobs, as one of the biggest remaining sources of the gender pay gap.[86]

Women with equal partners at home are more successful at work[87] and can focus more on their job duties and take advantage of career opportunities. Fathers who participate equally in domestic duties are able to model gender equality for their children, which helps them develop career aspirations that are not as bound by gender stereotypes, as well as shapes their future expectations for equality at home and work. Also, taking over these responsibilities makes them better allies, and in some cases, they become champions for gender equality in the workplace who will advocate for equality. Additionally, when men opt for flexible work arrangements, they add to the normalcy of using a range of options to achieve a better work-life balance.[88]

## ACTIONS COMPANIES CAN TAKE TO IMPROVE RESILIENCE BY PRIORITIZING GENDER EQUALITY, DIVERSITY, AND INCLUSION

WHAT CAN BUSINESSES DO TO CONTINUE PRIORITIZING GENDER EQUALITY, DIVERSITY, AND INCLUSION DURING TIMES OF CRISIS AND AVOID DISPROPORTIONATE IMPACTS ON WOMEN AND OTHER MINORITY GROUPS?

### Create inclusive gender response plans and measures[89]

- Apply a gender and diversity lens to all decision-making to ensure any budget, planning, cuts, or other support considers the short-term and long-term differential impact on individuals and the organization. Consider alternative solutions, especially when it comes to layoffs.

- Ensure new planned policies do not create adverse effects for women or others with diverse social identities, such as work-from-home options that decrease visibility and opportunities for challenging assignments or safety measures limiting women's ability to perform.

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[85] Smith, D.G. & Johnson, W.B. (2020). Gender Equity Starts in the Home. Available at https://hbr.org/2020/05/gender-equity-starts-in-the-home

[86] Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The Impact of the Coronavirus Pandemic on Gender Equality. Available at https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality

[87] Smith, D.G. & Johnson, W.B. (2020). Gender Equity Starts in the Home. Available at https://hbr.org/2020/05/gender-equity-starts-in-the-home

[88] Ibid.

[89] Developed based on several sources including the following:
Women's Empowerment Principles. (2020). COVID-19 and Gender Equality: A Call to Action for the Private Sector. Available at https://www.weps.org/sites/default/files/2020-04/WEPS%20COVID-19_Updated%209%20April_%20Final.pdf;
UN Global Compact. (n.d.). COVID-19: How Businesses Can Support Women in Times of Crisis. Available at https://unglobalcompact.org/academy/how-business-can-support-women-in-times-of-crisis;
World Bank Group. (2020). Gender Dimensions of the COVID-19 Pandemic. Available at http://documents1.worldbank.org/curated/en/618731587147227244/pdf/Gender-Dimensions-of-the-COVID-19-Pandemic.pdf;
UN Women. (2020). Guidance for Action: Gender-Sensitive Private Sector Response to COVID-19 for Accelerated and Inclusive Economic Recovery. Available at https://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2020/04/guidance%20for%20action%20private-sector-f.pdf?la=en&vs=5155;
UNDP. (2020). UNDP Gender and Recovery Toolkit. Available at https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-and-recovery-toolkit.html

- Draft a formal crisis response or plan to communicate both internally and externally that supporting and including women at this time is a priority.

- Ensure women and others with diverse social identities are equally represented in crisis task forces and response teams, and all decisions related to the workplace, as both participants and leaders.

- Survey employees needs to learn what their greatest stressors are as a result of the crisis and ensure women and other minority groups are equally included with data disaggregated by sex and other characteristics.

- Consult women and other minority groups, both as employees and customers, when making decisions and drafting plans to respond to a crisis to ensure that their greatest challenges are understood and that their inputs are meaningfully included in the organization's response.

- Consider how female and minority customers or other end users are disproportionately affected by the crisis and ensure that responses are equitable so that current inequalities are not exacerbated.

- Support female and minority customers by implementing temporary measures such as suspending payments, implementing safe delivery options, distributing home health kits, etc.

**Ensure measures will not create adverse effects**

- Support working parents, and keep in mind that the majority of unpaid care work falls on women. Men can be motivated to support women to reconcile work life and family life.

- Allow flexible work schedules and home-based work while recognizing the need for childcare and provision of support mechanisms (e.g., hotlines or childcare support) for those who struggle due to insufficient working conditions or social challenges.

- Develop a plan to account for the impacts of working from home during performance reviews—in most cases, performance criteria set before COVID-19 may no longer be appropriate—especially for women who had childcare responsibilities at home. Ensure they will not get punished for being "absent."

- Support the mental well-being of employees in times of crisis. Share domestic violence resources with all employees or find ways for women to report cases of domestic violence. Offer mental or psychological support through psychologists or other forms of coaching and/or regular check-ins with the entire team.

**Ensure gender equality, diversity, and inclusion are still a priority**

- Ensure gender equality, diversity, and inclusion initiatives continue during times of crisis. This could include continuing to make progress toward strategy and policy development, and developing interventions and activities, even if these need to be implemented at a later date.

- Recognize employees (with an equal number of women) on public channels/company-wide to boost morale and emphasize the importance of the roles women and others play at the company.

- Publicly commit to taking a gender-equitable and inclusive approach to the response and recovery strategy by addressing the socioeconomic impact on women and girls. Ensure female-dominated supply chains are supported, paid, and find additional ways to continue the business relationship.

- As a corporate social responsibility (CSR) measure, suspend service payments for vulnerable customers, especially female-headed households (e.g., electricity or water utility bills).

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**Tools and resources to address gender equality, diversity, and inclusion in crisis**

**Surveying Employee Needs:** Social Suite offers a free COVID-19 Social Impact assessment to help companies identify the biggest stressors on their employees

**Scenario Planning:** Salesforce created a tool that helps organizations plan out one to three-year potential scenarios to plan a coordinated response to the crisis

**Other Resources**

- **Guide:** Gender and Recovery Toolkit (UNDP)
- **Guide:** COVID-19 and Gender Equality. A Call to Action For The Private Sector (Women's Empowerment Principles)
- **Guide:** Family-Friendly Policies and Other Good Workplace Practices in The Context of COVID-19 (UNICEF)
- **Course/E-learning:** Skills and Practices for Leaders (USAID)
- **Example:** Gender Equality & Social Inclusion in the Time of COVID-19 Resource Hub (Equilo)
- **Report/Study:** Women in the Workplace 2021 (McKinsey & Company and LeanIn)
- **Report/Study:** Diversity Still Matters (McKinsey & Company)
- **Report/Study:** Guidance for Action: Gender Sensitive Private Sector Response to COVID-19 for Accelerated and Inclusive Economic Recovery (UN Women)
- **Report/Study:** The Impact Of The Coronavirus Pandemic On Gender Equality (Alon at al.)
- **Report/Study:** Building Emergency Planning Scenarios for Viral Pandemics (University College London)
- **Article:** Want to Thrive Through Crisis? Focus on Diversity & Inclusion (NeuroLeadership Institute)
- **Article:** COVID-19: How Business Can Support Women in Times of Crisis (UN Global Compact)
- **Article:** Gender Equity Starts in The Home (Harvard Business Review)
- **Article:** Re-Imagining The Post-Pandemic Organization (McKinsey & Company)
- **Article:** COVID-19 Will Fuel the Next Wave of Innovation (Entrepreneur)

# HOW TO USE THIS FRAMEWORK

The framework is divided into twelve sections, one for each of the eight employee life cycle phases and the four organizational enablers. Each section includes a description of the employee life cycle phase in general terms and is followed by a table of evidence-based best practices that can be implemented to improve gender equality. Each best practice is accompanied by the following:

- A description of the gender equality issues that are addressed by the best practice.

- Common implementation barriers.

- Definitions of success; and

- Links to resources and tools to help implement each best practice, denoting the resource type:

  - **Article:** a short piece of writing about a certain topic from a print or online newspaper, magazine, journal, or other publication.
  - **Award/Certificate:** organization or website where the reader can receive information and/or apply for an award/certificate.
  - **Case Study**: a record of an experience or instance that provides detailed analysis to illustrate the application of a practice, principle, or theory.
  - **Example:** company, website, initiative, campaign, index, policy, or document that acts as an example for a best practice.
  - **Guide/Framework:** a document that provides structure and/or guidance to lead users on how to approach thought and action on a particular topic.
  - **Podcast:** digital audio/video file or recording, usually part of a themed series, which can be downloaded from a website to a media player or computer and provides information about a special topic.
  - **Report/Study:** an in-depth document that provides observations and/or

  investigations, accompanied by a summary of key findings and recommendations about a particular topic.
  - **Tool:** hands-on/practical document that can be directly used to implement a best practice (e.g., readily available templates, interview or survey questions, checklists for processes, step-by-step instructions, etc.).
  - **Course/ E-learning/ Webinar:** in-person or online course or content that includes explicit learning objectives, achieved via training and teaching the user at a guided or self-paced level on a certain topic, and sometimes accompanied by a certificate at the successful conclusion.
  - **Training Resource/Tool:** resources/materials (e.g., presentations/ recorded webinars, templates, videos, etc.) that can be used by the reader to conduct training.
  - **Video: a** resource that visually provides information about a topic (e.g., a video explaining a topic, video of a speech/presentation, video of a panel discussion).

Resources provided in the tables are links to live websites. As organizations update their websites, original resources and URLs may not be available or may change over time. As many resources and organizations evolve over time, these websites will also provide additional information and resources that you may find helpful.

There will be challenges that arise for organizations implementing these best practices. Strategies to overcome these challenges should be developed early on to avoid common pitfalls.

Common challenges include:

- Lack of senior leadership buy-in
- Lack of committed resources
- Limited understanding of change management processes within the organization
- Perceptions that utilities are places for only men to work
- Existence of systemic unconscious bias
- Suppression of acknowledgement and/or reporting of gender-based violence (GBV) issues
- Lack of female students studying relevant technical areas in schools
- Lack of workplace indicators disaggregated by sex and utilization of disaggregated data in decision making
- Failure to articulate the benefits of gender equity to workers and to engage unions

It is important to note that not all of these best practices may be applicable in all countries and regional contexts. Factors such as national and local labor laws and a company's internal policies should be taken into consideration when implementing this framework. Organizations using this framework should select the most appropriate best practices to address their organizational needs and use the tools associated with each best practice to guide their implementation.

In addition, as noted in the previous chapter regarding intersectionality, diversity, and inclusion, the vast majority of best practices can be applied to improve an organization's work on gender equality or another specific social identity dimension through a diversity and inclusion lens.

As a practical first step, organizations are encouraged to conduct a gender gap analysis, as defined in the glossary (Annex 1), to best understand where the most egregious gender gaps exist and to focus on implementing interventions that address the highest priority areas. Conducting additional analysis, such as a salary equity gap analysis, will also strengthen the organization's ability to select and adapt the most relevant and impactful interventions for their company's specific context. It is also highly recommended that organizations work with change management, HR, and/or gender specialists to assist in the selection, design, implementation, and M&E of the best practices.

Throughout this framework, there are links to stories from energy utilities that illustrate the application of best practices with support from Engendering Industries. These stories provide the reader of this framework with information about the challenges, the solutions, as well as the impacts and results of implementing a gender equity and organizational change management intervention throughout the employee life cycle.

# BEST PRACTICES FRAMEWORK

The following tables present the best practices across the eight phases of the employee life cycle, followed by best practices within four organizational enablers.

## BEST PRACTICES: EMPLOYEE LIFE CYCLE

### ATTRACTION AND TALENT OUTREACH

Strategic and long-term approaches to broaden the talent pool by attracting and acquiring talent for future recruiting.

| TABLE 1. ATTRACTION AND TALENT OUTREACH | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **ATTRACTION**<br><br>Prepare the company to be seen as inclusive for women with diverse social identities | Make sure the workplace is attractive for women and those with diverse social identities before starting to develop outreach programs, specific recruitment activities, or other activities to attract talent:<br><br>• Clearly state diversity gender equality goals in corporate policy, vision, and mission statements and include them in external communication and outreach campaigns<br>• Specifically, include employee development options, provisions for a safe and family-friendly workplace, and benefits[90] for employees with childcare duties in communication to different target groups<br>• Create women-friendly policies and improve corporate culture to become a more inclusive and attractive place for women | Companies in historically male-dominated sectors have a reputation for being poor employers to women. They need to put extra effort into showing their inclusiveness for women.<br><br>Companies may need to undergo structural changes first to be seen as inclusive. This can take time. | Policies in place to promote the company as a good place for women and others with diverse social identities to work<br><br>Staff composition, external appearance, and internal practices show that women and men with diverse identities can be equally successful within the company's environment<br><br>Company perceived by women as a good place to work, to be measured internally (e.g., by employee surveys, retention rate of women and people with childcare duties)<br><br>Company perceived by the general public as an employer of choice for women and men with diverse social identities (e.g., through positive word of mouth, mentions in social media, employer evaluation platforms, or other external recognition) |

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[90] **BENEFITS.** Employee benefits are part of the total compensation package that includes all tangible return for an employee's labor except for direct payment. Some benefits are mandatory, such as social security benefits, unemployment compensation, and workers' compensation, while other benefits are discretionary, such as paid time off, health care, retirement, childcare, employee discounts, club memberships, and financial assistance plans. (Source: Resourcing edge, Human Resource Glossary)

## TABLE 1. ATTRACTION AND TALENT OUTREACH

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)

**Guide:** Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ (Wharton School of Business)

**Report/Study:** Accelerating Progress in Gender Equity from the Inside Out (EY)

**Article:** Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)

| ATTRACTION | Showcase female role models with diverse social identities in external communication | Potential applicants often have a negative perception of companies with a low percentage of women in the workforce, such as organizations that may be perceived as workplaces "appropriate" for only male staff, with heavy-duty, noisy, and dirty jobs, with a culture where women may not feel comfortable or welcomed | Company has stringent communication policies and practices highlighting female and male role models with diverse social identities on the website and on job platforms |
|---|---|---|---|
| Showcase company as a good place for women with diverse social identities to work | Support individuals in leadership positions to talk about advantages of having a more diverse workforce (e.g., in videos or articles on company website) | | Increased interest in open positions from diverse target groups that reflect the customers served by the company |
| | Provide information to prospective job applicants on company efforts to maintain a welcoming, inclusive women-friendly, and equal opportunity work environment where women applicants and those with diverse social identities can grow their careers. Create a profile on various job and recruiting websites *(e.g., StepStone, Glassdoor, LinkedIn, Comparably, etc.)* and clearly state the importance of gender equality and D&I to the corporate brand; use real testimonials from female and male employees with diverse social identities to showcase the company's commitment | Showcasing the company as a good place to work may be a new concept for organizations and other companies with a strong technical focus and ingrained male-dominated culture | Increased positive postings about the company on social media |
| | Present the company as an employer of choice at regional job fairs, career days at universities, specialized career events, etc. | | |

**AVAILABLE RESOURCES AND TOOLS**

**Example:** Diversity and Inclusion - Women's Perspective (Shell Global)

**Example:** #WeSeeEqual (Procter & Gamble)

**Award:** Best Places to Work Awards (Comparably)

**Award:** 2022 Best Workplaces for Parents Award. (Great Place to Work Institute)

## TABLE 1. ATTRACTION AND TALENT OUTREACH

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **ATTRACTION**<br><br>Inspire, motivate, and encourage young girls to study science, technology, and mathematics (STEM) subjects and to strive for a career in STEM industries | Encourage young girls of different ages and with diverse social identities to consider STEM subjects and career paths by exposing them to technical jobs and routines, overcoming stereotypes through playful activities that may include targeted outreach activities, communication efforts, campaigns, and presentations such as:<br><br>• Send both female and male managers to kindergartens, primary/ secondary schools, and universities, led by strong female role models, to spark young girls' interest in STEM subjects and professions<br>• Campaigns and events to expose girls to technical subjects using practical and fun engagement methods such as quizzes and gamification approaches<br>• Company activities at International Girls Day or Bring-your-Daughter-to-work day (see below)<br>• Feature female role models with diverse social identities in external communications<br>• Organize science/ summer camps for girls, encouraging skills that underlie STEM studies, such as curiosity, problem-solving, creativity, critical thinking, and collaboration<br><br>Send both female and male employees who are strong role models to represent the company at events<br><br>Provide mentoring for girls by male and female staff with diverse social identities | Identification of suitable partners and related stakeholder management requires time<br><br>Can be difficult to identify female role models and male champions who are skilled in effective communication with children<br><br>Staff may face time constraints to dedicate time and be involved in activities<br><br>Lack of creative ideas for suitable activities in the local context<br><br>Safety concerns and regulations at company facilities may be a barrier that needs to be overcome | Contributions made to increase the talent pipeline of women with diverse social identities with STEM degrees entering the labor market, who serve as role models for other women and hence create a virtuous cycle that helps more girls enter the field<br><br>Increased number of girls pursuing technical or STEM studies and careers filling up the talent pipeline<br><br>Increased applications for open positions from female candidates with diverse social identities<br><br>Reduced stereotypes and harmful beliefs held by girls that technical jobs are only suitable for men |

| TABLE 1. ATTRACTION AND TALENT OUTREACH | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |

**AVAILABLE RESOURCES AND TOOLS**

**Training Resource/Tool:** From Playdough to Plato - 40 STEM Activities for Kids (Playdough to Plato)

**Case Study:** In North Macedonia, the future is female: How a power utility is opening doors for girls and women (USAID)

**Case Study:** Eko Electricity Distribution Nigeria (International Center for Research on Women, ICRW)

**Example:** STEM Outreach: How Are We Changing the Conversation? (All Together)

**Article:** How To Get Young Girls Excited about a Career in STEM (Forbes)

**Report/Study:** The Equality Equation: Advancing the Participation of Women and Girls in STEM (World Bank Group)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **ATTRACTION**<br><br>Invite girls with diverse social identities to become familiar with the company | Invite children, especially daughters of employees, for a one-day event hosted at the company, such as "Bring Your Daughter to Work Day" or an event on International Girls' Day<br><br>Provide participants with information about the company business during the event, ensuring that they are engaged in a fun way in technical activities and topics to gain positive exposure to the company operations, which challenge current gender norms<br><br>Expose them to female role models from technical areas and in leadership positions as well as to male champions communicating a strong message, that the organization is more than welcoming women from diverse backgrounds at all levels of the organization<br><br>Prepare gender-equitable and inclusive communication materials and participant giveaways with positive imagery that challenge stereotypes of men and women | Effective and timely planning, including for promotion/ communication and activities, are essential for success<br><br>Selection and preparation of company staff who will interact with the girls is important, as they must act as credible role models and provide the right messaging<br><br>Staff may face time constraints to dedicate time and be involved in activities<br><br>Lack of creative ideas for suitable activities in the local context<br><br>Safety concerns and regulations at company facilities may be a barrier that needs to be overcome<br><br>Participation numbers may be low the first year (and typically increase consecutively) may demotivate staff | Number of participants with diverse social identities increases with repetition over consecutive years<br><br>Employees report back stories and discussions they experienced after the event, with participating girls asking more questions and referencing topics brought to their attention<br><br>Involved employees and girls provide positive feedback on the event<br><br>Press coverage about the initiative enhances the company's image in the local community |

**AVAILABLE RESOURCES AND TOOLS**

**Training Resource/Tool:** From Playdough to Plato - 40 STEM Activities for Kids (Playdough to Plato)

**Example:** STEM Classroom Activities & Resources (Shell USA)

**Example:** Girls' Day—Future Prospects for Girls (Competence Center Technology-Diversity-Equal Opportunities)

**Video:** Girls' Day—A Really Successful Story! (Competence Center Technology-Diversity-Equal Opportunities)

**Case Study:** In North Macedonia, the Future is Female: How a Power Utility is Opening Doors for Girls and Women (USAID)

**TALENT OUTREACH**

Conduct outreach to educational institutions that leads to long-term attraction of female job candidates with diverse social identities

Analyze recruiting needs and societal/educational gaps for recruiting female candidates with diverse social identities, and develop an outreach plan

Develop relationships with engineering or STEM-related clubs at universities and give presentations to students about career opportunities

Identify suitable educational institutions, from kindergarten through vocational training schools and universities, and develop outreach programs with administration and faculty using gender-equitable messages that:

- Inform students that company is an equal-opportunity employer with varied opportunities
- Highlight the company's equal opportunity efforts, showcasing gender equality and D&I practices
- Publicly encourage women to study STEM subjects to qualify them for technical careers

Offer scholarships[91] to women and girls to study in STEM fields

Reach out to parents and feeder schools to allay concerns and encourage female students to pursue careers in STEM

Develop practical and fun campaigns and competitions to attract and expose girls to technical topics, such as an "Energy Academy" or online gamification approaches

Send female and male managers to represent the company and discuss technical topics at summer camps, in kindergartens, and at other venues with kids and, in particular, young girls participating

Host "bootcamp" or pre-apprenticeship programs that specifically target young women to prepare them for skilled labor positions (e.g., line worker, electrician,

Technical schools/universities may have low numbers of women as students registered in relevant courses of study

School leadership may not demonstrate an interest in targeting gender exclusion biases

Organizations such as utilities may be seen as old-fashioned and male-dominated, so they may not be attractive to young people, particularly women with diverse social identities

Inherent perception that work in the industry is only field work or customer service and is therefore unappealing

Organizations such as utilities may have extremely limited financial and human resources to implement new outreach programs and data-tracking systems

Girls and young women get exposure to technical jobs, are encouraged to pursue STEM studies, and prepare for jobs/careers in male-dominated industries

Company positions itself as an attractive employer for women and men

Over the medium- and long-term, the number of women applying for internships and/or jobs increases from targeted schools

Industry's image is strengthened as an employer of choice for young women and men with diverse social identities beginning their careers

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| --- | --- | --- | --- |
| | welder, plumber, etc.) that women are less likely to know about or pursue. Create an "academy" or program to formalize all of the company's initiatives (e.g., internships, scholarships, mentor programs, etc.) and signal the company's commitment to attracting more women. Implement a sex-disaggregated data tracking system to determine if more students from the targeted outreach apply for internships and/or jobs at the company | | |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** Adding a Gender Lens to Nontraditional Jobs Training Programs (Jobs for the Future)

**Article:** How to Approach Teaching Gender Equality to Boys and Girls (British Council)

**Case Study:** In North Macedonia, the Future is Female: How a Power Utility is Opening Doors for Girls and Women (USAID)

**Report/Study:** Regional Mapping: STEM and Digital Skills for Girls (UNICEF)

| **TALENT OUTREACH** Use internship programs to promote technical jobs and the company as an employer of choice for women and men with diverse social identities | Create meaningful internship programs which provide insights and positive experiences to students while exposing senior leadership within the company to high-potential young women Ensure internship outreach communication to schools: <ul><li>States the company's equal opportunity policy</li><li>Encourages women to apply and pursue STEM career</li><li>Includes equitable messaging in outreach to parents</li><li>Includes women role models from a variety of positions</li></ul> | Poor quality internship programs may have an adverse effect with unintended negative consequences, such as word spreading in the education system about negative internship experiences (e.g., interns sometimes report that their internship program was ineffective or boring; they didn't receive challenging tasks that helped them to grow; and that they had limited interactions with personnel) High-quality intern management is required, with commitment from manager to spend the time required to support a positive internship experience, rather than viewing the management as an extra burden in addition to existing job duties Limited numbers of female students and bias from teachers and parents may limit the flow of information for internship opportunities | Women with diverse social identities from targeted educational institutions apply for internships in higher numbers Increased number of women accepted for internships in a wider variety of placements Increased number of women and men with diverse social identities are job applicants from internship pool Training for internship supervisors is expanded to include gender-equity and non-discriminatory practices Interns and instructors for interns report high satisfaction with internship program Female interns with diverse social identities show higher interest in working at the company and within the industry |

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[91] **Scholarship.** Award of financial aid for a student to further their education. Scholarships are awarded based upon various criteria, such as academic merit, diversity and inclusion, athletic skill, or financial need.

TABLE 1. ATTRACTION AND TALENT OUTREACH

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Create high-quality internship programs with clear structure and sufficient/ dedicated resources:<br><br>• Clear targets and quality standards for each internship<br>• Orientation that shares company's equity values<br>• One person in charge of coordinating and promoting it at universities and schools<br>• Intern supervisors trained to be aware of and eliminate gender bias in supervision and create a positive environment with clear instructions on managing interns<br>• Field- and office-based internships equally accessible to women and men<br>• Constant evaluation integrating feedback and suggestions from students, faculty, schools, and company personnel<br><br>Provide guidance and coaching for instructors for internships to feel more comfortable leading/ managing young women<br><br>Communicate targets and expectations to intern managers to ensure only employees with demonstrated leadership and capacity become intern managers | to the primary target group of female students<br><br>Legal framework and labor laws in countries may be unsupportive of internships | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Sample Internship Job Description & Additional Resources):** Shaping the Future of STEM: A Blueprint for Launching a High School STEM Internship Program (Abbott)

**Guide (incl. Sample Evaluation Forms):** Starting and Maintaining a Quality Internship Program (Technology Council of Central Pennsylvania)

**Guide:** Internship Program Plan (USAID)

**Report/Study (incl. Good Practice Examples):** Making Apprenticeships Work for Young Women (Young Women's Trust)

| | | | |
|---|---|---|---|
| **TALENT OUTREACH**<br><br>Offer scholarships to female students with a focus on STEM subjects | Collaborate with STEM high schools or universities to support via scholarships talented female students with diverse social identities | Lack of infrastructure of schools to provide good quality technical education | Number of girls or women who successfully complete secondary, tertiary, and technical education increased |

| TABLE 1. ATTRACTION AND TALENT OUTREACH | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Provide scholarship opportunities to support their access to secondary and tertiary education, especially in regions where access is unequal for boys and girls<br><br>Establish good relationships with educational institutions to ensure diverse candidate selection<br><br>Provide training on unconscious bias[92] to educational staff to ensure the mindset of boys and girls is prepared to overcome cultural gender norms and stereotypes about the suitability of certain professions<br><br>Provide opportunities for sponsored girls to familiarize with the company and create a positive relationship, e.g., through inviting them to the company or through mentoring and coaching by company staff and through internship opportunities | Mindset of teachers may not support equality and girls' aspirations to study STEM field<br><br>Expectations of sponsored girls need to be managed and prepared to pursue other career paths as she may not be guaranteed a job<br><br>Lack of time and company resources to provide additional mentoring, coaching or other relationship-building to the girls may limit the positive effect<br><br>Parents may not be supportive of daughter's higher education choice to study STEM/pursue a technical career | Talented girls create a positive relationship with the company<br><br>Perception of the company to be an employer of choice for women is increased<br><br>Higher number of female candidates with the required skills and qualifications apply for open positions at the company<br><br>Participants equipped to be successful in recruitment and assessment processes |

**AVAILABLE RESOURCES AND TOOLS**

**Example:** Scholarships (Shell USA)

**Article:** Intel Launches its Largest Women in Technology Program to date (Intel Corporation)

| TALENT OUTREACH<br><br>Offer supervision of master thesis or paid master thesis contract with a focus on female students | Identify topics of interest to the company that may be addressed through a master thesis project with a relevant cooperating university program with a focus on female students with diverse social identities (require university to include a minimum participation of 50 percent women in the program)<br><br>Provide a well-trained and gender-aware mentor from the company who can serve as a role model while supporting the master thesis student during research and writing | May be difficult to find suitable topics for a master thesis, acceptable to both the company and university faculty<br><br>Mentors may be reluctant to interact with women students due to cultural norms and/or corporate culture<br><br>Universities' awareness on the importance of including women students may be low<br><br>Student may need intensive support and access to stakeholders within the company to be able to fulfil the assignment | Company establishes strong university relationships to source students from both genders with a minimum 50/50 sex ratio<br><br>Company establishes a positive image amongst students and especially young women - verified by higher numbers of students interested in having a master thesis contract<br><br>Increased number of female student participants get exposure to core business topics important to the company |

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[92] **UNCONSCIOUS BIAS.** Also known as an implicit bias, this is an underlying attitude and stereotype that people unconsciously attribute to another person or group of people. In the workplace, unconscious bias has an impact on recruitment decisions, employee development, diversity, and retention rates, and promoting a disconnected culture. (Source: Built In, 16 Unconscious Bias Examples And How to Avoid Them in The Workplace)

| TABLE 1. ATTRACTION AND TALENT OUTREACH | | | |
|---|---|---|---|
| **PRACTICE** | **DESCRIPTION OF PRACTICE** | **CHALLENGES TO IMPLEMENTATION** | **WHAT SUCCESS LOOKS LIKE** |
| | Selected mentors should include a good proportion of women from the technical fields | Required non-disclosure of some data can interfere with the validity of the research | Increased numbers of female student participants apply for open positions and are hired |
| | Develop intro sessions or short trainings for master thesis mentors to ready them with mentoring soft skills and gender awareness to support young women | | Increased number of company personnel volunteers to mentor women master thesis students and proactively ask for students to support business topics |
| | Create high quality master thesis program with a clear structure and dedicate sufficient resources (see recommendations for mentorship programs) | | |
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Example:** Students and Starters (Vattenfall) | | | |
| **TALENT OUTREACH**<br><br>Use high-quality, equitable, and inclusive mentorship[93] programs to promote technical jobs and the company as employer of choice among women and men | Create high quality mentorship programs for female students of different age groups (e.g., for high school students to attract them to technical studies or for university students in the technical fields to promote the company as an attractive place to work)<br><br>Provide clear structure and dedicate sufficient resources including:<br><br>• Clear targets and quality standards for each mentorship program<br>• One person in charge of coordinating the program, promoting it at universities and schools, and acting as point of contact for students, faculty, and mentors<br>• Mentors who are trained to be aware of and eliminate gender and diversity bias in supervision and who create a positive environment for women and men with diverse social identities with clear instructions on guiding mentees | Bad quality mentorship programs may have an adverse effect with unintended negative consequences<br><br>Selection and matching of the right mentor are critical for success | Mentees show higher interest in working at the company and in the sector<br><br>Mentoring relationships are sustainable, which can be seen in numbers and frequency of contacts between mentors and mentees<br><br>Women with diverse social identities from targeted educational institutions apply for mentoring opportunities in higher numbers<br><br>Increased number of women accepted for mentoring<br><br>Increased number of female job applicants with diverse social identities from mentoring pool<br><br>Training for mentoring supervisors is expanded to include gender equality, diversity, and non-discriminatory practices<br><br>Mentoring candidates, women, and educational institutions report high |

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[93]  MENTORSHIP. Mentoring relationships are focused on the provision of emotional support and advice to help the protégé achieve greater subjective career outcomes e.g., improved job satisfaction. (Source: Workplace Gender Equality Agency Australian Government, Mentoring or Sponsorship?)

| TABLE 1. ATTRACTION AND TALENT OUTREACH | | | |

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | • Constant evaluation integrating feedback and suggestions from students, faculties, schools, and company personnel | | satisfaction with the quality of mentoring and target achievement |
| | Ensure outreach and communication to administration and faculty uses inclusive and gender-equitable language and materials | | |
| | Prioritize standardized selection and matching of mentors and mentees, integrating as many women from the company as possible, and providing a strong framework for mentors and mentees for orientation (e.g., mentoring topics and boundaries, expected frequency, and format of meetings) | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** How to Start a High-Impact Mentoring Program (Chronus)

**Guide (incl. Evaluation Planning Worksheets & Sample Survey Questions):** Evaluating a Mentoring Program (NCWIT)

**Case Study:** In North Macedonia, The Future Is Female: How A Power Utility is Opening Doors for Girls and Women (USAID)

## RECRUITING AND HIRING

Systematic processes that lead to hiring of new employees from a diverse pool of candidates.

| TABLE 2. RECRUITING AND HIRING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **RECRUITING**<br><br>Attract more diverse women candidates through inclusive job ads | Revise job descriptions and job ads to make them competency-based to reduce potential bias (e.g., demand certain skills instead of years of experience, and limit the number of mandatory qualifications required to apply)<br><br>Create gender-neutral job ads that do not use words more commonly associated with men or women, while encouraging women and men with diverse social identities to apply<br><br>Use tools like the "Gender Decoder" or the "Check my Job" to check job descriptions for unconscious gender bias, length, and recruitment best practice<br><br>Post job advertisements in a variety of media such as company career page, job and recruiting websites, and LinkedIn, to reach more diverse women and men | Validating competency-based job descriptions is time-consuming<br><br>Local languages may present a challenge for clearly worded job postings, particularly when different words are used for masculine and feminine nouns, like "engineer"<br><br>Gender-neutral and/or gender-inclusive language may be viewed as an unimportant detail by the author of the job ad | Organizations adopt gender-inclusive and neutral language and base job descriptions on validated competencies<br><br>Notable increases in female candidates applying to open positions |

**AVAILABLE RESOURCES AND TOOLS**

**Case Study:** Electricidade de Moçambique (EDM) Increases Women's Participation in the Power Sector (USAID)

**Case Study:** KOSTT Gender-inclusive Job Ads (USAID)

**Guide:** Tips for Writing Better Job Ads (NCWIT)

**Guide:** Checklist for Reducing Unconscious Bias in Job Descriptions/Advertisements (NCWIT)

**Tool:** Gender Decoder for Job Ads (Kat Matfield)

**Tool:** Check my Job (Eploy)

**Article:** Women Do Not Apply To 'Male Sounding' Job Postings (Science Daily)

**Article:** How to Avoid Gender Bias in Job Postings (World Economic Forum)

| | | | |
|---|---|---|---|
| **RECRUITING AND HIRING**<br><br>Consider targeted hiring to fill open positions and increase overall percentage of women | Define targets for percentage of women, as well as women and men with diverse social identities, to be reached overall in the organization and within different management levels and technical functions, with an aim to reach strategic equality | Pool of diverse female candidates may be much smaller than pool of male candidates, which may make it challenging to use fair evaluation criteria to get the desired diversity results; this may require giving an advantage to | Clear hiring targets are set for the short-, medium- and long-term and there is transparency in mechanisms to reach these targets<br><br>Strong merit-based processes in place that guarantee women with diverse |

TABLE 2. RECRUITING AND HIRING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| in the company in general and/or in the technical areas | and D&I targets and increase balance of women and men within different parts of the organization | women with similar competencies as a man competing for the same role | social identities can successfully perform in selection processes and can be hired |
| | Conduct gender gap analysis[94] to use a data-driven approach for target setting, align targets with company or national strategy, develop a stepwise plan to reach targets. and communicate effectively on aim to reach to create buy-in within the organization. Create a business case[95] supporting the set hiring targets for women and individuals with diverse social identities | Long-term target setting may be counteracted by volatility of the industry or other factors of uncertainty (e.g., limited mandate periods of decision makers) | Workplace environment shows a welcoming attitude toward newly hired women with diverse social identities and support their success |
| | Become a signatory of an international agreement supporting gender parity, such as "Equal by 2030" or base your strategic approach on global movements such as the Women's Empowerment Principles or the Sustainable Development Goals | Practices and workplace environment may not be ready to absorb newly hired women in a positive manner and may hinder women's success | Retention rate of women with diverse social identities after one to two years shows that the women feel well-equipped for the positions and can be successful |
| | Develop structured approach to apply inclusive hiring and recruiting practices and to eliminate bias against women and others with diverse social identities in recruitment (see below) | Setting hiring targets or quotas may spur resistance and "affirmative action backlash" where men feel disadvantaged by women and individuals with diverse social identities | |
| | | Lack of transparency can lead to stigmatization of the hired women as being "chosen for quotas only" | |

**AVAILABLE RESOURCES AND TOOLS**

**Case Study:** Electricidade de Moçambique (EDM) Increases Women's Participation in the Power Sector (USAID)

**Guide:** Developing a Business Case for Gender Equality (USAID)

**Guide:** Setting Strategic Gender Equality Targets (USAID)

**Guide:** Goal Setting for Gender Equality (USAID)

**Guide:** Equal by 30 Signatory Toolkit (Clean Energy Education and Empowerment (C3E) Initiative)

**Tool:** CEO Statement of Support for Women's Empowerment Principles (United Nations Global Compact & UN Women)

**Tool:** Adding a Gender Lens to Nontraditional Jobs Training Programs (Jobs for the Future)

**Example:** Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)

**Example:** Sample Affirmative Action Program (United States Department of Labor)

**Report/Study:** Diversity in Engineering: Managing the Workforce of the Future (Chapter: Affirmative Action Backlash) (National Academy of Engineering)

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[94] **GAP ANALYSIS.** Process that compares actual performance or results with what was expected or desired. The method provides a way to identify suboptimal or missing strategies, structures, capabilities, processes, practices, technologies, or skills, and then recommends steps that will help the company meet its goals. (Source: Smartsheet, The Complete Guide to Gap Analysis)

[95] **BUSINESS CASE.** Type of decision-making tool used to determine the effects a particular decision will have on profitability. (Source: Businessdictionary.com)

## TABLE 2. RECRUITING AND HIRING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **Report/Study (incl. Case Studies):** [Backlash And Buy-In: Responding To The Challenges Of Achieving Gender Equality](#) (MCC) <br><br> **Report/Study:** [Hiring for Equity in Clean Energy](#) (Shortlist and Open Capital) <br><br> **Article:** [Evaluating Affirmative Backlash](#) (The Harvard Crimson) <br><br> **Article:** [Seeking Women: 70+ Companies That Have Set Gender Diversity Targets](#) (Forbes) | | | |
| **RECRUITING** <br><br> Participate in (university) career fairs and regional job fairs to recruit qualified women with diverse social identities | Analyze recruiting needs and assess opportunities to intentionally reach out to female candidates with diverse social identities enrolled in relevant education programs at university career fairs or regional job fairs <br><br> Prepare for attendance with female role models and male champions at the company, who can answer candidates' questions on working environment and can create a positive perception with targeted candidates <br><br> Use multiple channels for advertising before the event, including engagement with partner institutions, key stakeholders, and use of media consumed by target audience <br><br> Develop job ads and informational material speaking to both women and men with diverse social identities (see above) <br><br> Develop inclusive communication, interview, and assessment process to facilitate follow-up <br><br> Offer firsthand opportunities to experience technical tasks and get exposure to technical tools or equipment <br><br> Highlight the company's equal opportunity aims and efforts and provide information on company benefits | Follow-up with more in-depth selection process may be time-consuming and requires planning and intentionality <br><br> High number of participating companies, time pressure, and limitations in setting (e.g., more, and less favorable locations of exhibit stands) may limit opportunities to meet the right candidates <br><br> Cost for promotional materials, additional presence at plenary or as speaker, and better exhibit locations may become a limiting factor <br><br> Competition and one-to-one comparison with other companies looking for similar skill sets | Number of career or job fairs with a positive hiring result increased <br><br> Pool of female candidates for recruitment processes increased <br><br> Number of women hired from targeted universities and job fairs increased, as indicated by data tracking system <br><br> Positive correlation of touch points with female candidates, female candidates interested in open positions, and female candidates with diverse social identities hired |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** [Tip Sheet: Planning a Career Fair for Improving Women's Access to Nontraditional Jobs](#) (Jobs for the Future)

**Case Study:** [In North Macedonia, the Future is Female: How a Power Utility is Opening Doors for Girls and Women](#) (USAID)

| | | | |
|---|---|---|---|
| **RECRUITING AND HIRING** | Design selection processes that reduce bias and improve chances for women with diverse social identities to be successful (e.g., pre-defining selection criteria and varied assessment methods | In-depth candidate assessments and interview techniques to reduce bias, such as behavior-based interviewing, need additional training to learn the | In-depth candidate assessment and interview techniques, such as behavior-based interview techniques, are integrated into the selection process |

TABLE 2. RECRUITING AND HIRING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| Apply equitable and inclusive recruitment and hiring practices | to analyze different strengths, and using behavior-based interview techniques,[96] and structured instead of unstructured interviews)<br><br>Develop assessment criteria valuing more diverse skill sets<br><br>Establish diverse interview panels to reduce unconscious bias in the hiring process<br><br>Revise selection criteria to support women and men from diverse backgrounds to become equally successful in the selection process<br><br>Implement mandatory unconscious bias training for all employees involved in the hiring process<br><br>Make gender balanced shortlists representative of diverse social identities a requirement for open positions<br><br>Use work sample tests to evaluate the candidate's skills and competencies to avoid bias<br><br>Apply "blind" selection and evaluation principles, e.g., remove names, pictures, and birth dates from CVs when assessing applications and proposing pre-screened candidates to management for further consideration to reduce unconscious biases<br><br>Create a Recruitment Policy to formalize all targets and processes, including for hiring interns | techniques and are more time-consuming, but at the same time, bring better results<br><br>Managers may resist relinquishing their hiring power to a panel<br><br>Expert coaching may be required to support revision of all related processes | Interview panels have at least one suitable representative of each sex<br><br>Greater gender parity and diversity in the pool of applicants<br><br>Greater gender parity and diversity in preselected and shortlisted candidates<br><br>More women with diverse social identities are hired<br><br>Increased number and/or overall percentage of female employees |

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[96] **BEHAVIOR-BASED INTERVIEWING.** Type of interviewing grounded in the theory that the most accurate predictor of future performance is past performance in a similar situation. With this type of approach, employers predetermine the core competencies or skills required for success in a particular job. When interviewers ask questions, they are probing for behavior patterns. This technique is also known as STAR: Situation, Task, Action, Result. (Source: TPP Recruitment, Using behavioural interviewing).

| TABLE 2. RECRUITING AND HIRING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** A Step-By-Step Guide to Preventing Discrimination in Recruitment (Australian Human Rights Commission)

**Guide:** Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)

**Guide:** Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 1: Recruitment and Selection) (Gender Equality in Decision-Making, GEM)

**Guide (incl. Templates and Sample Interview Questions):** A Guide to Conducting Behavioral Interviews with Early Career Job Candidates (Society for Human Resource Management)

**Guide (incl. sample KPIs):** Monitoring and Evaluation Framework for Gender Inclusive Recruitment and Selection (USAID & ICF)

**Guide:** Gender Inclusive Recruitment and Selection: A Workbook for Clean Energy Incubators (USAID & ICF)

**Guide (incl. Action Plan Template):** Recruitment and Retention Toolkit (AICPA National Commission on Diversity and Inclusion)

**Guide (incl. Case Studies):** Leadership 21C: Tools and Solutions for Gender Diversity (FLSP Financial & Legal Skills Partnership)

**Guide:** A Toolkit for Recruiting and Hiring a More Diverse Workforce (University of California, Berkeley)

**Tool:** Adding a Gender Lens to Nontraditional Jobs Training Programs (Jobs for the Future)

**Tool:** Checklist for Diversity Hiring Process (Process Street)

**Case Study:** Philadelphia Water Department's Effort to Make Diversity and Inclusion a Priority when Hiring Engineers (Journal AWWA)

**Case Study:** EVN Macedonia (International Center for Research on Women, ICRW)

**Example (incl. Resources):** Interrupt Bias during Recruitment (Queensland Government)

**Report/Study:** Recruiting and Retaining Women in Non-Traditional Positions (Center for Energy Workforce Development, CEWD)

**Report/Study:** Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment (PwC)

**Article:** All-Male Job Shortlists Banned by Accountancy Giant PwC (BBC News)

**Article:** How To Alter Your Hiring Practices To Increase Diversity (Forbes)

**Article:** 7 Practical Ways to Reduce Bias in Your Hiring Process (Harvard Business Review)

**Article:** The Battle for Female Talent in Emerging Markets (Harvard Business Review)

**Article:** If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired (Harvard Business Review)

**Article:** Why Women Don't Apply for Jobs Unless They're 100% Qualified (Harvard Business Review)

**Article:** Diverse Interview Panels May be a Key to Workplace Diversity (Working Mother)

**Article:** The Maddeningly Simple Way Tech Companies Can Employ More Women (New York Times)

**Article:** How to Recruit More Women to Your Company (Harvard Business Review)

**Video:** Conducting Unbiased Interviews (Iris Bohnet)

| TABLE 2. RECRUITING AND HIRING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **RECRUITING**<br><br>Conduct market research to understand barriers and opportunities for women in the labor market | Conduct market research in the local or national labor market to better understand the barriers that women and other underrepresented social groups experience on their path to studying and pursuing a career in male-dominated industries<br><br>Analyze societal and educational gaps that might make it difficult to achieve the company's recruitment targets and develop an outreach plan to address these gaps<br><br>Based on the results of the research, consider how to alleviate barriers, and reach more women and underrepresented social groups to create a more inclusive talent pool<br><br>Identify the best communications channels to reach these groups based on the research findings | Financial and human resources to conduct such types of market research<br><br>Transparency and willingness of people to participate in the research | Specific barriers and opportunities to creating a more inclusive talent pool are identified based on the cultural and sectoral context in which the company operates<br><br>Improved strategy for recruiting and hiring from an inclusive talent pool that is informed by the unique challenges in the given labor market |

**AVAILABLE RESOURCES AND TOOLS**

Guide: Engendering Industries: Using Surveys to Advance Workforce Gender Equality (USAID)

Study: Gender Equality Study of the El Salvadoran Labor Market (in Spanish) (DELSUR)

Study: Women in Labour Markets: Measuring Progress and Identifying Challenges (ILO)

Guide: Ensuring Demand-Driven Youth Training Programs: How to Conduct an Effective Labor Market Assessment (International Youth Foundation)

| | | | |
|---|---|---|---|
| **HIRING**<br><br>Conduct a diversity hiring audit[97] to determine what is not contributing to gender equality and diversity goals | Review and improve each step in the hiring process through a diversity hiring audit with the aim of increasing women with diverse social identities in the candidate pool, selection, and hiring processes<br><br>Evaluate gender and diversity hiring metrics in successive hiring rounds and improve one or two metrics that support equitable and inclusive hiring<br><br>Appoint a multi-departmental and -disciplinary team with training to perform objectively (if done internally) | Resources to hire external auditor or conduct training for internal audit may be scarce | Areas for improvement in relation to gender and D&I are identified, and corresponding measures to address challenges are implemented<br><br>A review of recruitment and hiring policies and practices is conducted and informed by audit findings<br><br>Improved design for hiring process successfully helps attain gender equality and diversity hiring goals |

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[97] **DIVERSITY HIRING AUDIT.** An audit used to assess the diversity of the hiring process and to identify any potential bottlenecks and discrepancies (e.g., Is it a top-of-the-funnel issue? Or is it a leaking-pipeline issue? See source). (Source: Ideal, Diversity Hiring)

| TABLE 2. RECRUITING AND HIRING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **AVAILABLE RESOURCES AND TOOLS**<br><br>**Tool:** Self-Assessment Equalities Checklist (Equality Online)<br><br>**Tool:** Diversity and Inclusion Checklist Generator (Michael Page)<br><br>**Article:** Diversity Hiring: 6 Steps to Hiring More Diverse Candidates (Ideal)<br><br>**Article:** 5 Vital Workplace Diversity Metrics & How to Use Them (iDashboards) | | | |
| **HIRING**<br><br>Use internship programs for direct hiring, with gender parity in intern placements and hiring | Use internship programs systematically to assess potential candidates and familiarize them with the company specifics and the company as a favorable workplace for women with diverse social identities<br><br>Ensure there is a well-structured and well-run process that includes clear responsibilities and a fair evaluation of outcomes and candidate potential<br><br>Offer long-term internships of at least six months as this will provide better results; providing an opportunity for the interns to adapt to the company and show better performance<br><br>Follow up with interns between the end of their engagement with the internship program and the start of their employment (e.g., when the student needs to finish studies before they can be employed). | Internships are often used to fill staff shortages during summer periods instead of in a systematic way<br><br>Interns are usually students, and the lag time between the end of the mentoring or internship engagement and their graduation may hinder direct employment in the short term | Company has a well-assessed pool of interns in place of which at least 50 percent are women and a proportional representation of diverse social identities that reflect its consumers<br><br>Increased number of female interns with diverse social identities directly hired, and the female candidate pool for future open positions is broadened |
| **AVAILABLE RESOURCES AND TOOLS**<br><br>**Guide (incl. Sample Internship Job Description and Additional Resources):** Shaping the Future of STEM: A Blueprint for Launching a High School STEM Internship Program (Abbott)<br><br>**Report/Study (incl. Good Practice Examples):** Making Apprenticeships Work for Young Women (Young Women's Trust) | | | |
| **HIRING**<br><br>Integrate gender equality, parity, and diversity considerations into procurement policies and practices to ensure subcontractor/supplier alignment with the company's gender equality and diversity goals | Influence subcontractors and suppliers to improve their own gender equality and D&I practices and policies through competitive procurement practices<br><br>Clearly articulate in procurement documents expectations and requirements on how a contractor/supplier addresses the following, ensuring scoring of contracts and awards include points related to:<br><br>• Equity in percentages of women in leadership and technical positions within their contract, | Sub-contractors are separate entities with their own organizational practices and policies that may be difficult to change<br><br>There may be less oversight or influence over subcontractors<br><br>Some issues, such as discrimination or sexual harassment, may be difficult to measure, and subcontractors/suppliers may be reluctant to share such information | Increase in the percentage of women and individuals with diverse social identities employed by subcontractors in the overall workforce and in leadership and technical positions<br><br>Increase in the number and percentage of diverse and woman-owned subcontractors and suppliers<br><br>Improvement in gender equality and D&I practices and policies adopted by subcontractors and suppliers |

TABLE 2. RECRUITING AND HIRING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | with targets for gender equality and diversity where possible<br><br>• Applies gender-equitable and inclusive policies related to EEO, sexual harassment, etc.<br><br>• Extend gender equity and unconscious bias trainings and mentorship opportunities to suppliers and subcontractors, with a focus on supporting the strengthening of woman-owned businesses<br><br>Create small business set-asides for local women-owned businesses from diverse backgrounds that provide services and supplies. Include gender-specific key-performance indicators and targets in the contract and follow-up with regular monitoring and reporting against KPIs from subcontractor/ supplier<br><br>Conduct a social audit of all suppliers and subcontractors to ensure compliance with the company's code of conduct or other gender equality and diversity goals. This social audit should cover topics such as:<br><br>• Discrimination<br><br>• Sexual harassment and GBV<br><br>• Health and safety<br><br>• Working conditions and benefits | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Tools and Checklists):** Guide on Integrating Gender throughout Infrastructure Project Phases in Asia and the Pacific, Part III: Gender Mainstreaming in Procurement and Contracts (UNOPS & UN Women)

**Course/E-learning:** Mainstreaming Gender Equality in Procurement (UN Women I Know Gender How-To Training Centre)

**Guide:** Women's Empowerment Principles (WEPs) (UN Global Compact & UN Women)

**Guide:** The Time Is Now To Accelerate Women's Public Procurement: A Toolbox And Call To Action (USAID)

**Guide:** Private Equity and Value Creation: A Fund Manager's Guide to Gender-Smart Investing (CDC and IFC)

**Guide:** Gender Equality in Social Auditing Guidance (BSR)

**Report/Study:** The Power of Procurement: How to Source from Women-Owned Businesses (UN Women)

| TABLE 2. RECRUITING AND HIRING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **Report/Study:** [Women's Energy Entrepreneurship: A Guiding Framework and Systematic Literature Review, Chapter 4.3](#) (ENERGIA) | | | |
| **Report/Study:** [Gender-Smart Procurement Policies for Driving Change](#) (Chatham House) | | | |
| **Report/Study:** [How to Measure Job Quality in Value Chain Development Projects](#) (ILO) | | | |

## ONBOARDING AND TRAINING

Measures that support new hires to perform in a short period of time integrate corporate values and standards and adjust to social and performance aspects of their new jobs.

| TABLE 3. ONBOARDING AND TRAINING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **ONBOARDING**<br><br>Define clear responsibilities for everyone involved in the onboarding[98] process | Ensure everyone involved, including the manager, HR, other stakeholders, and the new hire, are aware of roles and responsibilities during onboarding<br><br>Make gender-aware and inclusive onboarding a key deliverable for a manager's performance review and/or integrate this into the manager's KPIs<br><br>Pay special attention to which tasks are assigned to women and men in the beginning and what support they get (e.g., is there a difference on the first workday between men and women being "served" by support functions in setting up their workplace and systems)<br><br>Ensure HR and onboarding managers have received gender equality and D&I training and act as role models that exemplify the company's gender equality and D&I values | Lack of awareness from management, organization, and peers on how important good onboarding is to create an inclusive workplace<br><br>Lack of awareness of HR and support staff of their own biases resulting in differences in supporting women and men in the integration process | New hires feel welcome and fairly treated, they experience an inclusive work culture from day one<br><br>Women and men have the same chances to perform soon after onboarding<br><br>Management and HR functions have accepted onboarding as a key responsibility<br><br>The business case for effective or ineffective onboarding is know |

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[98] **ONBOARDING.** Also known as "organizational socialization" is the "process of helping new hires adjust to social and performance aspects of their new jobs quickly and smoothly, and learn the attitudes, knowledge, skills, and behaviors required to function effectively within an organization." (Source: [Panopto, What is Employee Onboarding?](#))

## TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Report/Study (incl. Tools):** Onboarding New Employees: Maximizing Success (Society for Human Resource Management) | | | |
| **Article:** Understanding and Designing an Inclusive Onboarding Experience (Medium) | | | |
| **Webinar:** Building an Effective Onboarding Strategy (Ajilon) | | | |
| **Video:** HR Basics: Onboarding (Gregg Learning) | | | |
| **ONBOARDING** Communicate company commitment to gender equality, diversity, and inclusion during onboarding | Share expectations regarding respect for and contribution to gender equality and D&I by employees, making values an important part of the onboarding process | Lack of awareness from management, organization, and peers on how important good onboarding is to create an inclusive workplace | All new hires feel welcome and fairly treated, experiencing an inclusive work culture from day one |
| | Review onboarding communication and tools, such as specialized software to ensure content is gender-inclusive and diverse, reflects company policies on gender equality and D&I, and includes gender-reflective questions in new employee surveys[99] | Lack of awareness of HR and support staff of their own biases resulting in differences in supporting women and men in the integration process | All new employees are aware of their responsibilities and obligations to promote an inclusive workplace culture free of sexual harassment and discrimination against women and individuals with diverse social identities |
| | Use e-learning and gamification to inform new hires about important topics, values, and policies related to equality and D&I | Organization may not be used to informal learning and information sharing | Onboarding process builds on the experiences and knowledge of existing employees and contributes to increased awareness on the benefits of gender equality and D&I |
| | Provide a checklist with relevant policies, company values, and other information for the new employee's exposure | | |
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Report/Study (incl. Tools):** Onboarding New Employees: Maximizing Success (Society for Human Resource Management) | | | |
| **Article:** Understanding and Designing an Inclusive Onboarding Experience (Medium) | | | |
| **Webinar:** Building an Effective Onboarding Strategy (Ajilon) | | | |
| **Video:** HR Basics: Onboarding (Gregg Learning) | | | |
| **ONBOARDING** Encourage managers and other employees to integrate and | Ensure that newly hired women and men with diverse social identities are equally introduced to important stakeholders | Time constraints of management and peers No person in place to develop the process and lead initiatives | All new hires feel welcome and fairly treated, experiencing an inclusive work culture from day one |

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[99] **EMPLOYEE SURVEY.** Tool used by organizational leadership to gain feedback on and measure employee engagement, employee morale, and performance. The three most common types of employee surveys include employee opinion and satisfaction surveys, employee culture surveys, and employee engagement surveys. (Source: Society for Human Resource Management, Managing Employee Surveys)

## TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| "socialize" new hires for their first year | Establish social events (mixed-sex and women-only), informally and formally, to introduce new employees to other employees within the company, including managers and leaders<br><br>Create informal support structures for new hires, such as a buddy system[100] or networks (see below)<br><br>Create peer-to-peer learning groups, in addition to a buddy system, to support new women and men who join the organization<br><br>Integrate new female employees and those with diverse social identities into the company's existing women's network/ association or other networks that support diverse social identities in the workplace | Corporate or local culture may not be supportive of informal gatherings of women and men | Women and men with diverse social identities have the same opportunities to establish inclusive, informal networks |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study (incl. Tools):** Onboarding New Employees: Maximizing Success (Society for Human Resource Management)

**Article:** Understanding and Designing an Inclusive Onboarding Experience (Medium)

**Webinar:** Building an Effective Onboarding Strategy (Ajilon)

**Video:** HR Basics: Onboarding (Gregg Learning)

**Blog:** Inclusion Starts on Day One: 10 Ways to Build an Inclusive Onboarding Experience (Asana)

| | | | |
|---|---|---|---|
| **ONBOARDING**<br><br>Develop and implement a "buddy system" for new employees as part of onboarding | Establish a quality "buddy system" for new employees with:<br><br>• Clear targets, roles, and time frame (best practice is to pair buddy and new employee for a year)<br><br>• One person responsible for the selection of buddies, matching process, quality management and evaluation of success<br><br>Match employees from different organizational and job backgrounds to | Company may not have sufficient resources to set up the system<br><br>Corporate or local culture may not be supportive of pairing women and men<br><br>The same employees always volunteer to be a buddy<br><br>The process may get stuck due to time constraints faced by the buddy and the protégé, and when not reinforced by the program manager | Well-established system is in place with a good number of buddies from different departments and work areas<br><br>New hires gain exposure to different business areas, which helps them to establish professional relations for cross-sectional working<br><br>New hires are equipped with a back-up network helping them to address questions and issues they may not want to discuss within their new departments |

[100] **BUDDY SYSTEM**. An onboarding and knowledge sharing method used to orient new employees where the buddy is an existing employee who guides the new employee through the first few weeks or months on the job. (Source: PMI, Implementing a Buddy System in the Workplace)

TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | enforce cross-departmental learning and allow new hires to get more insight into different aspects of the corporation and business | | Retention, productivity, and satisfaction of new hires improves |
| | Match women entering the company with someone from an operational or technical field to reduce barriers, make technical areas more accessible | | |
| | Encourage buddies to bring their protégés to their own workplace (e.g., job shadowing day) and/or introduce the new employee to their own informal network | | |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study:** Implementing a Buddy System in the Workplace (Project Management Institute)

**Article:** To Buddy or Not to Buddy? (HR Gazette)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **ONBOARDING**<br><br>Establish system of regular check-ins with new hires in first year of employment | Follow up with new hires on a regular basis to ensure they are feeling comfortable and well-embedded in the organization, create opportunities for them to get and provide feedback<br><br>Use structured or semi-structured interviews and questionnaires, or focus group sessions, to understand whether they are facing any obstacles or hindering factors, asking specific questions on work environment, job satisfaction, potential to deal with assigned duties, team collaboration, cooperation with managers, and positive or negative aspects of cooperation including any kind of discrimination or harassment experienced<br><br>Ensure feedback is taken seriously and reflected back into the organization in a manner that helps to improve and does not create negative backlash | Limited HR resources and competing priorities<br><br>Acceptance to establish such feedback loops in addition to other established complaint mechanisms or functions may be limited<br><br>Victimization of, or backlash against, new hires who address negative issues may impede open feedback | Satisfaction and retention rate of women and employees with diverse social identities one year after hiring is high<br><br>Inequality, exclusion, and other negative issues identified in onboarding process are addressed and resolved successfully<br><br>New hires show strong performance rates<br><br>New hires feel engaged, motivated, and identify with the organization |

**AVAILABLE RESOURCES AND TOOLS**

**Article:** New Employee Onboarding Guide (Society for Human Resource Management)

| TABLE 3. ONBOARDING AND TRAINING | | | |
|---|---|---|---|
| **PRACTICE** | **DESCRIPTION OF PRACTICE** | **CHALLENGES TO IMPLEMENTATION** | **WHAT SUCCESS LOOKS LIKE** |
| **Article:** Understanding and Designing an Inclusive Onboarding Experience (Medium) | | | |
| **Blog:** 17 Powerful Employee Onboarding Questions You Can Use (Culture Amp) | | | |
| **ONBOARDING AND TRAINING**<br><br>Create standardized training plan with must-have trainings for all employees | Identify essential employee trainings in a training plan with:<br><br>• Clear goals and timelines<br>• Tools to track employee training progress<br>• Measures to ensure that trainings are conducted without bias and support company values on gender and inclusion<br>• Measures to ensure women and men have equal opportunities to participate and indirect discrimination is counteracted<br><br>Typical must-have trainings include:<br><br>• Corporate strategies and policies, including company values and guiding principles (e.g., performance management, leadership values, etc.)<br>• Tools used within the company (e.g., communication tools, time tracking tools, project management tools, etc.)<br>• Anti-discrimination, gender awareness, unconscious bias<br>• Health and Safety | Company may lack structured process to assess must-have trainings and setting up training plan<br><br>Training and skill development may happen on an ad hoc basis, but not with a long-term plan<br><br>Company may not have sufficient resources to train all employees at once | Good training plan in place with mid-term and long-term goals and target groups identified<br><br>Gender gaps can be addressed through trainings for different target groups<br><br>Gender equality, D&I, and other values are addressed in standard trainings or through specialized trainings<br><br>Women and men feel equally well-equipped to perform within the company |
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Tool:** 13+ Sample Training Needs Assessment Templates (Sample Templates) | | | |
| **Tool:** A tool for assessing the gender impact of spending on skills and training (Close the Gap) | | | |
| **TRAINING**<br><br>Create training plan for each employee with a focus on exposure of women to other work areas and duties to achieve skill parity | Conduct individual and organizational sex-disaggregated functional training gap analysis for individual employees on competencies, skills, and knowledge they need to acquire to be effective in their roles as outlined in job descriptions, especially where women with diverse social identities are underrepresented | Company may lack a structured process to conduct assessment<br><br>Analysis may require external support from an expert and resources<br><br>It may be difficult to address different training needs for women and men without introducing new bias | Skills gaps assessed for individuals and within functional units<br><br>Gender equality gaps are addressed such that women and men feel equally equipped to perform within the company, including in traditionally male-dominated functions and roles |

| TABLE 3. ONBOARDING AND TRAINING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Close individual and organizational/ department skill gaps and imbalance through trainings with a strategic aim for exposing more women and individuals with diverse social identities to training and development opportunities<br><br>• Develop training plan for each employee and make sure to include measures explicitly aimed at guaranteeing exposure and/or upskilling for women to new but important areas of expertise<br>• If the analysis reveals that women are under-skilled in certain areas, invest in a training solution that targets women to achieve skill parity<br><br>Track differences between women and men, including those with diverse social identities, as this will provide helpful information for recruiting and onboarding<br><br>Accommodate unique gender-based constraints of trainees when formulating logistics and timing, platform, and approaches<br><br>Ensure opportunities include both group learning and individual learning plans to close knowledge, skills, and abilities (KSA)[101] gaps<br><br>Develop different training formats and ensure childcare needs are taken into consideration (e.g., allow training attendance from remote workstations or by using online options to ensure women are not excluded due to traditional family roles)<br><br>Ensure trainings are held within regular office hours so that individuals, especially | Training and skill development may happen on an ad hoc basis, but not with a long-term plan<br><br>Company may not have sufficient resources to train all employees at once<br><br>Company may not have sufficient resources to train all employees at once<br><br>Planners and trainers may not be sensitive or aware of the nuances and needs of holding training sessions at times convenient for all their employees and via methods that are most effective for different audiences | Sufficient number of women and men are equally qualified for different positions (long-term)<br><br>Training plan in place for each employee<br><br>All employees able to attend trainings without additional burden outside of work hours<br><br>Employees benefit from learning opportunities, and overall KSAs improve |

[101] **KNOWLEDGE, SKILLS, AND ABILITIES (KSA).** These are what an employee needs to meet the requirements of a job. (Source: HR.com, Glossary of HR and Employee Benefit Terms)

TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | women, are not over-burdened with conflict with childcare responsibilities<br><br>Ensure learning opportunities are fully supported by the company and are offered through a variety of modalities, such as online learning, job rotations,[102] and classroom learning | | |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** 13+ Sample Training Needs Assessment Templates (Sample Templates)

**Tool:** A Tool for Assessing the Gender Impact of Spending on Skills and Training (Close The Gap)

| **TRAINING**<br><br>Develop and conduct gender awareness, anti-discrimination, diversity and inclusion, and unconscious bias trainings | Develop detailed training plan to integrate gender awareness, anti-discrimination, D&I, and unconscious bias trainings targeted to all levels of the organization, integrating this content within all trainings to support strategy implementation and mindset shift<br><br>Develop standardized gender awareness, anti-discrimination, D&I, and unconscious bias training materials and/or partner with training providers<br><br>Include anti-discrimination, gender awareness, unconscious bias, and sexual harassment topics in onboarding trainings<br><br>Strategically select target groups for various forms of learning on these topics, including:<br><br>• Senior managers<br>• Gender equality and social inclusion groups, company change agents, ambassadors, or focal points<br>• Hiring and promotion committees<br>• Employee representatives (e.g., members of the union)<br>• Male and female role models | If the company lacks in-house capacity to deliver gender awareness, unconscious bias, D&I, and anti-discrimination training, then it may have to be outsourced at a cost<br><br>Focusing on one aspect of the above may be required to support strategy implementation and/ or tackle current needs of the organization<br><br>Developing or adjusting tailored trainings for different target groups may require external support and budget | Detailed training plan, including budget, approved by senior leadership to train all levels of the organization<br><br>Training material developed to and delivered by a qualified and skilled training provider<br><br>Related training provided on a regular basis with the aim to have all senior managers and employees trained<br><br>All senior managers and employees are aware of their responsibilities and obligations to promote an inclusive workplace culture free of harassment and discrimination<br><br>Employees report higher satisfaction with workplace culture<br><br>Gender equality and social inclusion group (change agents, ambassadors, focal points) feel well equipped to be active roles and convincing change agents |

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[102] **JOB ROTATION.** Practice of transferring employees for temporary periods of time between varying jobs within an organization, which is often used as a training and development method. (Source: Society for Human Resource Management, Glossary of Human Resources Management Terms)

| TABLE 3. ONBOARDING AND TRAINING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | • Supporting business functions (e.g., HR, communications and branding, ethics) **AVAILABLE RESOURCES AND TOOLS** **Guide:** Tips for Facilitating Unconscious Bias Discussions (NCWIT) **Tool:** Bias Quiz (Harvard) **Tool:** Gender Equity Quiz (Jobs for the Future) **Tool:** Give your own Unbiasing Workshop (re:WORK) **Course/E-learning:** I Know Gender (UN Women Training Centre) **Course/E-learning:** Gender Equality and Energy (World Bank Open Learning Campus) **Course/E-learning:** Doing Gender and Why it Matters (edX) **Course/E-learning:** Gender 101 Training (USAID) **Course/E-learning:** Diversity and Inclusion in the Workplace (Coursera) **Course/E-learning:** Unconscious Bias (Microsoft) **Course/E-learning:** Optimizing Diversity on Teams (Coursera) **Course/E-learning:** Understanding Diversity and Inclusion (Future Learn) **Course/E-learning:** Manhood 2.0: A Curriculum Promoting a Gender-Equitable Future of Manhood (Equimundo) **Training Resource/Tool:** Challenge Gender Bias (LeanIn) **Training Resource/Tool:** Genderbread Person (Hues) **Training Resource/Tool:** 50 Ways to Fight Bias (LeanIn) **Training Resource/Tool:** Organize a Workshop for Staff (United Nations) **Training Resource/Tool:** Passages' Social Norms Training Curriculum (Georgetown University) **Report/Study:** Breaking Barriers: Unconscious Bias in The Workplace (ILO) **Video:** Gender Equality (World Economic Forum) **Video:** We should all be Feminists (Chimamanda Ngozi Adichie) **Video:** What does my Headscarf mean to you? (Yassmin Abdel-Magied) **Video:** Addressing Unconscious Bias (McKinsey & Company) **Video:** What is Unconscious Bias? (enei) | | |
| **TRAINING** Provide company-wide employee and specialized management training on | Develop training plan for informing employees on gender-related strategies and related policies or codes of conduct as part | Training cost and time of employees Training is one part of strategy implementation, but ineffective if company commitment is weak, senior managers do | Employees understand the strategy and related policies and can identify themselves with the underlying objectives |

TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| gender equality and diversity strategies, policies, and codes of conduct[103] | of the change management[104] process and strategy implementation | not "walk the talk," or issues and challenges raised are ignored | More of the desired behavior, action, and mindset is visible |
| | Inform managers and other employees about the strategic objectives of the company with regards to gender equality and D&I and create positive momentum for strategy implementation | Issues and resistance that are raised during trainings should not be mistaken as indication that the strategy is bad, but as a sign of learning and engagement toward change | Grievances are reported and severity decreases over time |
| | Create additional buy-in through awareness raising sessions and discussions and provide opportunities for employees to raise concerns and discuss issues and challenges | | |
| | Provide a platform for exchange on success stories and strategies to overcome challenges | | |
| | Gather information from employees to adjust strategy implementation, if required | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** Gender Equality in Codes of Conduct Guidance (BSR)

| TRAINING<br><br>Provide training to all male and female employees and managers on what sexual harassment is, how to prevent it, report it, and respond to it with a survivor-centered[105] approach | Provide sexual harassment training by a very skilled and qualified practitioner only, who understands all nuances of sexual harassment prevention and survivor-centered response, to all employees, with an emphasis on managers and men to socialize the policy, how to prevent to it, respond to it, and report and address it | Traditional/historical acceptance of inappropriate behavior may function like social filters and may limit the learning<br><br>To accept and learn behavioral change needs a variety of different learning forms and often more than one learning event<br><br>Co-educated groups may be tricky to lead due to the sensitivity of the topic and issues for potential survivors to express | Employees and managers awareness are increased, with improved skills to prevent and respond to sexual harassment in the workplace with a survivor-centered approach<br><br>Potential victims and survivors know about reporting and grievance management mechanisms and are using them |

[103] **CODE OF CONDUCT.** Also known as Code of Ethics, it is a central guide that is meant to clarify an organization's mission, values, and principles, linking them with standards of professional conduct. (Source: Ethics & Compliance Initiative, Glossary)

[104] **CHANGE MANAGEMENT.** Structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, to fulfil or implement a vision and strategy. It is an organizational process aimed at empowering employees to accept changes in their current environment. (Source: ILO International Training Center, Handbook on Gender and Organizational Change)

[105] **SURVIVOR CENTERED.** A survivor-centered approach facilitates a process in which a victim can become a survivor. It prioritizes the best interests and needs of the person who has experienced harm and returns power to the victim at every stage of the grievance management mechanism and process. It recognizes that a person can experience harm even if the offender did it unintentionally. It also recognizes that the impact of an action is more important than the intent of the person who acted. (Adapted from USAID and Lindsey Jones Renaud)

TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | with related grievance management,[106] including:<br><br>• Information on policy foundations, aims, and principles<br>• Clear definitions on what constitutes sexual harassment and gender-related harassment<br>• Principles and norms of professional behavior expected in the workplace<br>• Survivor-centered approaches include providing independent third party emotional/ mental counseling support options separate from reporting mechanisms; victims/ survivors choose when, how, and if they would like to make a report with support they need; independent third-party investigations outside the organization are conducted by trained professionals; and perpetrators are appropriately punished<br>• Grievance management mechanisms and consequences for violations<br><br>Training provides opportunities to discuss and learn from each other; if women don't feel comfortable participating in mixed trainings, provide single-sex trainings, but ensure that nuances about incidents that cultivate empathy and understanding is provided on an anonymous basis to both<br><br>Assign managers responsibility to monitor, prevent, and respond to sexual harassment with training on various survivor-centered tools and approaches available for their use | themselves, especially when perceived violators may be in the same room with survivors<br><br>Single-sex trainings limit opportunities for potential perpetrators to learn<br><br>Unskilled managers and HR personnel may not have depth and breadth of training to appropriately handle questions and comments in trainings that place responsibility or blame on women or victims of sexual harassment (e.g., trainee signaling the need for a Dress Code Policy targeting women to dress more conservatively, and trainer unable to respond and correct this as wrong within a large group setting), which may reinforce existing harmful stereotypes and attitudes, and cause more harm | Potential perpetrators' awareness increased about expected behavior and consequences for misconduct<br><br>Victims of sexual harassment and GBV are supported emotionally and mentally by trained professionals and are empowered to make their own decisions on what is best for them, including whether or not to file a formal report<br><br>Independent investigations outside of the organization<br><br>Perpetrators are appropriately punished<br><br>Employees increasingly report that the work environment is perceived as conducive and safe, and the conduct of colleagues and managers is respectful<br><br>Reporting on sexual harassment may increase in the beginning with awareness<br><br>Incidences of sexual harassment decrease over the long run as employees understand what constitutes sexual harassment and the consequences<br><br>Results of sexual harassment climate surveys improve over time |

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[106] **GRIEVANCE MANAGEMENT.** Regulates all processes for receiving, investigating, responding to, and closing out complaints or grievances in a timely, fair, and consistent manner. (Source: Inc.com, Grievance Procedures)

| TABLE 3. ONBOARDING AND TRAINING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Conduct sexual harassment climate surveys on a regular basis to monitor progress and identify remaining issues | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Survivor-Centered Approaches to Workplace Sexual Harassment and Other Forms of Gender-Based Violence (USAID)

**Case Study:** Dominican Power Utility Moves GBV out of the Shadows (USAID)

**Example:** Policy on Protection from Sexual Exploitation and Abuse (USAID)

**Course/E-learning:** Modern Sexual Harassment Training: Empowering Real Change (Grovo)

**Course/E-learning:** Preventing Discrimination and Harassment (Diversity Builder)

**Training Resource/Tool:** The Iceberg of Sexual Harassment (NAS)

**Report/Study:** Addressing Gender-Based Violence and Harassment (EBRD, CDC & IFC)

**Article:** Reflecting on One Very, Very Strange Year at Uber (Susan Fowler)

**Article:** Our fight against sexual exploitation, abuse, and harassment (UNHCR)

**Blog:** What does a Survivor-Centered Approach to Workplace Harassment Look Like? (Medium)

| | | | |
|---|---|---|---|
| **TRAINING**<br><br>Provide leadership and technical skills training to women to prepare them for new roles and responsibilities | Design and conduct targeted training and workshops for female employees, focusing on leadership skills and other skillsets that women report as underdeveloped or have been identified through skill gaps analysis including technical training.<br><br>Use training needs assessment data to inform tailored content selection<br><br>General potential training content:<br><br>• Program management or training on management tools used in the company<br>• Industry-specific training to increase knowledge on different business segments<br>• Soft skills including self-awareness, confidence, self-esteem, self-perception<br><br>Modules for leadership training can include:<br><br>• Successful leadership and people management skills | Costs required to roll out the training activities (considering any accommodations for off-site training)<br><br>Opportunity costs to women for time away from core work<br><br>Affirmative action backlash and perception by male employees that the opportunity provided to only women discriminates against men | Stronger pipeline of women candidates equipped with leadership skills and prepared to step into new opportunities<br><br>Stronger pipeline of women candidates equipped with technical skills for specific work areas<br><br>Greater number of women prepared to model confident, inclusive leadership to colleagues across the company<br><br>Increased number of women promoted into leadership and management roles |

TABLE 3. ONBOARDING AND TRAINING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| --- | --- | --- | --- |
| | • Project management, strategic work planning, and delegation of tasks<br>• Strategic communications skills – getting heard in meetings, public speaking, persuasion, assertiveness<br>• Time management, reconciliation of work life and family life<br>• Negotiation and consensus-building<br>• Conflict management and resolution<br>• Personal agency, visioning, and goal setting | | |

**AVAILABLE RESOURCES AND TOOLS**

**Course/E-learning:** Becoming a Successful Leader (edX & Catalyst)

**Training/E-learning/Online Course:** Leading With Effective Communication (edX & Catalyst)

**Training Resource/Tool:** Negotiation Advice for Women (LeanIn)

**Training Resource/Tool:** Develop Leadership Skills (LeanIn)

**Training Resource/Tool:** Build Confidence (LeanIn)

**Training Resource/Tool:** Training Package for Women in And into Management and Leadership Positions (Department of Education South Africa)

**Training Resource/Tool:** Gender-Transformative Leadership (Jhpiego)

**Article:** What Makes a Leader? (New York Times)

**Article**: Why Leadership Training Fails- And What to Do About It (Harvard Business Review)

**Case Study:** In North Macedonia, the future is female: How a power utility is opening doors for girls and women (USAID)

## PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

Performance management is an ongoing process of communication between a supervisor and an employee to accomplish strategic objectives of the organization. Compensation and benefits include tangible and intangible rewards for employees that adhere to legal requirements and enhance employability, attraction, retention, and motivation of talent.

| TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **PERFORMANCE MANAGEMENT**<br><br>Design and implement a fair and unbiased employee performance management[107] and appraisal system and process | Develop structure and process for a fair and unbiased performance management and appraisal system<br><br>If such system already in place evaluate for potential bias e.g., by analyzing ratings given to male and female employees, analyzing quality of targets assigned to male and female employees and evaluating feedback from male and female employees to their supervisors<br><br>Determine the root cause of the bias and develop corrective action based on the root cause<br><br>Include gender parity or diversity and inclusion targets and key performance indicators for managers<br><br>A good quality performance management process and system include:<br><br>• Transparent process of target setting in the beginning of the performance period (targets for each employee visible to HR)<br>• Good mix of individual targets and targets, which are linked to overall business performance of the company<br>• Individual learning targets for each employee<br>• Logged performance talks on a regular basis, at least once in the middle of the | Establishing a high-quality performance management system requires time and resources<br><br>Human Resources Department access to performance agreements and reviews not granted due to non-transparent process<br><br>Performance targets for the organization not monitored<br><br>Managers setting targets do so inconsistently and with varying quality<br><br>Pressure to use business performance metrics that the individual employee cannot influence may create frustration<br><br>The performance management system may be prone to systematic bias when ratings impact a pay raise. For example, all ratings are at the top of the scale, so all employees receive maximum raise | Performance ratings accurately assess the performance of each individual employee and are used for development of the employee<br><br>Managers are fully trained on how to assess and rate performance<br><br>Employees feel empowered to actively plan and perform<br><br>Employees feel motivated and engaged to contribute to business targets<br><br>Women and men can equally reach high performance scores |

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[107] **PERFORMANCE MANAGEMENT.** Process of maintaining or improving employee job performance through the use of performance assessment tools, coaching and counseling as well as providing continuous feedback. (Source: Society for Human Resource Management, Glossary of Human Resources Management Terms)

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | performance evaluation period) and opportunity to adjust targets if new competing priorities came up<br><br>• Logged appraisal talk at the end of the performance period, in which manager and employee provide feedback to each other and new learning targets are set<br><br>• Handbooks or trainings for managers on how to set targets, provide feedback and lead appraisal talks | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Checklists and Training Guide):** Supervising in a Box Series: Performance Review/Talent Management (NCWIT)

**Guide:** Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 2: Performance Management) (Gender Equality in Decision-Making, GEM)

**Guide:** The Managers Guide to Effective Feedback (impraise)

**Report/Study:** Breaking Barriers: Unconscious Bias in The Workplace (ILO)

**Article:** Women are given Feedback that is likely to slow down their Progression to Senior Roles (Loughborough University)

**Article:** How Performance Reviews are reinforcing Gender Bias: 5 Steps to fight against it (impraise)

**Article:** How Gender Bias corrupts Performance Reviews, and What to Do about It (Harvard Business Review)

**Article:** 4 Unconscious Biases that Distort Performance Reviews (Entrepreneur)

**Article:** The Performance Management Revolution (Harvard Business Review)

**Article:** The Fairness Factor in Performance Management (McKinsey & Company)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **COMPENSATION**<br><br>Conduct salary gap analysis to determine if there are gender differences and adjust salaries to close identified gaps | Conduct periodic salary analyses to determine gender-based pay gaps:<br><br>• Within a job category, such as "Junior Engineer"<br><br>• Between job categories, such as "Office Manager" and "Field Office Manager," when both have the same duties but have different salaries and are dominated by one gender<br><br>Develop, implement, and communicate a clear and transparent process to remove salary inequities, and track them over employees' careers | Some job categories do not currently have enough women to conduct a valid salary analysis<br><br>It is difficult and requires time to correctly assess two different job categories to determine if they should be valued the same or differently<br><br>Employee and manager push back regarding salary adjustments for impacted female employees<br><br>Difficulty in assessing how reduced worktime for women affects merit pay increases (quality vs. quantity) | Company periodically conducts salary data analysis and addresses salary inequities (i.e., adjust salary of affected person or group)<br><br>Corporate-level commitment to pay equity is communicated regularly throughout the company<br><br>HR department and managers are held accountable for salary equity enforcement and related benefits, such as pension plans and training for retirement planning |

## TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Use certified tools to undertake external salary gap analysis such as PayAnalytics or EDGE certificate | Costs of external assessment process | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Checklists and Case Studies):** Guide to Gender Pay Equity (Workplace Gender Equality Agency, Australian Government)

**Guide:** How to Analyze Your Gender Pay Gap: An Employer's Guide (Glassdoor)

**Tool:** Pay Equity Audit Tool Resources (Government of Western Australia)

**Tool:** PayAnalytics

**Tool:** GenderGap.AFRICA (Code for Africa)

**Certificate:** The Global Business Certification Standard for Gender Equality (EDGE)

**Example:** UK Gender Pay Gap Report 2018 (BlackRock)

**Report/Study:** Equal Pay: An Introductory Guide (ILO)

**Report/Study:** Closing the Gender Pay Gap: The Link Between Pay and Happiness (Personal Group)

**Report/Study:** Global Wage Report 2018/19 (ILO)

**Report/Study:** A Comparative Analysis of Promoting Pay Equity: Models and Impacts (ILO)

**Report/Study:** Pay Equity: A Key Driver of Gender Equality (ILO)

**Report/Study:** Tackling the Gender Pay Gap (UN Women)

**Article:** Compensation Bias is Bad for Business. Here's How to Fix It. (MIT Sloan)

**Article:** "How I Did It" (Human Capital Analytics Group)

**Article:** Why Companies' Attempts to Close the Gender Pay Gap Often Fail (Harvard Business Review)

**Video:** Here Is What Companies Can Do the Close the Gender Pay Gap (CNBC)

## TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **BENEFITS**<br><br>Conduct equity and impact analysis of benefits, including usage/uptake of benefits | Benchmark your benefit schemes on a regular basis against national legislation, country best in class and international best practice to determine benefits supporting gender equity<br><br>Conduct periodic benefit analysis surveys to determine equitable distribution and use of benefits<br><br>Ask women and men separately which benefits are important for them<br><br>Adjust accordingly if benefits are not being equitably distributed/used | Human Resources Information System (HRIS) may not capture all relevant data categories<br><br>Cultural norms within some countries may lead to unequal use of benefits<br><br>Corporate culture may discourage use of some benefits<br><br>Managers may have negative opinions about employees using company benefits | The company periodically conducts benefits data analysis, disaggregates the data by sex and addresses benefit inequities<br><br>Increased numbers of men and women equitably using benefits<br><br>Through communication, showcasing good practice (e.g., users of paternity leave), and leading by example, the company demonstrates a culture in which employees feel comfortable using their benefits |

**AVAILABLE RESOURCES AND TOOLS**

**Article:** The Most Desirable Employee Benefits (Harvard Business Review)

**Article:** These Are the Benefits Women Actually Want at Work (Fairy God Boss)

**Report/Study:** Tackling the Gender Pay Gap (UN Women)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **BENEFITS**<br><br>Ensure that benefits—such as medical coverage, tuition reimbursement and retirement savings—are equally accessible to male and female employees | Ensure medical benefits cover both male and female employees and that health issues specific to both men and women are covered<br><br>Ensure both men and women can enroll family members when family medical care is offered<br><br>Offer tuition reimbursement to both men and women as well as for their family members<br><br>Provide equal opportunity to women and men to participate in retirement plans<br><br>Assess gender disparities in participation and usage of benefits using sex disaggregated data and equity and impact analysis tools | Culturally, women may not report certain health issues or may be denied treatment<br><br>Disproportionate unpaid care work responsibilities may impact women's ability to use tuition reimbursement benefits | Sex disaggregated data show that men and women use benefits at similar rates<br><br>If data show disparate impact, corrective measures are taken |

## TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **AVAILABLE RESOURCES AND TOOLS**<br><br>**Report/Study:** State of the World's Fathers 2021: Structural Solutions to Achieve Equality in Care Work (Equimundo-US)<br><br>**Report/Study:** A Review of the Evidence on How to Cover all Families for Paid Family and Medical Leave (WORLD Policy Analysis Center)<br><br>**Article:** 4 Policies That Encourage a Family-Friendly Company Culture (Justworks) | | | |
| **BENEFITS**<br><br>Create working conditions that support improved reconciliation of work life and family life for women and men with care duties | Create benefits that promote work-life balance such as flexible working days/hours, including work from home and support mechanisms for employees (women and men) with childcare or other care duties<br><br>Allow for paid time off options that may be used instead of sick leave or other kinds of leave, without the need to monitor the reasons for its use<br><br>Company-sponsored leisure or family activities can encourage time away from work<br><br>Limit expectations on both the company and employee side regarding extra work hours or days<br><br>Conduct a company-wide survey that identifies what work issues most affect employee work-life balance and health or happiness factors, and design solutions that address these<br><br>Establish a work culture where productivity is prioritized over physical presence<br><br>Ensure senior leadership and managers, including men, are modeling work-life balance<br><br>Provide leave options, which meet or exceed the legal framework for parental | Mistrust from managers and other employees when women or men use flexible working or leave options<br><br>Lack of acceptance by managers due to limited focus on related change management efforts to be undertaken, when introducing new work schemes<br><br>Flexible work options can backfire, when departments are understaffed, or managers have weaknesses in delegating tasks in an unconscious manner<br><br>Employees using flexible work options or leave arrangements can get stigmatized and left out (e.g., through non-assignment of important tasks or those that create visibility for the employee) if the corporate cultures are not supportive<br><br>Terms not clearly defined or communicated<br><br>More advanced options may require more planning and resources for external support or for implementing IT systems to manage flexible working, work from home and leave options<br><br>Telecommuting options appear limited in tech or other resource-constrained companies | The company benefits from providing more flexibility and increased work-life balance through higher productivity of employees working with focus, reduced absenteeism during work hours, higher satisfaction rate of employees, better retention and motivation of qualified staff and reduced costs for replacement of employees, who do not return with full capacity after taking leave<br><br>Employees are more satisfied and exercise some of company's work-life balance provisions, increasing retention and work quality or productivity<br><br>More women are attracted to and stay with companies with work-life balance options |

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | leave,[108] maternity leave,[109] paternity leave,[110] and family leave[111] | | |
| | Make "leave management" a mangers' duty and clearly define responsibilities for managers and employees to ensure women and men who are using parental leave options can hand over duties in a structured way and can return after leave without impediment or negative impact on their careers | | |
| | Inform employees and managers about legal and policy framework related to flexible working arrangements, leave options, work from home, and other benefits the company offers to better reconcile work life and family life | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Building a Workplace Flexibility Strategy (Workplace Gender Equality Agency, Australian Government)

**Tool:** Sample Employee Flexible Working Questionnaire (Workplace Gender Equality Agency, Australian Government)

**Report/Study:** Flexible working time arrangements and gender equality (European Commission)

**Report/Study:** The Smart Working Handbook (Flexibility.co.uk)

**Report/Study:** Leveraging Workplace Flexibility for Engagement and Productivity (Society for Human Resource Management)

**Report/Study**: The Benefits of a Remote Workforce and Virtual Collaboration (Aperian Global)

**Report/Study:** Developing A Flexible Working Arrangements Policy (Workplace Gender Equality Agency, Australian Government)

**Report/Study:** The Great Debate: Flexibility Vs. Face Time (Catalyst)

**Article:** Inflexible Working Hours Could Be Making The Gender Gap Worse (World Economic Forum)

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[108] **PARENTAL LEAVE**. A benefit designed to provide employees with approved paid or unpaid time off following the birth or adoption of a child. (Source: Society for Human Resource Management, Glossary of Human Resources Management Terms)

[109] **MATERNITY LEAVE.** Maternity leave is the period of time in which women are legally allowed to be absent from work in the weeks before and after birth. Some companies also grant a limited number of days in case of adoption of a child.

[110] **PATERNITY LEAVE.** A benefit designed to provide fathers of newborn children with paid or unpaid time off from work following the birth of the child. Some companies grant a limited number of days in case of adoption of a child**.** (Source: Society for Human Resource Management, Glossary of Human Resources Management Terms)

[111] **FAMILY LEAVE.** Benefit for employees to take paid or unpaid leave for serious family issues. Such reasons may among others include adoption, pregnancy, foster care placement, family or personal illness, death of a family member, childcare needs, and support for administrative procedures for close family members The reasons covered under this benefit vary depending on national laws and/or company agreements.

## TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**Article:** How to Encourage Work-Life Balance for Employees (The Balance Careers)

**Article:** Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)

**Article:** From Employee Experience To Human Experience: Putting Meaning Back into Work (Deloitte)

**Article:** The Pros and Cons of a Flexible Work Schedule (The Balance Careers)

**Article:** A Blueprint for Remote Working: Lessons from China (McKinsey & Company)

**Article:** 4 Policies that Encourage a Family-Friendly Company Culture (Justworks)

**Article:** 5 Ways Managers Can Support Pregnant Employees (Harvard Business Review)

**Example:** Work-Life Balance: OECD Better Life Index (OECD)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **BENEFITS**<br><br>Institute an inclusive employee health and wellness program to improve the health, well-being, and productivity to support all female and male employees | Align the employee health and wellness program with demographic profile and needs of all female and male employees with diverse social identities, taking industry-specific health risks into account<br><br>Design interventions using a data-driven approach to address needs by conducting a health risk assessment for specific job categories and related to workforce demographics<br><br>Use employee surveys to evaluate the personal health and wellness needs of employees, ensuring both mental and physical health are addressed<br><br>Conduct health culture audits to assess potential workplace impact on employee wellness behavior<br><br>Develop strategy with supportive business case demonstrating the return on investment for the program to obtain management buy-in and allocate sufficient budget<br><br>Create a structure to ensure coordination and implementation of the initiatives (e.g., wellness committee) | Lack of resources and budget lead to ad hoc, one-time measures that may be perceived as lip service, rather than genuine interest in the health and well-being of employees<br><br>Unequitable access for employees to the programs can create feelings of favoritism<br><br>Managers may not be willing to allow employees time away from KPI driven duties, and employees may be unwilling to spend additional unpaid hours at work.<br><br>Lack of visible sponsorship and modeling can undermine the effectiveness of the program (e.g., while leadership might endorse the program, they are not participating or "walking the talk") | Interventions are designed to meet the specific health risks related to the industry demographic and business and are designed in a way, that they do not perpetuate harmful stereotypes, but still address health risks stronger related to one of both genders<br><br>Female and male employees report that the programs address their needs and are using the services<br><br>Positive effects, such as increased productivity, less absenteeism,[112] and better physical and mental health can be measured<br><br>Employees demonstrate increased resilience to avoid and overcome challenges in their lives and reach out for support when seek support when needed |

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[112] **ABSENTEEISM.** Failure to show up for scheduled work. The main reasons for being concerned with absenteeism are increased cost to the organization, clues about employees' mental and physical health, and employees' job satisfaction. (Source: resourcing edge, Human Resource Glossary)

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Communicate and market continuously throughout the organization

The program can address:

- Health risk assessments and early detection initiatives, such as onsite screening
- General medical services, awareness, and treatment provided to employees on site or with partner organizations
- Gender-specific health topics such as breast cancer, pregnancy and breastfeeding, cervical cancer, prostate cancer
- Mental health topics such as substance abuse, domestic violence, depression, and suicide
- Health content and wellness programs
- Stress management and relaxation techniques
- Sponsored fitness programs, including onsite courses and gym | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Five Steps to a Successful Workplace Wellness Program (RAND Corporation)

**Article:** 10 Great Examples of Workplace Wellness Programs (RISE)

**Article:** Why Workplace Health Programs Work More for Men than Women (World Economic Forum)

**Article:** And The Future Of Work: Some Of The Best Companies Share Their New Solutions Wellness (Forbes)

**Video:** Skills and Practices for Leaders (JHU)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **BENEFITS**

Establish an Employee Assistance Program (EAP) to support the mental and emotional health of female and male employees | Employee Assistance Programs support the well-being of employees and provide external support to increase their productivity by supporting, assessing, and referring employees to appropriate care

Provide in the form of a general hotline, coaching, and/or outsourced specialist service that employees can access to address their health and well-being, emotional factors influencing their performance such as | EAPs can be challenging to implement effectively because of their complex and sensitive nature

EAP service providers may have limited scope to general counseling topics and quality of support for gender-related issues not sufficient | EAP covers gender specific issues and has a scope of work explicitly including consulting topics to improve gender equality and reconciliation of work life and family life

EAP has specialized personnel for gender-related issues and/or all personnel are trained

All employees are aware of the EAP and feel it is accessible |

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | stress at work or at home, and reconciliation of work-life and family-life topics | Financial costs to the organization for outsourcing the service and/or upskilling employees internally to manage | Employees are more satisfied with the organization due to the provision of services |
| | Ensure the EAP (internal or outsourced) is seen as a trustworthy support system, providing neutral and anonymous support, socializing it early and often during onboarding and beyond | Employees may be reluctant to use it due to mistrust or stigma related to cultural attitudes around seeking care services, especially with taboo issues such as mental healthcare challenges or addiction | Female and male employees who choose to use the program perform better as a result of having access to the services |
| | Define a framework for either an internal or outsourced system that specifies: | Ineffective communication strategy, resulting in a lack of awareness about the program | Reduced absenteeism |
| | • Terms of contract and scope of work<br>• Independence of advice<br>• Confidentiality<br>• Private and safe data analysis to identify effectiveness of services and support decision-making<br>• Access to support mechanism and associated monetary fees for the employee and/or employer<br>• Communication plan and materials to sensitize employees to available services | | Women are able to perform better and qualify for promotions within the organization<br><br>Company receives anonymized data regarding demand, effectiveness, use and satisfaction by employees to make decisions about service offerings and providers to ensure quality and relevance |
| | Typical issues that the program may address include: | | |
| | • Work-related experiences that limit individual performance, such as discrimination, harassment, and disrespectful behavior<br>• Need for career advice or support for reconciliation of work life and family life<br>• Individual physical and mental health challenges and issues, including trauma, domestic violence, and gender-based violence outside of the workplace, substance abuse, and HIV/AIDS<br>• Family challenges and issues in handling transition phases, e.g., due to family duties and changes (birth, death, divorce, additional care duties)<br>• Financial and legal advice | | |

## TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Sample EAP Policy):** What is an Employee Assistance Program & How Does it Work? (Fit Small Business)

**Report/Study:** Global Employee Assistance Programs: Evaluating EAP Effectiveness (National Business Group on Health)

**Example:** Mental Health & Self-Care (Equilo)

**Example:** OSH Answers Fact Sheets (Canadian Centre for Occupational Health & Safety)

**Webinar:** 10 Ways to Boost the Value of your Employee Assistance Program (LifeWorks by Morneau Shepell)

**Study:** How Employers Can Better Support Employees with Mental Health Issues (Emerald Insight)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **BENEFITS**<br><br>Review infrastructure gaps to ensure that the workplace has adequate facilities to accommodate women and other diverse social groups | Conduct an infrastructure assessment of all company sites (including in the field) to evaluate where there might be gaps in infrastructure (e.g., separate toilets and changing rooms, accommodations for night shifts, lactation rooms, etc.)<br><br>Survey employees to identify which infrastructure or facilities are most needed with data disaggregated by sex and office site location.<br><br>Conduct a cost-benefit analysis for adding infrastructure or other facilities to rectify any gaps identified.<br><br>Consider whether any infrastructure gaps might be leading to incidences of GBV and if identified, prioritize solutions that mitigate this (e.g., separate toilets or changing rooms for women and men). | The cost of building new infrastructure might not be financially feasible.<br><br>Offices or field sites with very few women might not see the value in adding additional facilities for a small percentage of staff. | Women and men have access to safe, private, and separate facilities, and are comfortable using them in the workplace.<br><br>Other diverse social groups that might experience discrimination as a result of inadequate facilities (e.g., persons with disabilities, LGBTQI+ persons, etc.) feel comfortable using workplace facilities.<br><br>Infrastructure or facilities are maintained for safety and comfort for all employees.<br><br>Incidences of GBV related to a lack of infrastructure are reduced. |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** Workplace and Amenities (OHS Rep)

**Guide:** Best Practices: Restroom Access (Out & Equal)

**Article:** One Single Amenity Can Make All the Difference to Gender Diversity in the Workplace (World Bank)

**Article:** How Inclusive Design is Creating More Female-Friendly Offices (Worklife)

**Example:** Inclusive Facilities Policy and Procedures for All Buildings (UW-Madison)

**Example:** Construction Services (University of California)

## TALENT AND LEADERSHIP DEVELOPMENT

Structured process of identifying, developing, and promoting future talent and leaders with goals to enhance their knowledge, skills, and abilities to take on leadership roles in the future.

| TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **TALENT AND LEADERSHIP DEVELOPMENT**<br><br>Assess diverse talent pipeline health by identifying talent and leadership development needs through gap analysis | Conduct gap analysis and root cause analysis based on company leadership model and leadership values addressing:<br><br>• Future supply and demand for talent<br>• Needs for skill development based on leadership model and values, and on future demand<br>• Assessment of current talent pool and potential for promotions (sex-disaggregated) and benchmarking against total workforce, industry benchmarks and non-industry benchmarks<br>• Evaluation of previous efforts to develop talent and leaders<br>• Training and development needs analysis focusing on knowledge, skills, and abilities | Resistance from leadership to question status quo and current practice<br><br>Company may not have a strong leadership model or clear values in place, or values may have changed in the past resulting in disregard for values<br><br>Talent pool may be based on weak criteria and selection process<br><br>Talent selection may be strongly biased, or the process may lack transparency, making it inaccessible for women | Gap analysis identifies current talent and leadership models, with redress mechanisms developed to address gaps<br><br>Company leadership demonstrates commitment to a healthy talent pipeline with equitable representation of male and female candidates for different positions and departments |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study:** Cascading Gender Biases, Compounding Effects: An Assessment of Talent Management Systems (Catalyst)

**Tool:** WEPs Gender Analysis Tool (UN Global Compact)

**Example:** How One Biotech Company Narrowed the Gender Gap in Its Top Ranks (Harvard Business Review)

| | | | |
|---|---|---|---|
| **TALENT DEVELOPMENT**<br><br>Develop structured talent development plan and process to counteract bias and gender parity and diversity imbalances in talent pool | Define based on gap analysis:<br><br>• Talent and leadership development strategy, which is long-term and includes both mid and long-term targets, to counteract gender parity and diversity imbalance<br>• Targets for inclusion of women and individuals with diverse social identities in the talent programs set higher than the current representation of women in the | Development opportunities for employees and access to training may be ad hoc rather than connected to career goals or talent needs of the company<br><br>Development initiatives offered may not be fully aligned with corporate strategy<br><br>Managers may not be fully trained to have development conversations with employees | Development plans for employees are connected to career goals and audited for equity and any inequities found are corrected<br><br>Professional development opportunities are designed intentionally to address identified gender parity and diversity gaps<br><br>Measures are developed to counteract bias in talent selection, assessment and in promotion (e.g., annual talent and leadership committee assessing the |

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | overall workforce (50:50 gender parity targets advised)<br>• Structured process to meet targets and to counteract bias, especially in identification and assessment of talent<br><br>Create individual development plans for employees and leaders connected to career goals and audited for parity and diversity<br><br>Embed gender awareness and diversity curriculum in all talent and leadership development programs | Corporate culture and infrastructure may not support women in leadership positions and therefore not support female talent | progress of each person within the talent and leadership pool)<br><br>Increased numbers and percentages of women and men with diverse social identities in talent development programs within different positions and departments |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** Gender Inclusion & Diversity Toolkit (Canadian Manufacturers & Exporters)

**Report/Study:** Empowering Women in the Workplace. Future Talent Strategies: Gender Diversity and Leadership (Robert Walters)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **LEADERSHIP DEVELOPMENT**<br><br>Develop structured and long-term leadership development plan to include women with diverse social identities at all leadership levels | Develop a separate leadership development plan, based on gap analysis and talent development plan, with an explicit aim to close identified gender parity and diversity gaps at all management levels<br><br>Assess differences between the leadership model and successful leadership behaviors; revise the leadership model or start a change management process to align leader's behavior with the defined leadership model if gaps are identified<br><br>Base development opportunities on leadership knowledge, skills and abilities identified as success factors | Companies may not have competency-based leadership development<br><br>Unconscious bias may affect training opportunities offered<br><br>Classroom learning, conferences and job rotations may require travel and time away from home making it more difficult for parents with childcare duties | Companies have planned leadership development and keep records to ensure equitable participation<br><br>Support is provided for employees who must travel, and/or career development and training opportunities are offered through multiple modalities<br><br>Increased number of women and individuals with diverse social identities possess the defined skills for future leadership positions<br><br>Increased number of women with diverse social identities promoted to open leadership positions<br><br>Increased number of women with diverse social identities with a positive track record two years after promotion |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Worksheets and Templates):** Female Talent Management: Toolkit for Organizations (Chartered Professional Accountants Canada)

**Guide (incl. Additional Resources and Case Studies):** Resources for Retaining and Advancing Mid-Career Technical Women (NCWIT)

**Case Study:** The Return on Investing in Women at Tata Power-DDL (USAID)

**Training Resource/Tool:** Training Package for Women in And into Management and Leadership Positions (Department of Education South Africa)

## TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**Report/Study:** Seven Steps to Conscious Inclusion (ManpowerGroup)

**Report/Study:** Barriers for Women to Positions of Power: How Societal and Corporate Structures, Perceptions of Leadership and Discrimination restrict Women's Advancement to Authority (Dee-Ann Schwanke)

**Report/Study:** Women Rising: The Unseen Barriers (Harvard Business Review)

**Article:** Breaking the Glass Ceiling (CEO Today)

**Article:** Board Experience is Helping more Women get CEO Jobs (Harvard Business Review)

**Article (incl. Podcast):** Why Don't Women Promote Themselves? (Wharton University of Pennsylvania)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **TALENT DEVELOPMENT**<br><br>Provide mentoring for women with diverse social identities to cultivate their talent and mentoring for men | Create high-quality mentorship programs for women and men with diverse social identities at different career levels with specific gender equality and diversity goals<br><br>Provide clear structure and dedicate sufficient resources including:<br><br>• Clear targets and quality standards<br>• One person in charge of coordinating the program, and acting as a point of contact for mentors and mentees<br>• Mentors who are trained to be aware of and eliminate gender and diversity bias in supervision and who create a positive environment for both women and men, with clear instructions on benefits, targets, and roles, and establishing the relationship<br>• Encourage diverse mentor-mentee relationships; in addition to same sex mentor-mentee relationships (e.g., women mentoring women or men mentoring men), strategically match men to mentor and help advance women, as well as female leaders to develop, support, and advance men to orient men early in their careers to respect women in positions of power<br>• Constant evaluation, integrating feedback and suggestions from mentors, mentees, and their supervisors | Senior staff may perceive their role as an additional burden<br><br>Senior managers or supervisors may be reluctant to assume a mentoring role for female employees<br><br>Powerful biases that are the exact reason that this match is critical for transforming individuals need to be overcome:<br><br>• Female leaders may be uncomfortable and hesitant to mentor male colleagues<br>• Men may not accept to be mentored by a woman<br>• Corporate culture and \ norms may be unsupportive of men and women establishing a mentoring relationship | Transparent company-wide mentoring program is established with goals, tools, guidelines, and metrics to measure achievements<br><br>Mentoring relationships are sustainable as can be seen in numbers and frequency of contacts between mentors and mentees<br><br>Women with diverse social identities ask actively for mentoring opportunities<br><br>Increased number of women with diverse social identities who participated in mentoring are perceived as good performers and/or get promoted to next level<br><br>Training for mentors is expanded to include gender-equality and non-discriminatory practices<br><br>Mentoring candidates, mentors, and supervisors of mentees report high satisfaction with quality of mentoring and target achievement<br><br>Mentor becomes a sponsor of the candidate (see below)<br><br>Diverse mentor-mentee relationships are established<br><br>Male employees mentored by female leaders become male leaders and champions of equality, supporting |

| TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | • Prioritize standardized selection and matching of mentors and mentees, integrating as many successful women from the company as possible, and providing a strong orientation framework for mentors and mentees (e.g., mentoring topics and boundaries, expected frequency, and format of meetings) | | transformation and cultivation of more equitable workplaces |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Templates):** Mentoring in A Box: Technical Women at Work (NCWIT)

**Guide**: Mentoring/Sponsorship (Diversity Inc.)

**Guide (incl. Self-Assessments):** Making Mentoring Work (Catalyst)

**Guide:** Evaluating a Mentoring Program (NCWIT)

**Guide:** How to Start a High-Impact Mentoring Program? (Chronus)

**Guide:** Mentoring Program: Guidance and Program Plan (U.S. Department of Energy)

**Example:** Men, Commit to Mentor Women (Lean In)

**Report/Study:** Women as Mentors? Does She, or Doesn't She? (Development Dimensions International, Inc.)

**Report/Study:** Modern Mentoring: Emboldening Women in the Workplace (Chronus)

**Article:** What the Best Mentors Do (Harvard Business Review)

**Article:** Challenging Our Gendered Idea of Mentorship (Harvard Business Review)

**Article:** Men Need Mentors too in the #MeToo Era (Inc.)

**Article:** The Best Person a Women Leader can mentor? A Man. (Progressive Women's Leadership)

**Article:** What Happens when Women Mentor Men (CNN Business)

**Podcast:** Energy Leadership on Mentorship (Zpryme)

| TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **LEADERSHIP DEVELOPMENT**<br><br>Provide sponsorship for women with diverse social identities to make them more visible for promotion | Create high-quality mentorship and sponsorship programs for women at different career levels<br><br>Provide clear structure and dedicate sufficient resources including:<br><br>• Clear targets and quality standards with a transparent division between mentoring and sponsoring<br>• Information provided to potential sponsors on company objectives and strategies to increase gender equality and diversity, and to develop women with diverse social identities for leadership positions<br>• Incentives provided for providing sponsorship, e.g., being active as a sponsor can be used as part of the individual performance management of the sponsor | Senior managers or supervisors may be reluctant to assume a sponsorship role for female employees and may find it difficult to identify suitable candidates due to overall lack of visibility of women<br><br>Difference between mentoring and sponsorship not clearly addressed<br><br>Corporate culture and local gender norms may be unsupportive of men and women establishing a sponsor relationship<br><br>Senior managers may use time and effort to promote protégés, but are not placed well enough in the organization or hindered by company politics to effectively support the success of the person sponsored by them | Transparent company-wide sponsoring guidelines are established<br><br>Visibility of sponsored candidates increased<br><br>Increased number of women with diverse social identities are perceived as good performers and/or get promoted to next level<br><br>Sponsors use professional capital to support careers of their protégés<br><br>Corporate sponsorship programs assign top leaders and have target goals to which sponsors are held accountable<br><br>Senior managers perceive involvement as a sponsor as supporting company targets and personally enriching |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study:** Supporting Careers: Mentoring or Sponsorship? (Workplace Gender Equality Agency, Australian Government)

**Report/Study (incl. Additional Resources and Readings):** Mentorship, Sponsorship, and Networks: The Power and Value of Professional Connections (Center for Women and Business, Bentley University)

**Report/Study:** Why Men Still Get More Promotions Than Women (Harvard Business Review)

**Article:** A Lack of Sponsorship Is Keeping Women from Advancing into Leadership (Harvard Business Review)

**Podcast:** Women are Over- Mentored (But under-Sponsored) (Harvard Business Review)

**Video:** What Exactly Is Sponsorship in Business? (Institute for Gender and the Economy)

| TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **LEADERSHIP DEVELOPMENT**<br><br>Introduce job sharing[113] for management functions and other key roles | Implement job sharing and leadership sharing opportunities for women with diverse social identities:<br><br>• Expose them to new roles and responsibilities or to new business areas within an organization<br>• Provide them opportunities to grow into a new position and to learn from a more experienced person with whom they share duties<br>• Better reconcile work-life and family-life duties especially in times of transition such as return from maternity leave with reduced working hours<br><br>Identify suitable job-sharing opportunities and pair women with partners who have high awareness of their responsibility to make the arrangement work<br><br>Support job sharing candidates to make independent and cooperative decisions about job sharing, including splitting responsibilities, tasks, and reporting lines, with good communication and knowledge sharing system (e.g., common drives, access to each other's emails, etc.) | Bad pairing, strong competition, and lack of understanding for the need to work as a team to be successful can harm the success of job-sharing opportunities<br><br>Co-workers and management may resist change needed to adapt to the model<br><br>Company culture and politics that may not be in favor of successful women can threaten those sharing a job (e.g., complaints about the person not being available full time) | Job sharing model is in place and used by the organization to retain and support talented women<br><br>Women who have used job sharing models can continue in challenging key positions and in leadership roles afterwards<br><br>Managers of those who are sharing a job report high satisfaction with the performance of both candidates<br><br>Retention rate of talented women with diverse social identities in management or key functions after maternity leave or with part-time working arrangements increased |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study:** Job Sharing At Senior Level: Making It Work (The Job Share Project)

**Report/Study:** Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Harvard Business Review)

**Article:** How To Make Job Sharing Work (The Guardian)

**Article:** Will Job Sharing Support Gender Equality at Work? (The Guardian)

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[113] **JOB SHARING.** Type of flexible work arrangement in which two different employees work part-time schedules to complete the work one person would do in a single full-time job. (Source: Monster, What is Job Sharing?)

## TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **LEADERSHIP DEVELOPMENT**<br><br>Provide on-the-job learning opportunities, such as job shadowing[114] and job rotations, especially for business areas in which women are underrepresented | On-the-job learning opportunities create exposure for women to working areas in which women are underrepresented or where the company wants to attract more women and expose managers and staff in these company segments to women as potential colleagues, which may reduce resistance to hire more women<br><br>These opportunities may include:<br><br>• Job-shadowing (single days or for a certain period of time)<br>• Working on different job locations and in different business segments for a limited period of time<br>• Buddying with somebody from a different department and/or business segment with structured exchange facilitation to learn about the specifics of their work<br>• Cross-functional project assignments or other assignments that require the person to collaborate more closely with other departments<br>• Research or data collection assignments that expose the person to other business areas and support their understanding of the specifics of these business areas<br><br>Develop high quality programs with a clear structure including:<br><br>• Clear strategy and targets and quality standards for each program in place<br>• One person in charge of coordinating the program, acting as point of contact for learners and supporters | Supporters may not be aware of their role as ambassadors and role models for their specific business area<br><br>Supporters may face comments or jokes from co-workers due to cultural boundaries between women and men<br><br>Supporters may experience their role as burdensome, especially in cases of bad matching | A variety of on-the-job-training opportunities are in place supporting women to leverage their skills through interpersonal learning and exposure to working areas within the company, in which women are underrepresented or more women are desired to work<br><br>Supporters of on-the-job-learning opportunities have been trained/instructed to act as role models with regards to gender and as ambassadors for their business area<br><br>Feedback from supporters and candidates is positive<br><br>Women become interested in working in one of the job areas they were exposed to<br><br>Managers' mindset of working areas with less women is more supportive of having women in their departments |

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[114] **JOB SHADOWING.** Type of on-the-job employee job training in which a new employee, or an employee desiring to become familiar with a different job, follows and observes a trained and experienced employee. (Source: The Balance Careers, Job Shadowing is Effective On-The-Job Training)

| TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | • Identification of target group and suitable supporters and quality matching process in place<br>• Training or clear instructions for supporters<br>• Constant evaluation and integration of feedback from learners and supporters<br><br>Instruct supporters to create a positive image of the job area and act as role models with regards to gender values in their role, as ambassadors for a specific job area<br><br>Job rotations can also increase opportunities for women to work for more than one supervisor and increase opportunities for more unbiased and fair evaluation of their performance | | |

**AVAILABLE RESOURCES AND TOOLS**

**Example:** [Sodexo North America Hosts National Job Shadowing Program to Promote Professional Development for Women](#) (Sodexo US)

**Article:** [Job Shadowing – Why the Big Fuss?](#) (EduConnect)

## RETENTION AND EMPLOYEE ENGAGEMENT

Efforts and ability of an organization to maintain a working environment which motivates and engages current staff, resulting in identification with the organization and retention of talent.

| TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **RETENTION**<br><br>Use workplace climate and employee satisfaction surveys to identify gender equality and diversity and inclusion challenges | Design and administer survey according to global best practices (e.g., validated surveys are disaggregated by sex and other social identity factors)<br><br>• Design survey to ask questions to better understand issues related to gender equality, D&I, sexual harassment, and discrimination, including the following examples:<br>• I feel well respected by my supervisor/co-workers<br>• Management shows, through action that diversity and/or gender equality is one of the highest priorities of the company.<br>• Job promotions are fair and based on the principles of equality<br>• The performance of women and men is evaluated with the same accuracy OR with fair judgment.<br>• Diverse perspectives are valued and encouraged in my team<br>• I am comfortable voicing my ideas and opinions, even if they are different from others<br>• In my department or work unit, people are treated respectfully, regardless of their differences<br>• I feel a good gender balance within the organization<br>• The behavior of our senior leadership team is consistent with this company's value<br>• My CEO prioritizes gender diversity | Multiple modalities (e.g., phone, computer, paper) may be needed to reach all employees<br><br>Union employees may be required to complete the survey on company time and phone-based surveys may be prohibited<br><br>If surveys are outsourced, the survey company may increase the cost for the additional service of disaggregating data<br><br>Invalid surveys (e.g., surveys that are not well designed) could result in inaccurate results or gender bias | Employee satisfaction surveys are conducted periodically, and data are disaggregated by sex<br><br>Data are analyzed and used to inform decisions to further advance gender equality<br><br>Women and individuals with diverse social identities increasingly report satisfaction |

| TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT | | | |

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | • Commitment to gender diversity is important because it contributes to a positive image of the company<br>• Promotions at this company are based on fair and objective criteria<br>• In the past 12 months, how often did someone at work:<br>• Make unwanted attempts to establish a romantic sexual relationship with you despite your efforts to discourage it?<br>• Make offensive remarks about your appearance, body, or sexual activities?<br>• I was subjected to negative comments or remarks<br>• I was subjected to offensive jokes<br><br>Analyze data from the survey and use findings to develop an action plan to close gaps | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Workplace Climate Surveys (Workplaces Respond to Domestic and Sexual Violence)

**Tool:** Gender in The Workplace Survey Template (SurveyMonkey)

**Tool:** Gender Discrimination Survey Questions & Sample Questionnaire Template (QuestionPro)

**Article:** 30 Employee Satisfaction Survey Questions That You Can't Afford To Miss (QuestionPro)

**Article:** A New Survey Looks at How Women and Men View Their Jobs (TINYpulse)

**Article:** Employee Satisfaction: The Female Perspective (Forbes)

**Example:** Knowledge, Attitude, and Practice Surveys (Australian Aid and Pacific Women)

| RETENTION<br><br>Devise a targeted strategy to retain top female talent including high-performing women, women in key technical functions, and women demonstrating leadership potential | High-performing women and men with diverse social identities, including those in key functions, technical roles, and have potential for leadership roles (e.g., women, who have recently started) may resign soon after being hired, at a mid-career point, or after parental leave due to negative organizational culture or limiting factors, resulting in loss of talent<br><br>Apply findings from the employee satisfaction survey (see above) to identify | Male employees may perceive preferential treatment toward women | The employer successfully identifies and retains top female talent with diverse social identities<br><br>The company is viewed by prospective female employees as a woman-friendly employer<br><br>When scheduling retention or engagement-focused activities (e.g., networking events, etc.), the organizers consider |

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | high-impact retention solutions that respond to female employees' interests and needs | | women's schedule preferences and/or childcare needs |
| | A sound retention strategy will address three dimensions: culture, connection, contribution | | |
| | Conduct interviews with top female performers to deepen understanding of what they value in the employment relationship | | |
| | Conduct exit interviews with departing female talent to understand the factors that led them to resign | | |
| | Raise the visibility of female high performers by featuring them as role models and mentors | | |
| | Organize informal networking opportunities during times that do not conflict with childcare responsibilities | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide (incl. Additional Resources and Case Studies):** Resources for Retaining and Advancing Mid-Career Technical Women (NCWIT)

**Report/Study:** Recruiting and Retaining Women in Non-Traditional Positions (Center for Energy Workforce Development, CEWD)

**Report/Study:** Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Harvard Business Review)

**Article:** 6 Powerful Ways to Keep Your Top Female Employees (Inc.)

**Article:** How to Reduce Employee Turnover Through Robust Retention Strategies (Society for Human Resource Management)

**Article:** Top 10 Ways Managers Can Retain Technical Women (NCWIT)

**Article:** How We Closed the Gap Between Men's and Women's Retention Rates (Harvard Business Review)

| TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT | | | |
| --- | --- | --- | --- |
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **EMPLOYEE ENGAGEMENT**<br><br>Engage senior leadership and staff in gender equality, diversity, and inclusion efforts | Develop an employee engagement plan to support gender equality and D&I interventions, leveraging the influence of senior managers and other key personnel to act as ambassadors of change and generating understanding, learning and additional buy-in by employees engaging with female talent<br><br>Develop KPIs[115] for employee engagement and use the engagement around gender equality and D&I as an indicator for performance management and promotions<br><br>Senior leadership and other staff can be included in gender equality and D&I efforts as:<br><br>• Mentors or buddies for female employees or students<br>• Sponsors<br>• Presenters at school roadshow, job fairs and other activities targeting young talent<br>• Ambassadors and role models, influencers in internal and external events, campaigns, and communication activities<br>• Trainers or instructors for formal and on-the-job learning activities, for interns and working students<br>• Supporters in a change management group<br>• Implementers of part of the gender strategy (e.g., communications develops campaigns as part of their department performance plan) | Time constraints of senior managers and other key personnel<br><br>Cultural or traditional barriers may limit willingness of male senior managers to interact with women<br><br>Managers may need support or training to interact with children or students | Gender equality and D&I initiatives are supported by various stakeholders and gain additional momentum<br><br>Senior managers and other staff increase awareness through interaction with target groups<br><br>Company perception increased as various people walk the talk and are visible as active supporters of gender equality and D&I |

**AVAILABLE RESOURCES AND TOOLS**

See best practices related to mentorship, sponsorship, and buddy systems in [Talent and Leadership Development](#) (p.74)

## TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **EMPLOYEE ENGAGEMENT**<br><br>Organize informal talks between the CEO and employees, ensuring inclusion of women with diverse social identities | Organize informal meetings such as breakfast, lunch, or coffee with the CEO with the goal to foster connection, belonging, and relevance in the company culture; this will not only foster the relationship between employees and management, but will also lead to cross-functional exchange between employees<br><br>Invite male and female employees to participate or set up a raffle/lottery to win a spot at the event<br><br>Target invitations to women so they may attend these meetings and talk about challenges/difficulties faced by female employees at the firm, proactively engaging and empowering women so their concerns are heard by the head of the organization | There may be limited time and financial resources to organize these events<br><br>Employees may be reluctant to sign up or participate in the event due to fear or unease about talking to the CEO or upper-level management<br><br>Open and "eye-to-eye" culture is needed for this format to be successful<br><br>Challenges with the CEO following through with commitments to host events regularly, may result in a poor internal reputation for consistency | Meetings result in high potential team members being "discovered," new and innovative ideas and/or problems identified along with suggested improvements<br><br>Female employees are given a platform to discuss challenges and propose improvements for the organization |

**AVAILABLE RESOURCES AND TOOLS**

**Article:** Why You Should Create a "Shadow Board" of Younger Employees (Harvard Business Review)

**Article:** How CEO Lunches Improve Employee Engagement (Forbes)

**Article:** Executive and CEO Lunches with Employees help Build Bridges (The Balance Careers)

**Article (incl. Video Interview):** The Rewards of an Engaged Female Workforce (Boston Consulting Group)

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[115] **KEY PERFORMANCE INDICATOR (KPI).** Critical (key) indicators of progress toward an intended result. KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most. As Peter Drucker famously said, "What gets measured gets done." (Source: KPI.org)

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **EMPLOYEE ENGAGEMENT**<br><br>Leverage existing women's and diversity networks to support development of good practices | Use well-established networks to generate ideas for improvements, give women and men with diverse social identities a voice in the change management process, and ask members to act as ambassadors for planned interventions (e.g., reaching out to employees in remote locations and onboarding them)<br><br>In order to make these networks effective it is important to:<br><br>• Define purpose, roles, and targets for the network<br><br>• Agree on frequency and rules for agenda setting, invitation of external input providers and means of collaboration between the network and the organization | In many companies, women and diversity networks have been established in phases, to create a safe space to discuss gender equality and D&I issues and needed improvements, but over time the aims and direction of these networks get lost, and the networks fail to create impact within the organization<br><br>Women and men with diverse social identities may be reluctant to participate because they do not want to be perceived as having the need for a support group, or sometimes do not want to be seen as being aligned with other women and individuals who share their identity<br><br>Women may not have time for networking and events outside of business hours due to family responsibilities<br><br>There may be weak/lack of support from management and the CEO | Women and diversity network is well established and has a purpose<br><br>Members of the network are perceived as strong partners for change management interventions and act as ambassadors for new measures<br><br>The network is used by employees as an informal entry point for ideas, complaints, and feedback on gender equality and D&I interventions |

**AVAILABLE RESOURCES AND TOOLS**

**Article:** 6 Trends Driving Cutting-Edge Corporate Women's Networks (Thrive Global)

**Article:** Are Female-Only Networks Hurting Women in the Workforce? (OZY)

**Article:** How to Start a Women's Networking Group at Work (Equality Works)

## SUCCESSION PLANNING AND PROMOTION

Systematic and long-term process of identification and development of potential successors for key positions to ensure that an employee's knowledge, skills, and abilities are developed to fill key roles.

| TABLE 7. SUCCESSION PLANNING AND PROMOTION | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **SUCCESSION PLANNING** Establish and implement succession plans[116] that are inclusive of women with diverse social identities | Ensure succession planning is the process of identifying long-range needs and cultivating a supply of internal talent to meet those future needs Use succession plans to anticipate the future needs of the company and assist in finding, assessing, and developing the necessary human capital (internal and external) Ensure gender-equitable succession plans include the identification of key positions, gender-neutral selection criteria, a plan for how to develop candidates selected and goals for inclusion at all levels of leadership Set a minimum number or percentage of female participants in the succession training group | Companies may not have succession plans in place Promotion is often seniority-based In some countries, performance appraisal[117] is between the supervisor and employee and not shared with HR, so those appraisals cannot be used for succession planning There may be an unconscious gender bias regarding who should fill a particular position Women may not apply for leadership positions in a workplace that is not specifically supportive of women workers' development | Gender-equitable succession plans are written and implemented, specifically closing gender gap and pay equity gaps through a primary focus on recruitment, retention, development, and accountability activities Increasingly, equal representation is achieved in leadership positions (long term) Aspirational goal or quota set for percentage of women selected succession candidates |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 4: Promotion and Succession Planning) (Gender Equality in Decision-Making, GEM)

**Guide:** Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)

**Report/Study:** 7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership (ManpowerGroup)

**Article:** Fostering Women Leaders: A Fitness Test for Your Top Team (McKinsey & Company)

**Video:** The Career Advice You Probably Didn't Get (Susan Colantuono)

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[116] **SUCCESSION PLANNING.** Strategy for identifying and developing future leaders at a company — not just at the top but for major roles at all levels. It helps a business prepare for all contingencies by preparing high-potential workers for advancement. (Source: Robert Half, What Is Succession Planning?)

[117] **PERFORMANCE APPRAISAL.** Periodic review and evaluation of an individual's job performance. (Source: Society for Human Resource Management, Glossary of Human Resources Management Terms)

| TABLE 7. SUCCESSION PLANNING AND PROMOTION | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **SUCCESSION PLANNING AND PROMOTION**<br><br>Use skill mapping[118] to support unbiased succession planning and promotion | Establish skill maps for core functions based on industry best practices and adapt to company needs:<br><br>• Skill maps for each function include at least 4 levels to support fair promotion<br>• All cross-functional moves and promotions are based on agreed skill profiles | Skill mapping is a resource-intensive process<br><br>It takes time to establish the system, which can become a challenge for companies undergoing rapid change as the skill pool and related skill maps may quickly change | HR has identified pool of suitable candidates for each skill pool, including women and men<br><br>Employees have full transparency for all functions and skill levels and can develop relevant knowledge, skills and abilities |
| **AVAILABLE RESOURCES AND TOOLS**<br><br>**Guide:** Skills Mapping Process Guide (P-TECH Brooklyn)<br><br>**Tool:** Skill Maps for Professions at Utilities (O-NET OnLine)<br><br>**Article (incl. Sample Skills Matrix Template):** What is a Skills Matrix and How Do I Create One? (Manager's Resource Handbook) | | | |
| **PROMOTION**<br><br>Develop promotion processes to counteract bias in promotions | Follow successfully proven practices that include:<br><br>• Once a year all managers are invited to submit proposals on a set number of employees for promotion<br>• The committee assesses all candidates based on their potential to successfully perform in a new role<br>• Promotions are granted consensually<br>• In case no consensus can be reached, the best candidates are invited to participate in an application process, where assessment of these candidates can be done by an external party<br><br>Establish a promotion committee with equal representation of female and male high-level leaders who meet on a regular basis to evaluate current talent pool and potential of individuals for promotions | Company politics may influence decisions on promotions<br><br>Women may not be in visible functions and therefore not as known to committee members<br><br>May be difficult to nominate female committee members when they are underrepresented in leadership roles | Promotion committee is functional and used for all promotions |

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[118] **SKILLS MAPPING.** Creating a visual representation of the skills needed to perform well in any given role and comparing that with the existing skills held by employees throughout the organization. This comparison allows gaps to be identified and remedied. (Source: HR Daily Advisor, What Is Skills Mapping?)

| TABLE 7. SUCCESSION PLANNING AND PROMOTION | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **AVAILABLE RESOURCES AND TOOLS** | | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** [A Toolkit for Recruiting and Hiring a More Diverse Workforce](#) (University of California, Berkeley)

**Guide:** [Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 4: Promotion and Succession Planning)](#) (Gender Equality in Decision-Making, GEM)

**Article:** [Why Do So Many Men Become Incompetent Leaders?](#) (HBR)

**Article:** [How to Make Unbiased, Merit-Based Employee Promotion Decisions with Data](#) (Toolbox)

## SEPARATION AND RETIREMENT

Process of managing the voluntary or involuntary leave of employees.

| TABLE 8. SEPARATION AND RETIREMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **SEPARATION** <br><br> Address the gender inequality impact of retrenchment | Conduct a gender gap analysis of past retrenchment at the organization, if applicable, to identify if women or other social groups were disproportionally affected by past retrenchment. <br><br> Develop written plan and data collection method to ensure that retrenchment does not have disparate impacts on a particular group or groups <br><br> Conduct data analysis prior to beginning retrenchment and correct any disparate impact identified | Culturally/legally, companies may rely on retirement and programs that encourage early retirement, making retrenchment unlikely and limiting the ability to manage separation equity <br><br> HRIS may not capture all relevant data points (i.e., sex disaggregated data) <br><br> Occupational segregation that leaves women clustered in less technical roles that are more vulnerable to retrenchment (e.g., customer service, administration, etc.) might make it difficult to ensure that retrenchment is equitable. | Past inequities in retrenchment are identified and plans are made to avoid any potential bias in future retrenchment. <br><br> Ratios of men and women within job classifications are proportionately retrenched during downsizing |
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Guide:** [Managing Retrenchment](#) (IFC) | | | |
| **RETIREMENT** <br><br> Ensure both men and women participate in retirement plan and/or financial education programs | Fund corporate retirement plan to provide income to retirees <br><br> Support financial education regarding saving for retirement <br><br> Clearly define employee participation in the plan or education support; share | Retirement plans may be governmental rather than corporate and are subject to legal constraints <br><br> Governments may also set different legal retirement ages for men and women | When a corporate retirement plan exists, men and women participate and benefit equally <br><br> Male and female employees report satisfaction and increased knowledge |

TABLE 8. SEPARATION AND RETIREMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | information on how all employees can participate<br><br>Periodically audit the plan usage and/or participation in training to determine if there are disparities in how employees' access and use retirement: inclusive of:<br><br>• Collecting sex-disaggregated participation and usage data to understand potential gender differences<br>• Root cause analysis<br><br>Developing corrective action<br><br>Offer review of benefits and financial planning training for retirement when approaching retirement age | The ability to save and plan for retirement is intrinsically connected to pay equity, promotion, and other related HR policies[119] | regarding financial retirement planning and financial security |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study:** Women's Retirement Risk Study (Mass Mutual)

**Report/Study:** The New Social Contract: Achieving Retirement Equality for Women (Aegon)

**Article:** How to Fix the Gender Pension Gap (World Economic Forum)

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[119] **HUMAN RESOURCES (HR) POLICIES.** (1) Agreements organizations have with employees about expected mutual behavior. Policies must align with laws and contracts, such as union agreements. (2) System of codified decisions established by an organization to drive administrative personnel functions, salary and benefits, performance management, employee relations and resource planning. (Source: Inc.com, Human Resource Policies)

**BEST PRACTICES: ORGANIZATIONAL ENABLERS**

CORPORATE CULTURE AND LEADERSHIP

Culture of an organization is characterized by the shared values, attitudes, standards, and beliefs of its members. Leadership builds the foundation of corporate culture and plays an important role in changing it.

| TABLE 9. CORPORATE CULTURE AND LEADERSHIP | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **CORPORATE CULTURE AND LEADERSHIP**<br><br>Develop a business case for gender equality, diversity, and inclusion based on company-specific gender and diversity assessment | Familiarize all senior leadership with the global evidence for the business case for gender equality and diversity<br><br>Conduct a comprehensive gender assessment of the company to identify gaps and opportunities to improve gender equality and diversity<br><br>Develop a specific business case unique to the organization based on the assessment<br><br>Conduct a cost-benefit analysis of gender inequality to support the business case, (e.g., benefits vs. employee turnover and decreased productivity and costs of sexual harassment and GBV)<br><br>Communicate the assessment findings and business case across the organization<br><br>Identify priority areas for measurement, define indicators and gather baseline and regular periodic data | Precise attribution of benefits will not always be feasible<br><br>Additional resources may be required for effective measurement<br><br>There may be resistance to gender equality initiatives until such time that the business case has been developed | Senior leadership and employees understand the business case for gender equality and buy-in to company initiatives for gender equality and diversity |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ (Wharton School of Business)

**Guide (incl. Additional Resources):** Minimum Standards for Mainstreaming Gender Equality (Gender Practitioners Collaborative)

**Guide (incl. Case Studies):** A Gender Equal Future of Work: A Discussion Guide for Leaders (Male Champions of Change)

**Guide:** Toolkit for Mainstreaming Gender in Water Operations (World Bank Group)

**Tool:** Women's Empowerment Principles Gender Gap Analysis Tool (United Nations Global Compact & UN Women)

**Tool:** Developing a Business Case for Gender Equality (USAID)

**Case Study:** Female Perspectives Raise Revenue for Indian Power Utility: How BRPL made the Business Case for Gender Equality (USAID)

## TABLE 9. CORPORATE CULTURE AND LEADERSHIP

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**Case Study:** Women in Utilities: A Driving Force for Workforce Modernization. A Case Study of Three Utilities in the Danube Region (World Bank Group)

**Case Study:** Gender-Smart Solutions Reduce Employee Absenteeism and Turnover in Solomon Islands (IFC)

**Case Study:** Employing Women Catalyzes Change at a Chemical Plant in India (IFC)

**Example (incl. Additional Resources):** Women on Boards and in Business Leadership (IFC)

**Report/Study (incl. Case Studies):** Understanding the Business Case for Gender Equality in the Workplace (UN Women)

**Report/Study (incl. Sample Indicators and Company Case Studies):** Investing in Women's Employment (IFC)

**Report/Study:** The Business Case for Gender Equality (Workplace Gender Equality Agency, Australian Government)

**Report/Study:** Quick Take: Why Diversity and Inclusion Matter (Catalyst)

**Report/Study:** Women in the Workplace 2019 (LeanIn and McKinsey & Company)

**Report/Study:** How to Calculate the Cost to Business of Gender-Based Violence in Papua New Guinea (ODI)

**Report/Study:** The Business Case for Change (ILO)

**Report/Study:** Women in Water Utilities: Breaking Barriers (World Bank)

**Report/Study:** The Untapped Resource: Gender and Diversity in the Water Workforce (The International Water Association)

**Report/Study:** Handbook on Gender and Organizational Change (ILO International Training Centre)

**Report/Study:** We Lead: Five Women Who Drove Company Success in the Middle East and North Africa and How Good Corporate Governance Helped (IFC)

**Report/Study:** Women as Levers for Change (FP Analytics)

**Report/Study:** Occupational Segregation (Washington Center for Equitable Growth)

**Study/Report:** Executive Briefing: The Business Case for Gender-Smart Solutions in the Private Sector (IFC)

**Report/Study:** The Costs of Sexual Harassment to Business: An In-Depth Look at the Workplace (International Center for Research on Women, ICRW)

**Report/Study:** One-Pager of Women in Water Utilities (World Bank)

**Report/Study:** Women on Boards Research Study in Egypt (IFC)

**Report/Study:** Women on Boards in Nigeria (IFC)

**Article:** Gender Equity Starts at Home (Harvard Business Review)

**Article:** When Gender Diversity makes Firms more Productive (Harvard Business Review)

**Article:** What makes a Team Smarter? More Women (Harvard Business Review)

**Article:** Still looking for Room at the Top: Ten Years of Research on Women in the Workplace (McKinsey & Company)

**Article:** Innovate! Run a Strategic Debate on Gender for the C-Suite (Forbes)

**Article:** Advancing Gender in the Environment: Making the Case for Women in the Energy Sector (USAID)

**Article:** Empowering Women to Reduce an Energy Utility's Commercial Losses (World Bank)

**Article:** How to Build a Women-Powered, Green-Energy Transition (Mail & Guardian)

## TABLE 9. CORPORATE CULTURE AND LEADERSHIP

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **Webinar:** [Water Workforce: Ensuring Gender Equality and Inclusion](#) (The International Water Association) | | | |
| **Video:** [Comorian Women help transform Power Utility](#) (World Bank) | | | |
| **CORPORATE CULTURE**<br><br>Develop a strategy and change management plan to promote gender equality, diversity, and inclusion throughout the company | Develop a gender equality and D&I strategy with a focus on gender diversity based on international standards and international best practice including<br><br>• Company vision<br>• Related objectives and aims<br>• Company specific business case<br>• Roles and responsibilities<br>• Action plan and timeline for achieving targets<br><br>Develop a written change management plan that includes gender equality and D&I best practices in short-, medium-, and long-term, with specific goals for each period, and with individuals and teams assigned to implement specific activities<br><br>Develop change leaders, change ambassadors, and supporters who are influential or in key positions and help create buy-in<br><br>Hold company-wide and division dialogues where women and men may discuss in small groups and interactive training what their corporate culture change goals are, and how to achieve them<br><br>Create a committee that is responsible for implementing the change management plan and meets regularly<br><br>Conduct regular follow-up and evaluations to determine success of the implementation plan; put in place a process to resolve any issues identified<br><br>Assign related targets to senior managers and key functions and make achievement part of their performance | Change management efforts usually start with resistance as they require those who are in a privileged position to leave their comfort zone; it is required to prepare managing resistance<br><br>Potential supporters may have time constraints<br><br>Change efforts may get stuck after some time, if nobody feels responsible for driving efforts or after first achievements create a sense of "we are doing well" even though they are on the beginning of a long journey<br><br>Managers may strive to meet or report requirements without consideration for quality for fear of losing budgetary or other resources if targets are not met<br><br>Motivation can diminish as change requires time to show visible and sustainable results | Strategy with clear vision and targets exists, employees are informed about it, and they know how to contribute to achieve the targets<br><br>Employees at all levels contribute to ideas for organizational change according to the change management plan<br><br>Senior managers and people with high visibility walk the talk and act as role models in the implementation of the strategy<br><br>Action plan and related targets are SMART and KPIs are assigned to all key functions, such that performance (e.g., progress against these targets) are measured on a regular basis and processes adjusted if required |

## TABLE 9. CORPORATE CULTURE AND LEADERSHIP

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Conduct trainings and discussion groups to inform all staff on the strategy | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Gender Strategy Toolkit (Workplace Gender Equality Agency, Australian Government)

**Guide (incl. Change Assessment and Planning Template, Communications Strategy Template and Checklists):** Change Management Leadership Guide (Ryerson University)

**Guide:** Change Management Toolkit (University of California Berkeley)

**Guide:** Empowering Your Diversity and Inclusion Committee (Diversity Works)

**Tool:** Organizational Goal Setting for Gender Equality and Inclusion (USAID)

**Example:** Gender Equality Strategy & Action Plan 2015-2020 (Western Sydney University)

**Example:** Sample Diversity & Inclusion Strategy (Making Work Absolutely Human)

**Report/Study:** Handbook on Gender and Organizational Change (ILO International Training Centre)

**Article (incl. Video):** SMART Goals (MindTools)

**Article:** Diversity as Strategy (Harvard Business Review)

**Article:** 5 Change Management Best Practices (Whatfix Academy)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **CORPORATE CULTURE**<br><br>Make gender equality, diversity, and inclusion part of the workplace culture | Introduce company values of gender equality, diversity, and inclusion during employee onboarding and throughout the rest of the employee life cycle<br><br>Include gender equality, diversity, and inclusion in company mission and values statement<br><br>Ingrain a corporate culture and leadership model harnessing diversity<br><br>Establish corporate values and practices that make everybody's voices heard and invite women with diverse social identities to speak up such as:<br><br>• Rules at company meetings and fora to ensure that women are encouraged to make their voices heard<br>• Build the expectation that meeting leaders and facilitators elicit input from quieter participants | Key individuals may resist change or resist being held accountable for inclusive actions<br><br>Time required to socialize all employment processes with transformational changes and embed within orientations<br><br>Gendered social norms or habits of attributing higher value to men's input than to women's input persist<br><br>Backlash may result from male participants perceiving a loss of authority | Men and women work productively and cohesively in all business areas<br><br>Corporate business goals attained with greater level of success as corporate culture changes and inclusion goals take hold<br><br>Women and men with diverse social identities assume increasingly greater share of leadership and management positions across all areas of company<br><br>Meeting chair or facilitator manages group dynamics to afford participants equal opportunity to contribute regardless of gender or social identity; facilitator limits behavior which undermines equal participation, such as interrupting/ talking over/disregarding or undervaluing input from women and individuals with diverse social identities |

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | • Ensure that meeting members demonstrate equal respect/ regard for the opinions of men and women<br><br>Upskill women with targeted talent and leadership development focused on effective communication, negotiations, and leadership skills | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)

**Guide:** Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ (Wharton School of Business)

**Guide:** Strategies for Chairing Gender-Inclusive Meetings (ParlAmericas)

**Guide:** Cultural Influencers: How to Shift and Sustain Organizational Culture (American Productivity & Quality Center)

**Report/Study**: Delivering Through Diversity (McKinsey & Company)

**Report/Study:** Tapping the Power of Inclusion and Diversity in Urban Water (Water Services Association of Australia)

**Report/Study:** Accelerating Progress in Gender Equity from the Inside Out (EY)

**Report/Study:** Quick Take: Why Diversity and Inclusion Matter (Catalyst)

**Article:** Why Goldman Sachs's Push for Diversity Is Unlikely to Drive Real Change (Harvard Business Review)

**Article:** Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)

**Article:** Speaking While Female (New York Times)

**Article:** Why Women Don't Speak up on Zoom Calls (World Economic Forum)

**Article:** How to Make Your Virtual Meetings More Fair to Introverts (Fast Company)

**Article:** Women and Negotiation: Narrowing the Gender Gap in Negotiation (Harvard Law School Daily Blog)

**Article:** The Role of Gender in Team Collaboration and Performance (Interdisciplinary Science Reviews)

**Article:** When Gender Diversity Makes Firms More Productive (Harvard Business Review)

**Article:** What makes a team smarter? More women. (Harvard Business Review)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **CORPORATE CULTURE**<br><br>Support men's engagement through identification of male change agents and motivating them to act as promoters and ambassadors for gender equality | Recognize male employees as critical stakeholders in achieving gender equality in the workplace<br><br>Raise awareness among male employees on gender equality issues, toxic masculinity, and how gender equality benefits both women and men | Men may be hesitant to become allies or support gender equality activities because they fear being perceived as less masculine or less powerful<br><br>Men may not see the personal benefit of being involved in gender equality initiatives or may feel threatened by the idea of empowering women | A culture which encourages gender equality partnerships among colleagues is established<br><br>Men are allies for female colleagues which supports women in various ways and makes them feel more equal |

| TABLE 9. CORPORATE CULTURE AND LEADERSHIP | | | |
| --- | --- | --- | --- |
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Encourage male employees to become allies and change agents, with active roles and responsibilities identified in job descriptions and/or change management plans<br><br>Participate in the #HeForShe campaign, which asks men to speak out against violence and discrimination against women and girls around the world<br><br>Coordinate company and division dialogue where men and women hold small group discussions and interactive trainings sharing what their corporate culture change goals are, and how to achieve them<br><br>Support male leaders to amplify and model what male allyship looks like and encourage other male employees to participate in achieving culture change and gender equality goals | Men don't easily recognize unconscious gender biases that permeate the organization, and may not recognize the importance of their engagement<br><br>Male employees may feel uncomfortable joining a women's network or any events or discussions on gender equality, because they are in the minority | Male leaders actively and publicly demonstrate their commitment to gender equality, and encourage others to do so<br><br>Men and women at all levels effectively work to support change of culture and gender equality in the organization |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Actions Men Can Take to Create an Inclusive Workplace (MARC by Catalyst)

**Guide:** Men Make a Difference: Engaging Men on Gender Equality (Diversity Council Australia)

**Guide (incl. Action Plan and Commitment Sheet):** HeForShe Action Kit (UN Women)

**Guide:** Do's and Don'ts for Engaging Men and Boys (USAID Interagency Gender Working Group)

**Guide:** Actions Women Can Take to Support Men's Engagement (MARC by Catalyst)

**Tool:** Continuum of Men's Engagement: A Conceptual Model for Engaging Men to Prevent Gender-Based Violence and Promote Gender Equality (Rus Funk Consulting)

**Course/E-learning:** Manhood 2.0: A Curriculum Promoting a Gender-Equitable Future of Manhood (Equimundo)

**Training Resource/Tool:** Barbershop Toolbox (National Committee of UN Women Iceland)

**Example (incl. Additional Resources):** Continuum of Men's Engagement (Rus Funk Consulting)

**Example (incl. Additional Resources):** MenEngage Alliance

**Example:** Men, Boys and Gender Equality (Institute of Development Studies)

**Example:** Workplace Advisors (Equimundo)

**Example:** White Ribbon Campaign

## TABLE 9. CORPORATE CULTURE AND LEADERSHIP

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **Example:** HeForShe Campaign | | | |
| **Example (incl. Additional Resources):** Men, Commit to Mentor Women (Lean In) | | | |
| **Example:** Gender Equality is Everyone's Business: Engaging Men as Allies to Advance Gender Equality Across the Value Chain – Case Studies (Business Fights Poverty) | | | |
| **Report/Study:** State of the World's Fathers 2021: Structural Solutions to Achieve Equality in Care Work (Equimundo-US) | | | |
| **Report/Study:** The Man Box (Equimundo) | | | |
| **Report/Study:** Men as Allies: Engaging Men to Advance Women in the Workplace (Center for Women and Business, Bentley University) | | | |
| **Report/Study:** Better Together: Increasing Men's Engagement in Gender Equality Efforts in Australia (Bain & Company) | | | |
| **Report/Study:** The Design of Everyday Men: A New Lens for Gender Equality Progress (Deloitte) | | | |
| **Report/Study:** Gender Equality is Everyone's Business (Business Fights Poverty) | | | |
| **Report/Study:** We Set the Tone: Eliminating Everyday Sexism (Male Champions of Change) | | | |
| **Article:** Pixar Unravels Toxic Masculinity in the Workplace (JOBLO) | | | |
| **Article:** How to Get Men Involved with Gender Parity Initiatives (Harvard Business Review) | | | |
| **Article:** Five Ways Men Can Improve Gender Diversity at Work (Boston Consulting Group) | | | |
| **Article:** Lebanese NGO Reminds Men that a Women's Honor is Only Hers (StepFeed) | | | |
| **Article:** Men United, for Women (INSEAD) | | | |
| **Article:** How Men Can Become Better Allies to Women (Harvard Business Review) | | | |
| **Article:** It's Not About You: How to Be a Male Ally (The Conversation) | | | |
| **Article:** How Men Can Confront Other Men About Sexist Behavior (Harvard Business Review) | | | |
| **Video:** Men as Allies (JP Morgan Chase & Co.) | | | |
| **Video:** It starts with Me – Why Men Should Engage for Gender Equality (Tomas Agnemo) | | | |
| **Video:** #NotYourHonor Campaign Song (ABAAD MENA) | | | |
| **Video:** Gender Equality (World Economic Forum) | | | |
| **Video:** What does My Headscarf Mean to You? (Yassmin Abdel-Magied) | | | |
| **Video:** MenEngage | | | |
| **CORPORATE LEADERSHIP** Model action that supports gender equality, diversity, and inclusion at leadership levels | Senior leaders at top leadership levels model inclusive language with strong and direct communication committing to gender equality and D&I  Disclose board selection process, skills, and diversity goals in a transparent process | Unconscious bias exists within the company | Implemented training programs raise awareness of unconscious bias and build commitment to implementing policies and procedures that ensure gender equality and D&I  Gender equality and D&I is an ingrained part of corporate culture and |

## TABLE 9. CORPORATE CULTURE AND LEADERSHIP

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | | | institutionalized in all programs and activities |
| | | | Leaders are acting as role models for driving gender equality and D&I efforts |

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study (incl. Case Studies):** Gender Diversity Journey: Company Good Practices (ILO)

**Report/Study (incl. Case Studies):** Backlash And Buy-In: Responding To The Challenges Of Achieving Gender Equality (Male Champions of Change)

**Report/Study:** 7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership (ManpowerGroup)

**Article:** Madam C.E.O., get me a coffee. (New York Times)

**Video:** Gender Inequality at Energy Utilities (Bjarni Bjarnason, Reykjavik Energy)

## COMPANY PERFORMANCE AND REPORTING

Organization's tracking and delivery on its defined goals and targets, and communication of progress to various stakeholders through reporting.

## TABLE 10. COMPANY PERFORMANCE AND REPORTING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **COMPANY PERFORMANCE** Collect and analyze sex-disaggregated data at the company level and use the data to regularly monitor progress of gender equity interventions | Ensure reporting systems have statistical ability to sex-disaggregate employee satisfaction data, training hours, positions in company, use of leave and pay disparities (pay gap) Ensure HR has capacity to analyze and use sex-disaggregated data Regularly use data to analyze successes and areas for improvement Regularly share data with upper management to inform decision making regarding allocation of resources and commitment to initiatives or goals Mitigate confidentiality mistrust by utilizing a third party to administer the survey or anonymize | Companies are at varying levels of sophistication with HR analytics, which may inhibit their ability to sex-disaggregate and use data Ability to capture subjective opinions (e.g., satisfaction level) may be compromised if employees mistrust confidentiality of surveys Correcting pay gaps impacts finances, and there may not be funding to correct the gap Changes that impact union contracts may take several years to implement | Sex-disaggregated data meet industry standards and are routinely collected and maintained Sex-disaggregated data are continuously available and used to make decisions Identified gaps are closed |

TABLE 10. COMPANY PERFORMANCE AND REPORTING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**AVAILABLE RESOURCES AND TOOLS**

**Report/Study:** [Guidelines on How to Collect Sex-Disaggregated Water Data](#) (UNESCO)

**Article:** [Measuring What Matters in Gender Diversity](#) (Boston Consulting Group)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **COMPANY PERFORMANCE**<br><br>Dedicate budget and track use of financial resources to increase gender equality and diversity | Develop a policy statement on gender budgeting and obtain board approval<br><br>Establish budget committees with an equal representation of women and individuals with diverse social identities and ensure their participation in budgetary planning and decision-making processes<br><br>Train all managers and budget committees on gender budgeting<br><br>Company and project budgets are developed including perspectives and needs of female and male employees equally and aim to reduce gender inequality<br><br>Ensure budget priorities and spending allocation close gender equity gaps in high impact areas including:<br><br>• Talent outreach<br>• Recruitment and hiring<br>• Talent development and training<br>• Employee benefits<br>• Leadership development<br><br>Monitor and evaluate the degree to which the budget contributed to closing gender equality and diversity gaps<br><br>Company reports on budget used for gender equality and diversity initiatives in annual reports or other publicly available reports | Budgeting decisions are typically made by individuals who may not understand the importance, relevance, or business priority of considering gender equality and diversity implications of budgets<br><br>Budgeting as a topic may be considered too technical an issue by managers of key departments within the organization, e.g., Human Resources Department | Leadership commitment and support to use the budget as a tool to allocate company resources in an equitable way, thereby achieving equality and diversity, in provision of benefits, training opportunities, policy impacts, leadership development opportunities and onsite facilities<br><br>A policy statement on the company's commitment to gender budgeting approved by the Board and published<br><br>All budgets within the company include a gender equality and diversity perspective<br><br>Women and individuals with diverse social identities are represented and participate in budgetary planning and decision-making processes<br><br>All managers and budget committees are competent on gender budgeting<br><br>Sex-disaggregated data are available and used to make decisions that equally benefit female employees and individuals with diverse social identities<br><br>Existing company budgets are assessed from a gender equality and diversity perspective, to identify and reduce gender inequalities and diversity disparities |

| TABLE 10. COMPANY PERFORMANCE AND REPORTING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **AVAILABLE RESOURCES AND TOOLS**<br><br>**Guide:** A Guide to Gender-Responsive Budgeting (OXFAM)<br><br>**Report/Study:** Overview of Gender-responsive Budget Initiatives (Bureau for Gender Equality)<br><br>**Report/Study:** Gender Mainstreaming and Gender Budgeting (Diane Elson)<br><br>**Article:** Gender Budgeting: A Tool for achieving Equality (Gender and the Economy)<br><br>**Article:** What is Gender Budgeting and How Can it Help Equality? (Deutsche Welle) | | | |
| **COMPANY PERFORMANCE**<br><br>Develop and institutionalize targets and/or Key Performance Indicators (KPIs) for individual managers and departments to support gender equality. | Set gender equality and diversity targets for each department, based upon staffing needs, skills gaps, budget, and anticipated staffing levels for the timeframe identified<br><br>Ensure that the targets are a realistic reach for each unit, while also aligning with the company's gender and diversity targets. Targets may be set at company, division, department, and individual levels<br><br>Create accountability for reaching gender equality targets, by embedding them into manager/supervisor performance reviews, individual or company performance contracts, KPIs, compliance matrices or other performance review frameworks<br><br>Utilize available labor market metrics to set SMART diversity and gender equality targets | Performance of managers/supervisors is not related to KPIs, and the KPI system is not used within an organization<br><br>Lack of talent maps, competency matrices, or other analyses available to provide a clear picture of staffing gaps and priorities<br><br>Limited talent pools with the required skills and competencies<br><br>There may be limited willingness or buy-in from leadership to set or report on targets for hiring women with diverse social identities<br><br>Weak data management systems, making it difficult to monitor and track progress<br><br>Resistance or resentment from male staff to setting targets that promote hiring of more women<br><br>Lack of incentives to reach targets<br><br>Top leadership is not walking the talk and/or has no specific targets for themselves (gender targets are only set for mid management levels) | Departmental targets established, linked with corporate gender equality targets and KPIs, and aligned with corporate business goals<br><br>Active engagement of leadership and management to set targets at the unit level and embed those into company performance frameworks<br><br>Clear accountability for achieving targets and mitigation measures for failing to meet targets for everyone in a leadership role<br><br>Actions taken to adopt recruitment and hiring policies and practices to support achievement of targets<br><br>Training and support provided for recruitment and hiring staff and department managers to ensure a successful target-setting process<br><br>HR data shared to support the target-setting process<br><br>Communication amongst department heads to ensure alignment of targets |

TABLE 10. COMPANY PERFORMANCE AND REPORTING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Workplace Gender Audit Guide (Victoria State Government)

**Guide:** The Roadmap to Gender Equality in the Workplace: Measuring and Evaluating (UN Global Compact)

**Guide:** Setting Gender Equality Targets (WGEA)

**Article:** How to Set Diversity Goals – the Smart Way (Fair HQ)

**Article:** How We Set Diversity Targets (Medium)

**Article:** Strategies to Infuse D&I Into Your Organization (Harvard Business Review)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **COMPANY REPORTING**<br><br>Disclose gender equality and diversity targets and/or KPIs on gender equality and D&I in publicly available reports and indices | Set gender equality and diversity targets and report on gender equality and D&I objectives and performance toward these objectives in the company's annual report, on its website, in a separate gender equality or sustainability report, to realize these benefits:<br><br>• Compliance with global sustainability reporting standards such as the Global Reporting Initiative (GRI) which request the disclosure of gender-related indicators and targets<br>• Supports achievement of the United Nations Sustainable Development Goals (SDGs), especially SDG 5 which calls for gender equality and the empowerment of all women and girls by 2030<br>• Ensures company measures progress toward achieving gender equality and D&I in a meaningful way<br><br>Include in the annual report, website, and in a separate gender equality or sustainability report, the proportion of women employees overall, including senior executives and board members<br><br>Measure progress by evaluating company against Thomson Reuters D&I (Diversity and Inclusion) or another Social Responsibility Index to see where scores | CEO commitment to disclose KPIs or gender equality and diversity targets may be weak<br><br>Required qualitative or quantitative (sex-disaggregated) data may not exist or may be difficult to obtain<br><br>Potential fear from leadership that disclosing data/ information about gender equality and D&I makes the company vulnerable to criticism<br><br>Sustainability reporting according to GRI requires time and effort, which may constrain limited available human and financial resources | Quantitative gender equality and diversity targets set with regular annual reporting on performance<br><br>Transparency, awareness and visibility on gender equality and D&I increased<br><br>Improved public image of company through disclosure of performance in gender equality and D&I practices<br><br>Increased number of qualified female candidates with diverse social identities apply to open positions<br><br>Potential to be included within the top 100 ranked D&I indices for investors |

TABLE 10. COMPANY PERFORMANCE AND REPORTING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | may need improvement to attain top 100 ranking for investor funds | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** How to Set Gender Diversity Targets (Workplace Gender Equality Agency, Australian Government)

**Guide (incl. Sample Employee Survey Questions):** Guideline for Gender Balance Performance and Reporting (ASX Corporate Governance Council)

**Guide:** 8 Tips for Announcing Your Workforce Diversity Numbers (NCWIT)

**Tool:** Organizational Goal Setting for Gender Equality and Inclusion (USAID)

**Tool (incl. Explanatory Video): Target Setting Calculator** including (Workplace Gender Equality Agency, Australian Government)

**Example:** Diversity & Inclusion Index (Thomson Reuters)

**Example:** Gender-Equality Index (Bloomberg)

**Report/Study:** Gender Indicators: What, Why and How? (BRIDGE)

**Report/Study:** Towards More and Better Reporting (Global Reporting Initiative)

**Video:** Transparency as a Force for Gender Equality (Global Reporting Initiative)

**Video:** The Facts About Gender Equality and The Sustainable Development Goals (UN Women)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **COMPANY PERFORMANCE AND REPORTING**<br><br>Adopt international standards and endorse international commitments for gender equality | Become a signatory of international commitments to increase gender equality such as Women's Empowerment Principles or Equal by 2030 and report on progress and related indicators<br><br>Join a global network of private sector companies to receive guidance on advancing gender equality and women's empowerment<br><br>Benefits include:<br><br>• Gain access to resources such as learning and research material and best practice examples<br>• Benefit from a global network of change agents<br>• Gain access to an online discussion forum, webinars as well as online and offline events<br>• Send clear signal to various stakeholders that gender equality and women's empowerment is important | Lack of awareness of initiatives<br><br>Lack of resources to join and follow up on commitments (e.g., needs clear allocation of budget and responsibilities for progressing)<br><br>Statement of support for the initiative often needs to be signed by the CEO, which could result in difficulties if there is a lack of commitment<br><br>Participation in some initiatives costs money<br><br>Lack of time to be an active member of the network<br><br>Lack of resources to report on progress | Company has joined/endorsed relevant gender equality/women's empowerment initiatives such as the Women's Empowerment Principles (WEP) or Equal by 2030<br><br>Company benefits from network and exchange with global change agents<br><br>Being a member of a global initiative increases the company's image and commitment to gender equality |

TABLE 10. COMPANY PERFORMANCE AND REPORTING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | to the company as demonstrated by top leadership involvement and CEO commitment | | |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** CEO Statement of Support for Women's Empowerment Principles (United Nations Global Compact and UN Women)

**Guide:** Women's Empowerment Principles (WEPs) (United Nations Global Compact & UN Women)

**Example:** Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)

**Video:** Equality=Business (Empower Women)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **COMPANY PERFORMANCE AND REPORTING**<br><br>Participate in gender equality and diversity awards, rankings, and certification processes | Company actively participates in gender equality and diversity award and certification process with a strategic approach, including regular screening of awards, rankings, and certification processes.<br><br>Demonstrate commitment and gains made to achieving gender equality and D&I to current employees, candidates, and other stakeholders to increase visibility and credibility in the job market as an attractive employer that has created a workplace where women and men with diverse social identities are all treated equally<br><br>Communicate publicly and often about to gain a competitive advantage in the search for talent | Participation requires time and effort (including human/financial resources)<br><br>Required quantitative or qualitative (sex-disaggregated) data for the certification process may not exist or may be difficult to obtain<br><br>Management may not see the advantage of the gender certificate and consequently may not approve participation | Company has a list of related awards, rankings and certification processes and uses a strategic approach for participation or non-participation<br><br>Company is awarded with a gender certification which can be used as a source for internal as well as external communication and branding<br><br>Gender certificates help the company to measure progress ("what gets measured gets done") and to benchmark itself against other companies<br><br>Company ranks high in awards or can progress in ranking over time |

| TABLE 10. COMPANY PERFORMANCE AND REPORTING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **AVAILABLE RESOURCES AND TOOLS** | | | |

**AVAILABLE RESOURCES AND TOOLS**

**Award:** 2022 Best Workplaces for Parents Award. (Great Place to Work Institute)

**Award:** Gender Equality Awards (EBRD)

**Award:** WEP Leadership Award (United Nations Global Compact)

**Award:** Catalyst Award (Catalyst)

**Award:** IWA Women in Water Award (International Water Association, IWA)

**Certificate:** Economic Dividends for Gender Equality (EDGE) Certification (EDGE)

**Certificate:** Gender Equality Seal for Public and Private Organizations (UNDP)

**Report/Study:** Setting International Standards for Gender Equality in the Private Sector: The Gender Equity Model (World Bank)

## POLICIES AND GRIEVANCE MANAGEMENT

Documented set of broad guidelines informing staff and management behavior and mechanisms in place to address non-compliance.

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **POLICIES** <br><br> Adopt and implement a gender equality and social inclusion policy | Develop a gender equality or gender and social inclusion policy based on international standards including related targets, responsibilities, and provisions for handling grievances <br><br> Include company gender equality and D&I goals and objectives, measures to achieve them, responsibilities for implementation and indicators for monitoring <br><br> Demonstrate a new direction and dedicated commitment to gender equality and D&I goals by developing and implementing a supportive strategy and action plan <br><br> Implement training programs to raise awareness of unconscious bias and build commitment to implementing the policy | Stakeholders may lack commitment to, and awareness of, gender equality and D&I during formulation and adoption amidst competing priorities <br><br> Board members may not agree that a Gender Policy or Gender and Social Inclusion (GSI) Policy is needed <br><br> Policy without a strategy may not trigger change | Gender equality or Gender Equality and Social Inclusion policy is adopted and fully implemented through supporting processes, as detailed in this framework <br><br> Gender equality is an ingrained part of corporate culture and institutionalized in all programs and activities |

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Ensure accountability for implementation is with senior leadership | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** Gender Strategy Toolkit (Workplace Gender Equality Agency, Australian Government)

**Guide:** Developing a Workplace Gender Equality Policy (Workplace Gender Equality Agency, Australian Government)

**Example:** Gender Equality and Empowerment of Women Policy (AngloGold Ashanti)

| **POLICIES**<br><br>Establish a corporate-level equal employment opportunity (EEO) policy | Adopt an equal employment opportunity (EEO) policy statement at the board of directors/ownership level<br><br>Disclose board selection process, skills, and gender equality and D&I goals<br><br>Ensure that all relevant characteristics are included such as race, religion, color, gender, pregnancy, sexual orientation, marital status, national origin, age, genetic information, military status or disability and any other characteristic protected by applicable law.<br><br>Appoint HR or another organizational unit such as a gender equality and D&I department to implement EEO policy and other company gender equality and D&I policies, strategies, programs, and initiatives aimed at promoting gender equality and dedicate necessary financial resources<br><br>Establish a multi-divisional gender equality and D&I committee comprised of women and men with diverse social identities to plan, oversee and support the implementation of gender equality and D&I initiatives with the gender equality and/or HR Departments<br><br>Create accountability by declaring specific targets and goals on gender equality and D&I and hold the company's leaders | Stakeholders may lack commitment during EEO policy formulation and adoption<br><br>Unconscious bias exists within the company | EEO policy is adopted and fully implemented through supporting processes, as detailed in this framework<br><br>Implemented training programs raise awareness of unconscious bias and build commitment to implementing policies and procedures that ensure gender equality and diversity<br><br>Gender equality and D&I is an ingrained part of corporate culture and institutionalized in all programs and activities |

## TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | accountable for achieving these goals over a defined timeframe | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide**: Setting Strategic Gender Equality Targets (USAID)

**Guide:** Guidelines for Employment Equality Policies in Enterprises (Irish Human Rights and Equality Commission)

**Tool:** Sample EEO Policy (Employment Law Information Network)

**Example:** TATA Power-DDL Equal Opportunity Policy (TATA Power-DDL)

**Example:** Equal Employment Opportunity Reaffirmation Statement (Capital One Financial Corporation)

**Report/Study (incl. Case Studies):** Gender Diversity Journey: Company Good Practices (ILO)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **POLICIES** Create and adopt an anti-discrimination policy that protects employees with all diverse identities | Implement an effective anti-discrimination policy that prohibits discrimination across all aspects of the employee life cycle. Provide well-defined procedures that prohibit any distinction or exclusion made on the basis of sex, gender, gender identity or expression, ethnicity, race, color, religion, political opinion, national or social origin, pregnancy, sexual orientation, marital status, age, genetic information, military status, disability, or any other relevant social characteristic based on the cultural or country context Listen to and prioritize the voices and opinions of women and other minority groups within the organization to understand what types of discrimination they experience Educate employees on what types of actions are considered discrimination based on the different social identities of employees in the organization Identify who is responsible for implementation and indicators for monitoring procedures | Social identities such as sexual orientation might be taboo to discuss in some cultures Social fissures or tensions between groups based on the cultural or country context might be difficult to talk about or taboo to discuss Discrimination can be subjective, and employees accused of violating the policy might deny any wrongdoing; However, it is important to remember that the impact on the person who experiences discrimination is more important than the intent of the wrongdoer Discussions around discrimination might create a tense or uncomfortable work environment initially, especially if topics like this are not discussed regularly in the cultural or country context There might be resistance or denial among individuals who are not part of a minority group | Employees who experience discrimination feel protected and prioritized within the organization Employees who are not part of a minority group have an improved understanding of what constitutes discrimination and are actively seeking ways to foster inclusion rather than discrimination Issues of discrimination are regularly discussed with a proactive attitude and approach to furthering inclusion Violations of the policy are addressed with appropriate levels of discipline based on the act of discrimination |

## TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Demonstrate a clear commitment to anti-discrimination and inclusive goals with a supportive strategy and action plan for implementation | | |
| | Implement training programs to raise awareness of unconscious bias, microaggressions, and other discriminatory behavior | | |
| | Build commitment to implementing the policy among all employees | | |
| | Ensure accountability for implementation with senior leadership | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** Disability Discrimination Act Action Plans: A Guide for Business (Australian Human Rights Commission)

**Example:** Example Non-Discrimination Policy & Why You Need One (Academy to Innovate HR)

**Tool:** Racism: It Stops with Me (Australian Human Rights Commission)

**Article:** 5 Ways Racism is Bad for Business – and What We Can Do About It (WEF)

**Article:** Building an Anti-Racist Workplace (Times Up Foundation)

| POLICIES | | | |
|---|---|---|---|
| Adopt a salary equity policy with mechanisms for analysis and redress | Ensure salary equity policy explicitly addresses the following areas:<br><br>• Salary discrimination within a job category. For example, "Engineer 1": A male and a female both with master's degrees in engineering and 5 years' experience being paid differently<br><br>• Salary discrimination between job categories, such as having two job titles, "Office Manager" and "Field Office Manager," with the same responsibilities, but "Office Manager" is paid less and held mostly by women or people from traditionally socially excluded groups | Funds may not be available to close identified pay gaps<br><br>Union contracts may require amendment during upcoming contract negotiation cycle<br><br>There is a perception of bias by groups whose salary is unchanged<br><br>Potential legal action is taken by the group previously paid less | Company adopts and enforces salary equity<br><br>Company closes salary gaps in both areas<br><br>Men and women with diverse social identities are paid equitably |

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | • In the hiring and promotions processes, do not ask or use prior salary to determine current salary | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Report/Study:** A Comparative Analysis of Promoting Pay Equity: Models and Impacts (ILO)

**Report/Study:** Pay Equity: A Key Driver of Gender Equality (ILO)

| | | | |
|---|---|---|---|
| **POLICIES**<br><br>Establish policies to promote reconciliation of work life and family life | Identify needs of staff for better reconciliation of work life and family life and adopt international good practice<br><br>Implement global best practices that are aligned with the national legal framework and local culture and support corporate culture change:<br><br>• Flexible work schedule<br>• Work from home and home office, including telework options<br>• Shorter workday for returning parents<br>• Longer lunch break for baby feeding/ breast pumping<br>• Return to work programs offering catch-up training on topics to enable competitiveness for job promotions<br>• Provision of facilities such as lactation rooms, on-site childcare, and family lunch options<br>• Support for external childcare (See Benefits best practices on childcare)<br>• Employee Assistance Program providing support for new parents and for better reconciliation of work life and family life (See Benefits best practices on EAP)<br>• Job-sharing for female talents and leaders (see Talent and Leadership best practice on job sharing) | Local employment laws may prohibit some options<br><br>Individual work units may have set hours, where flexible hours may create staffing difficulties<br><br>Field offices may not have the physical space to provide a lactation room or childcare facilities<br><br>Telework requires reliable internet, which is not always available<br><br>Some positions are staffed 24/7 and/or are on call for emergencies.<br><br>Managers may lack experience and be reluctant to grant flexible working or work from home options<br><br>Senior management and board must be willing to adopt practices beyond national legislation (e.g., granting paternity leave may not be a legal obligation) | Provided options are well known and perceived as positive contribution of the company to generate better reconciliation of work life and family life<br><br>Image of working parents increased as can be seen through promotions and assignment of challenging tasks to women (and men) with childcare duties<br><br>Employees report in satisfaction or engagement surveys that they perceive leave policies as fair to all employees<br><br>Mothers feel comfortable making use of lactation rooms<br><br>Parents are using provided or supported childcare facilities and are satisfied with the quality |

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| | • Online training in addition to in-class training, which might be difficult to attend<br>• Company benefits extended to family members<br>• Cooperation with high quality schools and financial support for tuition fees<br><br>Create and implement processes to maintain full staffing while reintegrating the returning employee | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies

**Guide:** Returners: A Toolkit for Employers (UK Government Equalities Office)

**Guide:** Building a Workplace Flexibility Strategy (Workplace Gender Equality Agency, Australian Government)

**Guide:** Easy Steps to Supporting Breastfeeding Employees (HRSA)

**Report/Study:** Developing A Flexible Working Arrangements Policy (Workplace Gender Equality Agency, Australian Government)

**Report/Study:** Phase Back to Work Best Practices and Implications (Diversity Best Practices)

**Report/Study (incl. Case Studies):** Returner Programmes: Best Practice Guidance for Employers (UK Government Equalities Office)

**Article:** 8 Ways to Retain Female Talent After Maternity Leave (Forbes)

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|---|---|---|---|
| **POLICIES**<br><br>Provide maternity leave[120] that meets or exceeds the requirements of national legislation | Meet or exceed in-country legal requirements for maternity leave, based in part on survey of employees' needs<br><br>Gold standard for parental leave policies provides equal paid time-off for both women and men; when this is equal, women face less discrimination in hiring and promotion, and men are able to enjoy their role as fathers and caregivers while enjoying better work/life balance<br><br>Provide equal maternity leave for mothers who do not give birth but | Company culture may discourage women from taking full maternity leave, particularly for women in leadership positions<br><br>Bias may discourage supervisors and managers from hiring women because they perceive that women will leave the workplace, especially if maternity leave benefits exceed paternity leave benefits<br><br>Business unit is short-staffed and remaining employees must pick up extra duties (which may result in resentment) | The company provides clear guidance to managers/supervisors to manage the preparation of an expected leave and re-entering of the woman after her leave<br><br>Mothers use available parental leave with full pay and other benefits<br><br>Women's careers are not penalized or stunted when they use their full maternity leave benefits<br><br>Managers/supervisors know it is their responsibility to manage the process and |

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[120] **MATERNITY LEAVE.** Maternity leave is the period of time in which women are legally allowed to be absent from work in the weeks before and after birth. Some companies also grant a limited number of days in case of adoption of a child.

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | instead have a child through adoption, surrogacy, or any other means | Company funds may not be available to pay for the additional leave or extra hours by other employees | to provide a supportive environment for expecting and returning mothers |
| | Include leave provisions for employees who experience a miscarriage, stillbirth, or other pregnancy-related complication; This does not have to be as long as standard maternity leave, but it should still be a benefit that exists | | Business units are supported through such programs as job sharing, hiring temporary workers, and cross-functional training to maintain full staffing while employees take leave |
| | Implement additional leave or options to close the gap identified by the company's benefits analysis | | Employees are more satisfied with better work/life balance and concern with their personal needs, resulting in improved retention and quality or output of work |
| | Communicate these benefits to all employees | | |
| | Train supervisors and managers about their role in creating a supportive climate in which employees feel comfortable and encouraged using leave | | |
| | Encourage company leadership to take appropriate leave to encourage employees to do the same | | |
| | Create and implement processes to maintain full staffing while employees are on leave | | |
| | Provide information and counseling to expecting and returning mothers including information on the legal provisions, benefits provided by the company, support services provided by external agencies, NGOs, service centers, etc. | | |
| | Foster formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** [Integrating Gender into Workplace Policies](#) (USAID)

## TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **Report/Study:** Maternity and Paternity at Work: Law and Practice Across the World (ILO)<br>**Report/Study:** Parental Leave Systems (OECD)<br>**Report/Study:** Paid Parental Leave: A Detailed Look at Approaches Across OECD Countries (WORLD Policy Analysis Center)<br>**Report/Study:** Designing and Supporting Gender Equitable Parental Leave (WGEA)<br>**Article:** How Companies Can Ensure Maternity Leave Doesn't Hurt Women's Careers (Harvard Business Review)<br>**Article:** The Unequal Burden for New Mothers in the Caribbean (World Bank)<br>**Article:** How to Approach Inclusive Parental Leave in a Male-Dominated Industry (HR Dive) | | | |
| **POLICIES**<br><br>Provide sufficient paternity leave[121] even if it exceeds the legal requirements, ideally equal in length to maternity leave | Provide paternity leave that is equal in length to maternity leave even if it exceeds in-country legal requirements for paternity leave; when this is equal, women face less discrimination in hiring and promotion, and men are able to enjoy their role as fathers and caregivers while enjoying better work/life balance<br><br>Encourage fathers to take their full paternity leave benefits to foster a workplace culture that does not stigmatize men for assuming a childcare role in the home<br><br>Educate employees about the benefits of paternity leave for men, their families, and the company as a whole through campaigns, active communication, counseling for expecting fathers<br><br>Provide paternity leave regardless of marital status, sexual orientation, or any other discriminating factor, including equal leave for fathers who adopt<br><br>Implement additional leave or options to close the gap identified by the company's benefits analysis | Culture may discourage fathers from taking paternity leave<br><br>There may exist legal/regulatory hurdles regarding paternity leave<br><br>Company culture may discourage men from taking full parental leave, particularly for men in leadership positions<br><br>Men may not want to fully take advantage of paternity or parental leave provisions that would enable less care responsibilities for women<br><br>There might be discrimination or stigma against providing leave to unmarried employees or same-sex couples.<br><br>Business unit is short-staffed and remaining employees must pick up extra duties (which may result in resentment)<br><br>Company funds may not be available to pay for the additional leave or extra hours by other employees | The company provides clear guidance to managers/supervisors to manage the preparation of an expected leave and re-entering of the man after his leave<br><br>Men's careers are not penalized or stunted when they use their full maternity leave benefits<br><br>Managers/supervisors know it is their responsibility to manage the process and to provide a supportive environment for fathers, who want to take an active role<br><br>Fathers use available parental leave with full pay and other benefits<br><br>Fathers are encouraged to take their full paternity leave and there is no stigma associated with using these benefits<br><br>Business units are supported through such programs as job sharing, hiring temporary workers and cross-functional training to maintain full staffing while employees take leave<br><br>Employees are more satisfied with better work-life balance and concern with their personal needs, resulting in improved retention and quality or output of work |

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[121] **PATERNITY LEAVE.** A benefit designed to provide fathers of newborn children with paid or unpaid time off from work following the birth of the child. Some companies grant a limited number of days in case of adoption of a child. (Source: Society for Human Resource Management, Glossary of Human Resources Management Terms)

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Communicate these benefits to all employees | | The company has campaigns in place to promote paternity leave and showcase role models |
| | Train supervisors and managers about their role in creating a supportive climate in which employees feel comfortable and encouraged using leave | | |
| | Encourage company leadership to take appropriate leave to encourage employees to do the same | | |
| | Create and implement processes to maintain full staffing while employees are on leave | | |
| | Foster formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Case Study:** Paternity Leave 'Beneficial for Business' at Indian Power Utility (USAID)

**Report/Study:** State of the World's Fathers 2021: Structural Solutions to Achieve Equality in Care Work (Equimundo-US)

**Report/Study:** The MenCare Parental Leave Platform (MenCare)

**Article:** Want To Improve Gender Equality At Work? Help Men Take Parental Leave (Mercer)

**Article:** "No-one asks new dads how they're feeling at work" (BBC)

**Article:** More Leave for Dads means Low Turnover for Moms (bizwomen journal)

**Article:** Paternity Leave Was Crucial After the Birth of My Child, and Every Father Deserves it (New York Times)

**Article:** Paternity Leave Has Long-Lasting Benefits. So Why Don't More American Men Take It? (New York Times)

**Article:** The Benefits of Paternity Leave (Dove)

**Article:** Why Aren't More Men Taking Parental Leave? (CircleIn)

| POLICIES | | | |
|---|---|---|---|
| Establish a childcare benefits policy that offers facilities (e.g., crèche or nursery) or provides monetary assistance with childcare arrangements | Conduct an analysis to determine what assistance most meets employee needs, with data disaggregated by sex and office site location | The cost of onsite childcare facilities, staffing, and maintenance costs may not be financially feasible, especially in companies with multiple office and work sites | Childcare facilities, monetary assistance, or a combination of the two are adopted<br><br>Parents use childcare options provided<br><br>Care facilities are maintained for safety and comfort |

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Offer childcare benefits that could include the following:<br><br>• On-site day care (e.g., crèche or nursery)<br><br>• Childcare subsidies<br><br>• Dependent care assistance programs that allow employees to deduct day care expenses from their paycheck on a pre-tax basis<br><br>• Backup childcare that provides employees with last-minute assistance in emergency or unexpected circumstances<br><br>• Flexible work schedules<br><br>• Childcare center discounts<br><br>Conduct a forecast of financial benefits to determine the option that best meets the needs of all stakeholders<br><br>Implement the option that best meets (most of) the needs of stakeholder groups | Regional offices may be located in places with few or no childcare facilities nearby | Care facility staff are professionally trained in childcare |
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Guide (incl. Additional Resources and Toolkit):** Tackling Childcare: A Guide for Employer-Supported Childcare (IFC) | | | |
| **Guide:** Guideline for Childcare Facilities in the Public Service (Department of Public Service and Administration South Africa) | | | |
| **Report/Study (incl. Case Studies):** Tackling Childcare: The Business Case for Employer-Supported Child Care (IFC) | | | |
| **POLICIES**<br><br>Establish family leave policies meeting the stated needs of parents and employees | Meet or exceed in-country legal requirements for leave<br><br>Implement additional leave to meet the needs of parents and employees including time to care for sick family members or other family emergencies<br><br>Address needs of employees as identified by the company's benefits analysis | Company culture may discourage men from taking family leave<br><br>Business unit is short-staffed and remaining employees must pick up extra duties<br><br>Company funds may not be available to pay for the additional leave | Both fathers and mothers use available leave<br><br>Men and women use available leave for care of family<br><br>Business units are supported through such programs as job sharing, hiring temporary workers and cross-training so as to maintain full staffing while employees take leave |

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | Communicate these benefits to all employees | | |
| | Train supervisors and managers about their role in creating a supportive climate in which employees feel comfortable using leave | | |
| | Encourage company leadership to take appropriate leave to encourage employees to do the same | | |
| | Create and implement processes to maintain full staffing while employees are on leave | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Building a Workplace Flexibility Strategy (Workplace Gender Equality Agency, Australian Government)

**Report/Study:** Developing A Flexible Working Arrangements Policy (Workplace Gender Equality Agency, Australian Government)

**Report/Study:** Family-Friendly Policies: Redesigning the Workplace of the Future (UNICEF)

**Report/Study:** Business and Family-Friendly Policies (UNICEF)

**Report/Study:** Family-Friendly Policies: A Global Survey of Business Policy (UNICEF)

**Report/Study:** A Review of the Evidence on How to Cover all Families for Paid Family and Medical Leave (WORLD Policy Analysis Center)

**Report/Study:** Leveraging Workplace Flexibility for Engagement and Productivity (Society for Human Resource Management)

**Article:** Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)

**Article:** 4 Policies that Encourage a Family-Friendly Company Culture (Justworks)

**Article:** Inflexible Working Hours Could Be Making The Gender Gap Worse (World Economic Forum)

| **POLICIES**<br><br>Adopt a survivor-centered sexual harassment and gender-based violence (GBV) policy including grievance management | Create and implement survivor-centered sexual harassment and GBV policies with the following attributes:<br><br>• Definition and examples of prohibited behaviors<br>• Description of rights of victims and witnesses with a survivor-centered approach to respect, safety, and confidentiality; this should include allowing the victim to decide if and when they wish to make a formal report | Country culture may suppress acknowledgement and/or reporting of GBV issues<br><br>Societal norms may accept sexual harassment as normal behavior and/or blame the victim<br><br>Employees and witnesses may choose not to report for fear of retaliation<br><br>Reported abuses may not be taken seriously by management even if well- | Policies are published throughout the organization in multiple languages<br><br>Staff at all levels are trained on an annual basis on harassment and GBV policies and procedures<br><br>Staff are trained on and practice respectful language and behavior which is positively reinforced<br><br>Staff are comfortable using reporting and resolution processes |

## TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | • Description of independent third-party emotional and mental health services and counseling provisions as the first line of support for victims that is separate from the reporting process<br>• Description of reporting procedure that includes multiple reporting channels<br>• Description of independent third-party investigation procedures<br>• Description of individuals' responsibilities (e.g., employees, managers, supervisors, and HR) in upholding/ enforcing the policy<br>• Description of confidentiality expectations<br>• Prohibition of and punishment of retaliation<br>• Description of appropriate discipline for employees found to be in violation<br><br>Conduct employee-wide training on the policies for greater success in implementation<br><br>Use an anonymous employee survey, management reports, or other tools to identify and evaluate incidences of sexual harassment and GBV<br><br>Dedicate financial and human resources to ensure that victims who come forward have sufficient support, which might be emotional, psychological, economic, etc.<br><br>Advocacy of greater public understanding of the cost of GBV and the benefits of taking action<br><br>Recognize that intersectionality might make certain populations more vulnerable to sexual harassment and GBV | established harassment and GBV policies and processes are in place<br><br>Perpetrators may not respond quickly to counter-GBV initiatives, or may escalate violent behavior<br><br>Internal HR reporting systems often hinder advancement and true culture change, and resources may limit the ability for third party investigation<br><br>Organizations may lake resources or understanding of the need for independent third-party mental and emotional health and counseling support that is separate from reporting processes | Safe and respectful workplace is created and maintained<br><br>Reporting increases, demonstrating transparency and safety in reporting, before decrease of incidents observed in the long-term<br><br>Victims are emotionally and mentally supported and empowered to decide if and when they wish to make a report, and receive support to heal over the long term |

## TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | (e.g., immigrants or undocumented people, older populations, persons with disabilities, LGBTQI+ persons, etc.) and determine how to best support these groups | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Survivor-Centered Approaches to Workplace Sexual Harassment and Other Forms of Gender-Based Violence (USAID)

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** How Business Can Tackle Gender Based Violence in the World of Work (Business Fights Poverty)

**Guide:** How to Implement a Survivor-Centered Approach in GBV Programming (USAID)

**Guide:** Developing a Gender Equity and/or Prevention of Violence against Women Organizational Policy (Preventing Violence Together)

**Guide:** Mitigating the Risks of Gender-Based Violence: A Due Diligence Guide for Investing (UNICEF and Criterion Institute)

**Training Resource/Tool:** The Iceberg of Sexual Harassment (NAS)

**Case Study:** Addressing Gender-Based Violence with Companies in Papua New Guinea (IFC)

**Example:** Sample Sexual Harassment Policy (ILO)

**Example:** Model Workplace Policy (Workplaces Respond to Domestic and Sexual Violence)

**Example:** USAID Protection from Sexual Exploitation and Abuse Policy (USAID)

**Example:** Eliminating Violence and Harassment in the World of Work (ILO)

**Report/Study:** Addressing Gender-Based Violence and Harassment (EBRD, CDC & IFC)

**Report/Study:** Towards An End To Sexual Harassment: The Urgency And Nature Of Change In The Era of #metoo (UN Women)

**Report/Study:** Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering and Medicine (NAS)

**Report/Study:** Sexual Harassment in the Workplace: Let the Conversation Begin! (University of the West Indies)

**Report/Study:** Women's Safety in the Workplace: Helping Business Prevent Sexual Harassment (BSR)

**Report/Study:** What Happens Underground Stays Underground (Solidarity Center)

**Report/Study:** Addressing Gender-Based Violence and Harassment in the Construction Sector (IFC)

**Report/Study:** Workplace Responses to Domestic and Family Violence: 16 Days of Activism Toolkit (Male Champions of Change)

**Report/Study:** Gender-Based Violence: An Analysis of the Implications for the Nigeria for Women Project (The World Bank)

**Article:** The Omissions that Make so Many Sexual Harassment Policies Ineffective (HBR)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **POLICIES**<br><br>Develop workplace policies to prevent and respond to domestic violence | Develop an understanding of intimate partner violence and how it impacts employees and the organization; survivors of violence often experience | Sensitive topic that requires trust and good management to be tackled in a productive and respectful manner, especially when regional and cultural | Managers and co-workers are sensitized to recognize signs of domestic violence experienced by colleagues |

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | post-traumatic stress, anxiety and sleep disorders, which negatively impact their ability to focus at work | context condones or normalizes domestic violence | Support programs are used by survivors of domestic violence |
| | Train managers and employees to recognize signs of violence and respond appropriately | Tendencies to trivialize the topic, including jokes about violence within the family, as well as a mindset supporting a reversal of perpetrator and victim, may counteract efforts and create a harmful environment for those who share their experiences | Perpetrators or potential perpetrators of violence understand the harmful impacts of violence and adopt healthier anger management techniques |
| | Demonstrate leadership commitment to ending domestic violence and dedicate appropriate financial and human resources | | |
| | Upskill HR staff with training on taking a survivor-centered approach to handle disclosure of violence, including sexual harassment, GBV, and domestic violence | Ill-informed managers and staff without appropriate training may see domestic violence as out of scope for the company and perceive it as a personal issue neglecting the influence it may have on work productivity | |
| | Share resources with all employees, such as a hotline number, contact information for local shelters or support organizations, digital tools, and information on creating an individual safety plan | Survivors of domestic violence may have diminished self-esteem and/or may be reluctant to share their experiences out of fear of stigmatization. | |
| | Provide leave options for employees who are experiencing domestic violence and need to find new housing, seek medical care or counseling, or obtain any other related services | | |
| | Train male and female employees about prevention of domestic violence (e.g., recognizing what it is and impacts, how to prevent, anger management) | | |
| | Create and implement workplace policies to prevent and respond to domestic violence and monitor/evaluate the impact of the workplace response | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** Family Violence: A Workplace Issue – Strategies and Resources for HR Managers (Caraniche At Work)

**Tool:** Pods and Pod Mapping Worksheet (Bay Area Transformative Justice Collective, BATJC)

## TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
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**Tool:** myPlan App (The Johns Hopkins University School of Nursing)

**Course/E-learning:** Virtual Training Exercise: A Supervisor responds to an Employee's Experience of Domestic Violence (Workplaces Respond to Domestic and Sexual Violence)

**Course/E-learning:** Virtual Training Exercise: A Supervisor responds to an Employee who experienced Sexual Assault (Workplaces Respond to Domestic and Sexual Violence)

**Example:** Gender Equality & Social Inclusion in the Time of COVID-19 (Equilo)

**Example:** Model Workplace Policy (Workplaces Respond to Domestic and Sexual Violence)

**Example:** Resources for Employers (Workplaces Respond to Domestic and Sexual Violence)

**Example:** Resources for Survivors and Co-Workers (Workplaces Respond to Domestic and Sexual Violence)

**Example:** Q&A: Violence against Women during COVID-19 (World Health Organization)

**Report/Study:** Ending Violence is Our Business: Workplace Responses to Intimate Partner Violence in Asia and the Pacific (UN Women)

**Report:** Handbook: Addressing Violence and Harassment Against Women in the World of Work (UN Women and ILO)

**Report/Study:** (Male Champions of Change)

**Article:** How to Revamp your Harassment Prevention Program (Society for Human Resource Management)

**Article:** Survivor-Centered Approaches to Eradicating GBV: Centering Survivor Experiences, Intersectionality and Restoring Power (The Prevention Collaborative)

| **GRIEVANCE MANAGEMENT** Implement a fair and respectful process and mechanisms for reporting and handling violations of policies | Institute a fair and transparent investigation and resolution process that creates an open environment to address complaints without fear of associated stigma or retribution<br><br>Provide training for employees on compliance with anti-harassment, -abuse and -discrimination policies<br><br>Use Employee Resource Groups to support employees who have filed complaints<br><br>Include key elements such as:<br><br>• Definitions and examples of unwanted or prohibited behaviors<br>• Description of reporting procedure that includes multiple reporting channels<br>• Description of the responsibilities of employees, managers, supervisors, and key stakeholders | Complaint mechanisms handle sensitive topics and situations, and it may be difficult for victims to feel comfortable reporting<br><br>Company may not be ready to offer different grievance channels to ensure trust in confidentiality<br><br>Employees may fear retaliation from an internal company process<br><br>It may be required to define different complaint mechanisms for different policies | Companies fully implement a complaint process that all employees feel comfortable using<br><br>Grievance management mechanisms are used, and complaints are handled within a reasonable timeframe<br><br>Complainants report that the grievance was managed satisfactorily, and they have trust in the process<br><br>Company provides training to all employees and specialized training for managers that complements and helps reinforce corporate policies against discrimination, harassment, or abuse<br><br>Complaints are registered<br><br>Company recognizes that the absence of any complaints indicates that there is continued distrust of the reporting and resolution processes or mechanisms |

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | • Description of the investigation process<br>• Description of confidentiality expectations<br>• Prohibition of and punishment of retaliation<br>• Description of appropriate discipline for employee found to be in violation<br><br>Ensure that various modalities for reporting problems are widely available and communicated throughout company<br><br>Assign most trusted unit or method to handle complaints<br><br>Train personnel on investigative techniques (if not outsourced) and procedures with a particular emphasis on trauma-informed care.<br><br>Monitor complaints and resolution handling to further improve processes<br><br>Implement a sound "Whistle-blower Policy" to protect those who report | | Individuals involved in the reporting and investigative process have a proper understanding of trauma and how it affects individuals differently, and therefore understand how to best support victims. |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Survivor-Centered Approaches to Workplace Sexual Harassment and Other Forms of Gender-Based Violence (USAID)

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** Sexual Harassment, Exploitation and Abuse: A Toolkit for Building a Prevention and Response Program (Chemonics)

**Guide:** Workplace Climate Surveys (Workplaces Respond to Domestic and Sexual Violence)

**Guide:** Sexual Assault Incident Reports (International Association of Chiefs of Polices)

**Guide:** Good Practice Guidelines for Internal Complaint Processes (Australian Human Rights Commission)

**Example:** Anti-discrimination Policy (Australian Government)

**Example:** Complaint Procedure on Sexual Harassment (ILO)

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **POLICIES**<br><br>Establish health and safety policy that explicitly and equally considers the needs of women and men | Adopt safety policies addressing the needs of women and men and the processes for implementing them<br><br>Include health and safety protocols in job duties and responsibilities<br><br>Provide women equal access to personal protective equipment (helmet, etc.)<br><br>Provide equal access to separate toilet, changing room, shower, and other facilities appropriate for women and men<br><br>Ensure women have equal access to field safety training and benefit equally from field safety protocols (i.e., live-line protocols, tag-out procedures). | Company may have to change purchasing protocols to ensure a wider range of equipment sizes<br><br>Cost of installing facilities and purchasing additional gear could be unrealistic for company<br><br>Company may not have developed a complete set of safety protocols or may not be properly enforcing existing protocols, putting both male and female workers in danger | Company adopts health and safety policies and practices that equitably protect men and women<br><br>Women and men have the same access to safety equipment, facilities and training |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies

**Guide:** 10 Keys for Gender Sensitive OSH Practice: Guidelines for Gender Mainstreaming in Occupational Safety and Health (ILO)

**Guide**: Safe Consultations with Survivors of Violence against Women and Girls (UN Women)

**Report/Study (incl. Workplace Risks Checklist and Sample Risk Assessment Form):** Healthy Beginnings: Guidance on Safe Maternity at Work (ILO)

| | | | |
|---|---|---|---|
| **POLICIES**<br><br>Create and adopt a workplace menstrual health management (MHM) policy to ensure that those who menstruate can manage their MHM needs safely and with dignity while at work | Align policy with national legal provisions and international best practice related to MHM<br><br>Conduct a gender audit of existing sanitation facilities with attention to MHM and provide adequate facilities that are safe, clean, and single sex<br><br>Ensure women are included in policy formulation and that their inputs are considered<br><br>Policy should address hard infrastructure topics, such as:<br><br>• Access to cold and warm water and soap<br>• Safe and culturally appropriate disposal options | Cultural stigma surrounding MHM may prevent women from discussing their MHM needs<br><br>Field offices or work sites may not have physical infrastructure to ensure that men and women have separate latrines or toilets Facilities may be unclean, unsafe or lack disposal bins, water and other necessary provisions<br><br>Cost of improving or building new facilities<br><br>Supervisors may be reluctant to provide female staff with breaks to attend to MHM needs, including pain or discomfort<br><br>Gendered power dynamic between male supervisors and female employees may further inhibit women from asking for | Facilities are appropriate and issues detected through audits are resolved in reasonable time and with adequate resources<br><br>Female employees report being able to manage their periods without suffering income loss, using sick leave, reducing their productivity, or experiencing negative emotional or physical effects (e.g., stigma)<br><br>Managers and male employees' awareness raised, contributing to reduce stigma, unwanted attention, or friction around menstruation |

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | • Doors can be locked and provide full privacy<br><br>Policy should also address and provision for soft measures, including:<br><br>• Mindset and process shift (e.g., women should not need to ask or declare when they want to use the restroom)<br>• MHM sensitization activity to build awareness of managers and supervisors on women's menstruation needs<br>• Support women's self-esteem and self-awareness, that this is a natural process and help them to overcome culturally rooted stereotypes and negative feelings about their body | breaks, leave, or other necessary accommodations while menstruating | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** WASH@Work: A Self-Training Handbook (see pg. 107 f.) (ILO)

**Guide:** Female-friendly public and community toilets: A guide for planners and decision makers (WaterAid, UNICEF and WSUP)

**Guide:** Menstrual Hygiene Matters, Chapter 8: Menstrual hygiene in the workplace (WaterAid)

**Report/Study:** Menstrual Hygiene Management and Women's Economic Empowerment (USAID)

**Report/Study:** Gender, COVID-19, and Menstrual Hygiene Management (Gender & COVID-19 Working Group)

**Report/Study:** Menstrual Hygiene Management in the Workplace (USAID)

**Article:** Putting an End to Period Stigma and Taboo (Plan International UK)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **POLICIES**<br><br>Review and revise all other company policies to support gender equality, diversity, and inclusion goals | Conduct comprehensive policy gap analysis and benchmark with international standards and best practices<br><br>Review company policies with a gender and diversity lens and develop new policies to ensure they are promoting gender equality and D&I goals | It may be easier to create new policy than to revise old one/s<br><br>Some policy changes may require approval from employee representatives and unions prior to adoption<br><br>HR department may not have gender equality or D&I orientations or capacity for review | All policies are reviewed with a gender and diversity lens and revised to promote gender equality and D&I goals<br><br>Policies adhere to international standards and are based on international best practice<br><br>Policies contain gender-inclusive language and are equitable<br><br>Employees take ownership of policies |

| TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Identify areas for improvement and for supporting change management efforts; revise and adopt changed policies | Policy review may need external expertise to adopt international standards | Gender equality and D&I concepts and language utilized for all new corporate policies and practices[122] |
| | Ensure policies are using gender-equitable concepts and wording | Internal and external stakeholders may not be supportive of adopting policies that go beyond legal requirements | |
| | Involve female and male stakeholders with diverse social identities at all levels to contribute to policies | | |
| | Sensitize communications and HR departments on gender equality and D&I, and language before undertaking this task | | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Integrating Gender into Workplace Policies (USAID)

**Guide:** Organizational Goal Setting for Gender Equality and Inclusion (USAID)

**Tool:** Guidelines for Gender-Inclusive Language in English (United Nations)

**Guide:** Workplace Policies to Support Equality and Respect (Our Watch)

## CORPORATE COMMUNICATIONS AND BRANDING

Effectively use internal and external communication channels to signal company commitment to gender equality, amplify gender equality initiatives and advances, create a positive company image, and position the company as an employer of choice for men, and particularly, for women.

| TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| **CORPORATE COMMUNICATION** Assess and revise internal and external communications to communicate gender equality, diversity, and inclusion commitment and provide gender- | Develop a communications plan to use internal and external communication to support gender initiatives, signal company commitment to gender equality, promote the company as an | Lack of understanding of the importance and high potential impact of publicizing company commitment to gender equality. | Action plan developed and executed to increase inclusive communication for internal and external audiences All company products use inclusive wording and pictures |

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[122] **HUMAN RESOURCES (HR) PRACTICES.** HR policies are put into action by daily practices, as practices give HR the broader ability to implement and operationalize policies adopted. Practices are more adaptable than policies and can be changed more quickly to reflect the best of HR actions. (Source: Inc.com, Human Resource Policies)

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| equitable messaging, language, and photos | employer of choice for women that values gender equality and D&I<br><br>Create clear guidance for the communications department, senior managers, and other staff representing the company at internal and external events.<br><br>Defined actions can include:<br><br>• Review of all internal and external corporate communications to ensure the company's commitment to gender equality and D&I is explicitly expressed and effectively communicated<br>• Use of gender-inclusive language and diverse pictures in all communication (e.g., photos show an equal representation of women and men with diverse social identities in different job areas and/or women highlighted in technical sectors)<br>• Ensure diversity in all imagery.<br>• Publish the company's gender and inclusion strategy, equal opportunity statement, and other relevant documents are published and used to highlight the company's commitment (e.g., on the career website or linked to job ads, etc.)<br>• Gender equality and D&I activities are amplified through a variety of materials across communication channels. | Resources (financial and time) to create new communication materials may be limited<br><br>Organizations may unintentionally use stereotypical pictures | Women and other minority groups feel well- represented through internal and external communication<br><br>Top leadership models commitment to gender equality through communication and actively communicates an expectation that all employees operate with a gender lens.<br><br>Internal and external communications equally feature men and women with diverse social identities in a range of positions/roles/jobs<br><br>Women are encouraged and empowered to take part in external communication, including speaking engagements, conferences, interviews, video, or photo features, etc. |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Gender-Checklist for Content Creators (United Nations)

**Guide:** Words at Work: Building Inclusion Through the Power of Language (Diversity Council Australia)

**Guide (incl. Checklist for Gender-Sensitive Communications):** A Guide to Gender Equality in Communications (Koç Holding)

## TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|

**Guide:** Let's Speak Gender: 10 Principles for Gender-Responsive Communications (UNDP)

**Guide:** Gender-Sensitive Communication (European Institute for Gender Equality)

**Guide:** Disability Communications Tips (USAID)

**Guide:** Gender Pronouns in the Workplace: I See You (HR Digest)

**Tool:** Guidelines for Gender-Inclusive Language in English (United Nations)

**Tool:** GenderTerm - The Gender-Sensitive Lexicon (UN Women)

**Tool:** Communications & Gender Checklist: Things to Consider (Value for Women)

**Training/E-learning/Online Course:** Apply the Guidelines for Gender-Inclusive Language in English (United Nations)

**Article:** 9 Tips for Creating Inclusive Corporate Websites (NCWIT)

**Article:** Diversity and Inclusion: A Case for Communication (LinkedIn)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **CORPORATE COMMUNICATION**<br><br>Showcase talented female employees with diverse social identities and their professional achievements | Use internal and external communication channels to elevate the profiles of talented female employees and individuals with diverse social identities, especially women in management functions or in roles typically occupied by men<br><br>Use a variety of tools, such as videos, blog posts, and testimonials from female employees on the organization's career page. Post stories that feature female employees on company social media channels. Introduce a section in the corporate newsletter to recognize female talent and create other internal opportunities to recognize and honor women who have successfully pushed boundaries (e.g., "Wonder Woman of the Week")<br><br>Create more visibility for women and members of other marginalized or minority groups. Provide speaking opportunities for them in stakeholder meetings, introduce them internally and in public fora, media campaigns, and in | Women and individuals with diverse social identities may be hesitant to be featured<br><br>Company may need to invest in speaking skills of role models for public events, media campaigns and conferences | Female and male employees with diverse social identities feel valued and empowered through stories about them and their work<br><br>Female role models gain exposure to external stakeholders and opportunities to exchange at conferences, national and international fora, which can also support their growth<br><br>Male employees have increasingly positive views of women's professional skills and abilities<br><br>Company increases image of being an inclusive workplace by showcasing successful women with diverse social identities |

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| | outreach programs to schools or other educational institutions | | |
| | Provide women and individuals with diverse backgrounds who are role models opportunities to speak at conferences and high-level meetings such as national or international stakeholder groups and industry networks | | |

**AVAILABLE RESOURCES AND TOOLS**

**Example:** Introducing First Ever Women Meter Readers (K-Electric)

**Video:** Women of WILL: Watch the Success Story of Shweta, a Female Technician (TATA Power-DDL)

**Video:** Women of WILL: Watch the Success Story of Rajni, a Senior Technician (TATA Power-DDL)

**Video:** First Ever Women Meter Readers in KE's Field Workforce (K-Electric)

**Video:** HER SAY: Lilian Ngene Works on Live Power Lines (Kenya CitizenTV)

**Video:** Maana, A Unique Program that Delivers Water Saving Technologies by Women Plumbers (Miyahuna)

**Article:** This Company Encourages Female Employees To Brag About Each Other (FastCompany)

**Article:** "It's Not About Muscles" - Grace Karuiru on How She Has Defied Odds to Excel in Engineering (The Star)

**Article:** Social Media for Social Good: Raising Awareness of Jordan's Water Crisis (Medium)

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **CORPORATE COMMUNICATION**<br><br>Create informal communication opportunities to discuss gender equality–related topics | Host events, discussions, or other activities to informally discuss gender equality in the workplace.<br><br>Create an environment where employees can freely discuss gender equality in a comfortable and open way without the pressure of a formal event.<br><br>Use a variety of ways to engage employees in a fun and meaningful way (e.g., film screenings, book clubs, discussion groups, games, etc.) | Limited financial and human resources might deprioritize events or activities that are not business critical<br><br>Employees might not attend optional events | Informal communications opportunities are used regularly to engage employees and discuss gender equality in an informal and unintimidating way<br><br>Employees regularly attend and participate in the scheduled events or activities |

**AVAILABLE RESOURCES AND TOOLS**

**Article:** 15 Activities Of Diversity And Inclusion In The Workplace (Vantage Circle)

**Article:** Sixteen Films to Inspire Discussions about Gender Equality (Medium)

**Article:** The 7 Best Books to Learn About Gender Equality, Recommended by Activists (Global Citizen)

## TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **CORPORATE COMMUNICATION**<br><br>Develop and implement a social and behavior change communications (SBCC) strategy and plans to support the change management process, build support, and counter resistance. | Identify which members of your communications, marketing, public affairs, or other teams will be dedicated to developing and implementing the SBCC strategy.<br><br>Conduct stakeholder mapping to identify and prioritize key internal and external stakeholders<br><br>For target groups, conduct a KAP analysis (knowledge, attitudes, and practices) to understand barriers to and motivations for change. This can be done through focus groups and key informant interviews<br><br>With a clear understanding of the problem, develop goals, objectives and set targets for what should be achieved with an SBCC strategy<br><br>Define the strategy or approach and key interventions<br><br>Disseminate key messages based upon a holistic understanding of the target audience<br><br>Develop communications tools (written or mass/social/multi-media) and pre-test them with small groups<br><br>Implement SBCC plans, monitor change over time, and adapt/adjust as needed | Engrained cultural norms and gender stereotypes that inhibit change might exist in the organization<br><br>Maintaining motivation of the communications team throughout the change process might be difficult<br><br>Reaching underrepresented groups, such as groups that speak local languages or dialects, might be challenging<br><br>Noisy detractors who discredit or undermine the effort might exist<br><br>There might be a lack of active support (passive or neutral/silent support), especially from critical stakeholders | SBCC plans are directly aligned with the gender equality goals and targets set by the organization and support their achievement<br><br>KAP data are effectively utilized to develop and deliver effective, transformative messages to key stakeholders<br><br>Target audiences receive messages, understand, and are influenced by them<br><br>Measurable changes in knowledge, attitudes, and practices are discernible over time, and can be attributed to the SBCC strategy<br><br>A tipping point is reached, whereby the communications have reached enough people with enough frequency, and barriers to making meaningful change are unlocked |
| **AVAILABLE RESOURCES AND TOOLS**<br><br>**Training:** [What is Social and Behavior Change Communication?](#) (YouTube)<br><br>**Training:** [C-Change Modules: A Learning Package for Social and Behavior Change Communication](#) (USAID)<br><br>**Guide:** [Getting Practical: Integrating Social Norms into Social and Behavior Change Programs](#) (USAID) | | | |
| **CORPORATE BRANDING** | Showcase the company as having an equitable and inclusive culture, highlighting initiatives that support gender equality and D&I | Strategic importance of corporate branding may be underestimated<br><br>Setting up an employer branding strategy demands time and effort, which may be | General public image of the company as employer of choice for women and men with diverse social identities is increased |

| TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| Build a successful employer brand[123] that is attractive to female candidates and individuals with diverse social identities | Communicate about the equitable corporate brand, placing women employees with diverse social identities in brand ambassador/ spokesperson positions to enhance credibility<br><br>Create a website that clearly communicates gender equality and D&I as a company value and provide examples on how the company acts on these values<br><br>Create a profile on various job and recruiting websites to openly state why gender equality and D&I are important to your company, disclosing targets and/or strategies on gender equality and D&I (in addition to the company website or career page)<br><br>Be present at regional job fairs, career days at universities, etc. to attract talent<br><br>Use creative gender-responsive approaches and messages to communicate your brand and engage current and potential employees (e.g., storytelling, videos, etc.)<br><br>Ensure female and male employees with diverse social identities are provided with equal opportunities to represent the company at public fora | challenging to prioritize in a resource-constrained environment<br><br>Results of a successful corporate branding strategy do not show immediately and may require patience to sustain efforts while waiting for longer term results | Current female and male employees involved in the employer branding process<br><br>Credibility is increased and more diverse female talent is accessed<br><br>Female candidates and individuals with diverse social identities increasingly apply for positions at the company because they are convinced that gender equality and D&I is part of the company's values, mission, vision, and culture<br><br>Family and friends of female talents are supportive of them working at the company due to increased perception as good employer for women |

**EMPLOYER BRAND.** Describes a company's reputation and popularity from a potential employer's perspective and describes the values a company gives to its employees. (Source: TalentLyft, What is Employer Brand?)

## TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Example:** #WeSeeEqual (Procter & Gamble) | | | |
| **Example:** Women's Perspective (Shell Global) | | | |
| **Report/Study:** Diversity and Inclusion Needs to Be More Than a Brand Message to Impact Talent Attraction (ADP) | | | |
| **Video:** GE #BalanceTheEquation Campaign: "What If Scientists Were Celebrities?" (General Electric, GE) | | | |
| **CORPORATE BRANDING** Showcase company commitment to gender equality, diversity, and inclusion through membership in relevant networks, associations, and conferences | Screen membership opportunities that have good recognition in the regional and international context<br><br>Seek membership status in relevant networks and associations focusing on gender equality and D&I<br><br>Communicate or report on a regular basis on related activities and achievements<br><br>Join conferences/working groups on gender equality and D&I to show commitment and to learn from other companies, be aware of best practices, and network | International networks and associations may not be well-known in the country<br><br>National networks and associations may not exist or may have bad reputations<br><br>Company may lack resources to track membership opportunities<br><br>Joining conferences/working groups may come with financial expenses, such as conference fees, travel, and related costs | Membership opportunities and associations are screened and benchmarked for creating high impact<br><br>Company is member of the most relevant and well-perceived networks and associations<br><br>Memberships and achievements are highlighted through company communication<br><br>Improved knowledge gained through conferences and working groups, including insight on the latest developments in the field |
| **AVAILABLE RESOURCES AND TOOLS** | | | |
| **Example:** UN Global Compact (UNGC) | | | |
| **CORPORATE BRANDING** Showcase company commitment through adoption of international standards and participation in rankings or awards on gender equality, diversity, and inclusion | Dedicate resources to screen national and international standards, awards, and rankings<br><br>Participate in competitions to receive public recognition for commitment toward gender equality and D&I<br><br>Track and document promising projects, including documenting through pictures and videos that can be used in submissions<br><br>Establish strong relationship with national initiatives so company is informed of opportunities for ad hoc submissions | Participation in awards may require allocation of significant human and financial resources<br><br>Lack of national or regional awards and competitions<br><br>International organizations may grant awards on an ad hoc basis rather than on a regular basis<br><br>Some awards have limited visibility but a high cost to apply<br><br>Credibility of awards may be limited<br><br>Senior leadership may be reluctant to endorse international commitments | Company has a list of awards and rankings to participate in, and adequate resources for applying or joining<br><br>Company is recognized and rewarded for efforts toward gender equality and D&I in the workplace<br><br>Company increasingly gains external recognition through awards and winning competitions<br><br>Company increases its rankings<br><br>Public awards and rankings for being an employer of choice regarding gender equality and D&I attracts female candidates with diverse social identities |

| TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING | | | |
|---|---|---|---|
| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
| | Become a signatory of international commitments to increase gender equality and D&I, such as Women's Empowerment Principles or Equal by 2030 and communicate on the commitment | Lack of resources and awareness of content owners to communicate on progress or related activities | |

**AVAILABLE RESOURCES AND TOOLS**

**Guide:** Equal by 30 Signatory Toolkit (Clean Energy Education and Empowerment (C3E) Initiative)

**Tool:** CEO Statement of Support for Women's Empowerment Principles (United Nations Global Compact & UN Women)

**Tool:** Women's Empowerment Principles Gender Action Plan Template (Women's Empowerment Principles)

**Award:** Best Places to Work Awards (Comparably)

**Award:** 2022 Best Workplaces for Parents Award. (Great Place to Work Institute)

**Award:** Gender Equality Awards (EBRD)

**Award:** Catalyst Award (Catalyst)

**Award:** IWA Women in Water Award (International Water Association, IWA)

**Certificate:** Economic Dividends for Gender Equality (EDGE) Certification (EDGE)

**Certificate:** Gender Equality Seal for Public and Private Organizations (UNDP)

**Guide:** Women's Empowerment Principles (WEPs) (United Nations Global Compact & UN Women)

**Example:** Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)

## TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

| PRACTICE | DESCRIPTION OF PRACTICE | CHALLENGES TO IMPLEMENTATION | WHAT SUCCESS LOOKS LIKE |
|---|---|---|---|
| **CORPORATE COMMUNICATIONS AND BRANDING**<br><br>Develop or join communication campaigns and organize events to promote gender equality, diversity, and inclusion | Develop strategic approach for launching internal and external campaigns to promote gender equality and D&I<br><br>Join already existing national or international campaigns to communicate support for improving gender equality and D&I or promoting change<br><br>Use internal campaigns and events for raising awareness of staff on gender equality and D&I, as well as the company's commitment to it<br><br>Use company visibility and image to increase external awareness on gender equality or change aims and link to relevant content<br><br>Ask employees their opinion and feature responses internally or externally<br><br>Organize events triggering discussion on gender equality and D&I (e.g., internal, or external discussions, book or film clubs, quizzes, internal conferences) | Limited resources or missing strategic approach<br><br>Lack of knowledge on valuable initiatives to promote<br><br>Additional communication needed to promote events, may take time to create interest | Employees feel engaged and motivated to participate in discussions and events<br><br>Participation rate and awareness rate of campaigns is high or increases over time<br><br>Participants at related events and discussions report positive feedback |

**AVAILABLE RESOURCES AND TOOLS**

**Tool:** SDG Compass (GRI, UNGC & WBCSD)

**Example:** White Ribbon Campaign

**Example:** HeForShe Campaign

**Example:** Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)

**Example:** International Women's Day

# ANNEX I. GLOSSARY OF GENDER-RELATED TERMS

(Jump back to )

These definitions are provided to enable the reader to understand the meaning of the gender terminologies used in this document. These definitions are derived from various sources such as United Nations (UN) agencies, USAID, and other international organizations.

**AFFIRMATIVE ACTION:** Actions, policies, and procedures undertaken in recruiting, hiring, promotions and all other personnel actions that are designed to achieve equal employment opportunity and eliminate the present effects of past discrimination. Affirmative action requires (1) thorough, systematic efforts to prevent discrimination from occurring or to detect and eliminate it as promptly as possible and (2) recruitment and outreach measures. (Source: The Human Resources Team, Glossary of Equal Opportunity/Affirmative Action Terms)

**AFFIRMATIVE ACTION BACKLASH:** Backlash is a negative reaction to social or political change. [Can be] driven by the perception that focus on gender equality initiatives and the promotion of women to leadership roles is unfair and not meritocratic. (Source: Male Champions of Change, Backlash & Buy-In)

**DISCRIMINATION AGAINST WOMEN AND GIRLS:** Discrimination against girls and women means directly or indirectly treating girls and women differently from boys and men in a way which prevents them from enjoying their rights. Discrimination can be direct or indirect. Direct discrimination against girls and women is easier to recognize as the discrimination is quite obvious. For example, in some countries, women cannot legally own property; they are forbidden by law to take certain jobs; or the customs of a community may not permit girls to pursue higher education. Indirect discrimination against girls and women can be difficult to recognize. It refers to situations that may appear to be unbiased but result in unequal treatment of girls and women. For example, a job for a police officer may have minimum height and weight criteria that women may find difficult to fulfill. As a result, women may be unable to become police officers. (Source: UN Women Training Centre, Gender Equality Glossary)

**DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA):** Diversity refers to the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of people, including underserved communities. Equity means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. Inclusion means the recognition, appreciation, and use of the talents and skills of employees of all backgrounds. Accessibility refers to providing accommodations and modifications to ensure equal access for persons with disabilities (Source: White House 2021).

**DIVERSITY HIRING:** Hiring based on merit with special care taken to ensure procedures are free from biases related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance. (Source: Ideal, Diversity Hiring)

**DIVERSITY HIRING AUDIT:** An audit used to assess the diversity of the hiring process and to identify any potential bottlenecks and discrepancies (e.g., Is it a top-of-the-funnel issue? Or is it a leaking-pipeline issue? See source). (Source: Ideal, Diversity Hiring)

**EQUAL EMPLOYMENT OPPORTUNITY (EEO):** A policy statement that prohibits discrimination and harassment of any type and affords equal employment opportunities to employees

and applicants without regard to race, color, religion, sex, age, pregnancy, national origin, disability status, protected veteran status, or any other characteristic protected by law. (Source: HR.com, Glossary of Human Resources (HR) and Employee Benefit Terms)

**GENDER:** Refers to a socially constructed set of roles, norms, rights, responsibilities, entitlements, expectations, and behaviors associated with women, men, and individuals of diverse gender identities, as well as the relationships between and among them. These social definitions differ among and within cultures, change over time, and often intersect with other factors such as age, class, disability, ethnicity, race, religion, and sexual orientation. All individuals are subject to these expectations and sanctions, including transgender and gender non-binary individuals. The term gender should not be used interchangeably with women, sex, or gender identity. (Source: USAID Collective Action to Reduce Gender-Based Violence (CARE-GBV) Foundational Elements for Gender-Based Violence Programming in Development Glossary)

**GENDER ANALYSIS:** A critical examination of how differences in gender roles, activities, needs, opportunities, and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. (Source: UN Women Training Centre, Gender Equality Glossary, USAID Gender Analyses Portal)

**GENDER AUDIT:** A tool to promote organizational learning at the individual, work unit and organizational levels on how to practically and effectively mainstream gender. It considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed. It establishes a baseline; identifies critical gaps and challenges; and recommends ways of addressing them, suggesting improvements and innovations. It monitors and assesses the relative progress made in gender mainstreaming and helps to build organizational ownership for gender equality initiatives and sharpens organizational learning on gender. (Source: UN Women Training Centre, Gender Equality Glossary)

**GENDER AWARENESS RAISING:** Process that aims at showing how existing values and norms influence our picture of reality, perpetuate stereotypes and support mechanisms (re)producing inequality. (Source: European Institute for Gender Equality, Glossary & Thesaurus)

**GENDER-BASED VIOLENCE (GBV):** Any harmful threat or act directed at an individual or group based on actual or perceived sex, gender, gender identity or expression, sex characteristics, sexual orientation, and/or lack of adherence to varying socially constructed norms around masculinity and femininity. Although individuals of all gender identities may experience gender-based violence, women, girls, and gender non-conforming individuals face a disproportionate risk of gender-based violence across every context due to their unequal status in society. Gender-based violence is characterized by the use or threat of physical, psychological, sexual, economic, legal, political, social, and other forms of control, coercion, and/or violence. It can occur across the life course and is perpetrated by a diverse array of actors, including intimate partners; family members; persons in positions of power, authority, or trust; friends; acquaintances; or strangers. (Source: United States Strategy to Prevent and Respond to Gender-Based Violence Globally: 2022 Update).

**GENDER BIAS:** Making decisions based on gender that result in favoring one gender over the other which often results in contexts that are favoring men and/or boys over women and/or girls. (Source: UNICEF, Glossary of Terms and Concepts)

**GENDER BLINDNESS:** Failure to recognize that the roles and responsibilities of men/boys and women/girls are assigned to them in specific social, cultural, economic, and political contexts and backgrounds. Projects, programs, policies, and attitudes which are gender blind do not consider these different roles and diverse needs. They maintain the status quo and will not help transform the unequal structure of gender relations. (Source: UN Women Training Centre, Gender Equality Glossary)

**GENDER EQUALITY:** Equal enjoyment of human rights, socially valued goods, opportunities, and resources by all individuals independent of a person's sex or gender identity. Gender equality means more than parity in numbers or laws on the books; it means equal access and freedoms for all people and that rights, responsibilities, and opportunities will not depend on an individual's sex assigned at birth or their gender identity. Gender equality is fundamental in human development for all women and girls, men and boys, and individuals of other gender identities. It is both a human rights issue and a precondition for, and indicator of, sustainable development. (Source: USAID CARE-GBV Foundational Elements for Gender-Based Violence Programming in Development Glossary)

**GENDER EQUITY:** The process of reaching equality. The process of being fair to women and men, boys and girls. To ensure fairness, equity measures or interventions must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field. (Source: Interagency Gender Working Group, Gender-related Terms and Definitions)

**GENDER EXPRESSION:** How a person presents their gender identity outwardly, through acts, dress, behavior, voice, or other perceived characteristics. Gender expression can be described variously as feminine, masculine, both, or neither. Pronouns are also part of how people express and articulate gender identity.

**GENDER GAP:** Any disparity between women and men's condition or position in society. It is often used to refer to a difference in average earnings between women and men, e.g., "gender pay gap." However, gender gaps can be found in many areas, such as the four pillars that the World Economic Forum uses to calculate its Gender Gap Index, namely: economic participation and opportunity, educational attainment, health and survival, and political empowerment. (Source: UN Women Training Centre, Gender Equality Glossary)

**GENDER IDENTITY:** A person's deeply held sense of self. It is how individuals perceive themselves and what they call themselves. This can include identifying as woman or man, or as a gender diverse individual along the spectrum of gender identity and gender expression. While gender is a social construct ascribed to individuals, gender identity is self-determined. A person's gender identity may or may not align with their biological sex assigned at birth. When someone's sex assigned at birth aligns with their gender identity, the person is cisgender. When someone's sex assigned at birth does not align with their gender identity, the person may identify as a transgender man, transgender woman, nonbinary, or another identity (e.g., gender nonconforming, agender, etc.).

**GENDER MAINSTREAMING:** Process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization. This process at the organizational level ideally results in meaningful gender integration. (Source: Interagency Gender Working Group, Gender-related Terms and Definitions) The primary objective behind gender mainstreaming is to design and implement development projects, programs, and policies that are gender-neutral, gender sensitive, and gender positive/ transformative. (Source: UN Women Training Centre, Gender Equality Glossary)

**GENDER NEUTRAL:** Policy, program or situation that has no differential positive or negative impact in terms of gender relations or equality between women and men. (Source: [European Institute for Gender Equality, Glossary & Thesaurus](#)). Do not reinforce existing gender inequalities. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

**GENDER NORMS:** A gender norm is a type of social norm. Among the characteristics of gender norms is the strong role of power in maintaining norms that normalize inequality between women, men, and gender-nonconforming people (Source: USAID 2021, Kedia and Verma 2019).

**GENDER PARITY:** Term for equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working toward gender parity (equal representation) is a key part of achieving gender equality, and one of the twin strategies, alongside gender mainstreaming. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

**GENDER PAY GAP:** Measurable indicator of inequality and it captures the difference in pay between men and women. Most governments have legislated to guarantee equality of treatment between men and women in remuneration. The ILO Equal Remuneration Convention, 1951 (No. 100) is one of the most highly ratified conventions. Yet, the gender pay gap persists and the World Economic Forum estimates it will take 202 years to close the global gender pay gap, based on the trend observed over the past 12 years. (Source: [International Labour Organization, Understanding the Gender Pay Gap](#))

**GENDER PERSPECTIVE / "GENDER LENS":** Focus that brings a framework of analysis to assess how women and men affect and are affected differently by policies, programs, projects and activities. It enables recognition that relationships between women and men can vary depending on the context. A gender perspective considers gender roles, social and economic relationships and needs, access to resources, and other constraints and opportunities imposed by society or culture, age, religion, and/or ethnicity on both women and men. (Source: [UN Women & United Nations Global Compact, Women's Empowerment Principles](#))

**GENDER-RESPONSIVE BUDGETING:** The goal of gender-responsive budgeting (GRB) initiatives is to promote equality between women and men by influencing the budgeting process. Collectively, GRB initiatives seek to raise awareness of the effects that budgets have on women and men and hold governments [and companies] accountable for their commitments to gender equality. GRB is budgeting that incorporates a gender equality perspective into the budgeting process and the policies that underpin it promote equality between women and men. (Source: [International Labour Organization, Overview of Gender-responsive Budget Initiatives](#))

**GENDER SENSITIVE:** Policies and programs that consider the particularities pertaining to the lives of both women and men, while aiming to eliminate inequalities and promote gender equality, including an equal distribution of resources, therefore addressing and taking into account the gender dimension. (Source: [European Institute for Gender Equality, Glossary & Thesaurus](#)). Attempts to redress existing gender inequalities. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

**GENDER-SENSITIVE INDICATOR:** An indicator is a pointer. It can be a measurement, a number, a fact, an opinion, or a perception that focuses on a specific condition or situation, and measures changes in that condition or situation over time. The difference between an indicator and a statistic is that indicators should involve comparison with a norm. Gender-sensitive indicators measure gender-related changes in society over time; they provide a close look at the results of targeted gender-based initiatives and actions. (Source: [UN Women & United Nations Global Compact, Women's Empowerment Principles](#))

**GENDER STEREOTYPES:** Simplistic generalizations about the gender attributes, differences and roles of women and men. Stereotypical characteristics about men are that they are competitive, acquisitive, autonomous, independent, confrontational, concerned about private goods. Parallel stereotypes of women hold that they are cooperative, nurturing, caring, connecting, group-oriented, concerned about public goods. Stereotypes are often used to justify gender discrimination more broadly and can be reflected and reinforced by traditional and modern theories, laws, and institutional practices. (Source: UN Women Training Centre, Gender Equality Glossary)

**GLASS CEILING:** Metaphor that has often been used to describe invisible barriers ("glass") through which women can see elite positions, for example in government or the private sector, but cannot reach them (coming up against the invisible "ceiling"). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious, and highest-paying jobs in the workforce. (Source: UN Women Training Centre, Gender Equality Glossary)

**GENDER TRANSFORMATIVE:** A gender-transformative approach "seeks to fundamentally transform relations, structures, and systems that sustain and perpetuate gender inequality. This approach requires: (1) critically examining gender roles, norms, power dynamics, and inequalities, (2) recognizing and strengthening positive norms that support gender equality and an enabling environment, and (3) transforming underlying power dynamics, social structures, policies and broadly held social norms that affect women and girls, men and boys, and individuals of other gender identities and perpetuate gender inequalities. This approach recognizes that gender equality cannot be achieved or sustained without an approach that includes all three of these components."

**INTERSECTIONALITY:** The concept of intersectionality recognizes that all individuals have multiple social identities shaping their lived experiences, including but not limited to their place in society, privileges they may or may not enjoy, the level and types of protection from human rights violations, and the impact of complex forms of discrimination. Although intersectionality acknowledges that singular oppressions exist, it identifies those overlapping identities (age, class, disability, gender identity, nationality, race, sex, sexual orientation, etc.) interact with overlapping systems of oppression and/or discrimination and the need to address the impact these have on systemic privilege and access"

**MASCULINITY:** Social meaning of manhood, which is constructed and defined socially, historically and politically, rather than being biologically driven. There are many socially constructed definitions for being a man and these can change over time and from place to place. The term relates to perceived notions and ideals about how men should or are expected to behave in a given setting. Masculinities are not just about men; women may perform and produce the meaning and practices of the masculine as well. (Source: UN Women Training Centre, Gender Equality Glossary)

**MEN'S ENGAGEMENT:** Programmatic approach that involves men and boys: a. as clients and beneficiaries, b. as partners; and c. as agents of change in actively promoting gender equality, women's empowerment, and the transformation of inequitable definitions of masculinity. Male engagement also includes broader efforts to promote equality with respect to caregiving, fatherhood, and division of labor, and ending gender-based violence. (Source: Interagency Gender Working Group, Gender-related Terms and Definitions)

**OCCUPATIONAL SEGREGATION:** Occurs when one demographic group is overrepresented or underrepresented among different kinds of work or different types of jobs. The International Labour Organization states that "sectoral and occupational segregation may be viewed as a cycle: as women and men are confined to certain occupations, stereotypes are strengthened regarding women's and men's

aspirations, preferences and capabilities. In turn, this affects both the perceptions of employers about women's and men's skills and attitudes and the aspirations of individual workers. Thus, women and men are likely to continue pursuing careers in sectors and occupations that are considered "feminine" and "masculine" and are discouraged to do otherwise." (Source: Washington Center for Equitable Growth, Factsheet & International Labour Organization, Women at Work: Trends 2016)

**PATRIARCHY:** Traditional form of organizing society which often lies at the root of gender inequality. According to this kind of social system, men, or what is considered masculine, is accorded more importance than women, or what is considered feminine. Traditionally, societies have been organized in such a way that property, residence, and descent, as well as decision-making regarding most areas of life, have been the domain of men. This is often based on appeals to biological reasoning (women are more naturally suited to be caregivers, for example) and continues to underlie many kinds of gender discrimination. (Source: UN Women Training Centre, Gender Equality Glossary)

**SEX:** The designation of a person as male, female, or intersex based on a cluster of anatomical and physiological traits known as sex characteristics. Sex characteristics include external genitalia, secondary sex characteristics (e.g., facial hair, distribution of fat tissue, voice pitch), gonads and internal organs, hormones, and chromosomes. At birth, infants are typically assigned a sex based on visual inspection of external genitalia.

**SEX-DISAGGREGATED DATA:** Data that are cross classified by sex, presenting information separately for men and women. When data are not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data are necessary for effective gender analysis. (Source: UN Women Training Centre, Gender Equality Glossary)

**SEXUAL HARASSMENT:** Any unwelcome sexual advances, requests for sexual favors, verbal or physical conduct or gestures of a sexual nature, or any other behavior of a sexual nature that might cause offense or humiliation to another. It comprises sexual or sex-based conduct that interferes with an individual's work performance; creates an intimidating, hostile, or abusive work environment; or affects the terms and conditions of employment. While typically involving a pattern of behavior, it can take the form of a single incident. Additionally, it can encompass sex- and gender-based discrimination, disrespect, and aggression rooted in the abuse of power. Sexual harassment may occur between people of any gender identity (United Nations Secretariat 2008, U.S. Department of State 2019, Berdahl 2007).

**SOCIAL INCLUSION:** The process of improving the ability, opportunity, and dignity of people disadvantaged on the basis of their identity to take part in society. (Source: World Bank, Inclusion Matters)

**SEXUAL ORIENTATION:** The enduring physical, romantic, and/or emotional attraction to other people by sex or gender identity. Common sexual orientations include straight or heterosexual, gay or lesbian, bisexual, pansexual, asexual, queer, and questioning. Sexual orientation is separate from gender identity or gender expression.

**TOKENISM:** Policy or practice that is symbolic and involves attempting to fulfil one's obligations with regard to established targets, such as voluntary or mandated gender quotas, with limited efforts or gestures, especially toward minority groups and women, in ways that will not change men-dominated power and/or organizational arrangements. (European Institute for Gender Equality, Glossary & Thesaurus)

**UNCONSCIOUS GENDER BIAS:** Unintentional and automatic mental associations based on gender, stemming from traditions, norms, values, culture and/or experience. Automatic associations feed into decision-making, enabling a quick assessment of an individual according to gender and gender stereotypes. Unconscious gender bias remains a significant barrier to women's career advancement. (Source: ILO, Breaking Barriers: Unconscious Gender Bias in the Workplace)

**WOMEN'S EMPOWERMENT:** When women and girls in all their diversity act freely, claim and exercise their rights, and fulfill their potential as full and equal members of society. All individuals have power within themselves; however, cultures, societies, and institutions create conditions that facilitate or undermine the possibilities for empowerment.

# ANNEX II. BEST PRACTICE SCORES

Engendering Industries has scored each best practice on a scale of 1 to 3 based on the potential level of impact. This benchmarking of best practices is meant to be a tool for organizations and coaches to identify areas where additional gender equity practices could be considered for implementation. It is recommended that organizations work with an experienced change management coach to decide on what interventions might be most impactful or feasible within the context of an organization. In some cases, a best practice with a score of 1 might make more sense for a particular organization than a best practice with a score of 3.

This annex is not intended to raise expectations that each organization will work toward implementing every best practice outlined. Rather, it is meant to be an assessment and learning tool to guide coaching discussions to support organizations in discovering the most strategic areas for improving gender equity and equality.

## WEIGHTING OF GENDER EQUITY BEST PRACTICES SCORES

There are a range of best practice types, some simple and some more complex to implement, and others that support the path toward gender equality, while others are highly transformative when implemented well. As such, the best practices are weighted in scoring depending on the potential level of impact when implemented well. Each practice is weighted based on adaptation of the Infrastructure and Cities for Economic Development (ICED) Gender and Inclusion (G&I) Framework:[124]

- Minimum Compliance: (1 point) Practices that meet basic needs and vulnerabilities of women and marginalized groups/minimum national and international standards

- Empowerment: (2 points) Practices that build assets, capabilities, and opportunities for women and marginalized groups

- Transformation: (3 points) Practices that address unequal power relations and seek institutional and societal change

This annex is intended to provide a methodology that any male-dominated organization may use to self-evaluate themselves based on the best practices recommended by Engendering Industries. Each individual best practice is assigned with an impact level as described above. If an organization reports that it is implementing a best practice, the commensurate points are included in the organization's score, with the possibility of either 1, 2, or 3 points per best practice. This is done to provide a more accurate snapshot of the organization's work in implementing gender equity best practices so that, for example, committing to a standard with a signature is not given the same weight as transforming workplace culture. Across all 87 best practices, there is a total possibility of 303 points.

However, it is important to note that this benchmarking score is based on an organization's own self reporting of whether they are implementing a practice or not. Therefore, it does not provide scoring based on the actual impact of the best practice implementation at the organization, or the maturity of the implementation. Rather, it is a benchmark score of the potential for impact depending on the quality of the practice implementation. It is recommended that an organization assess the maturity of its best practice implementation on an ongoing basis with an experienced change management coach.

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[124] Infrastructure and Cities for Economic Development. (n.d.). ICED Facility: Gender & Inclusion. Retrieved from
http://www.sddirect.org.uk/media/1397/gi-march-2017.pdf

| NO. | BEST PRACTICE | POTENTIAL IMPACT SCORE |
|---|---|---|
| **ATTRACTION AND TALENT OUTREACH (9)** | | **20** |
| AT01 | Prepare the company to be seen as inclusive for women with diverse social identities | 3 |
| AT02 | Showcase company as a good place for women with diverse social identities to work | 3 |
| AT03 | Inspire, motivate, and encourage young girls to study STEM subjects and to strive for a career in STEM industries | 2 |
| AT04 | Invite girls with diverse social identities to become familiar with the company | 2 |
| AT05 | Conduct outreach and form high quality, sustainable partnerships with educational institutions that leads to long-term attraction of female job candidates with diverse social identities | 2 |
| AT06 | Use internship programs to promote technical jobs and the company as an employer of choice for women and men with diverse social identities | 2 |
| AT07 | Offer scholarships to female students with a focus on STEM subjects | 2 |
| AT08 | Offer supervision of master thesis or paid master thesis contract with a focus on female students | 2 |
| AT09 | Use high quality, equitable, and inclusive mentorship programs to promote technical jobs and the company as employer of choice among women and men | 2 |
| **RECRUITING AND HIRING (8)** | | **17** |
| RH01 | Attract more diverse women candidates through inclusive job ads | 2 |
| RH02 | Consider targeted hiring to fill open positions and increase overall percentage of women in the company in general and/or in the technical areas | 2 |
| RH03 | Participate in (university) career fairs and regional job fairs to recruit qualified women with diverse social identities | 2 |
| RH04 | Apply equitable and inclusive recruitment and hiring practices | 3 |
| RH05 | Conduct market research to understand barriers and opportunities for women in the labor market | 2 |
| RH06 | Conduct a diversity hiring audit to determine what is not contributing to gender equality and diversity goals | 1 |
| RH07 | Use internship programs for direct hiring, with gender parity in intern placements and hiring | 2 |
| RH08 | Integrate gender equality, parity, and diversity considerations into procurement policies and practices to ensure subcontractor/ supplier alignment with the company's gender equality and diversity goals | 3 |

| ONBOARDING AND TRAINING (11) | | 25 |
|---|---|---|
| OT01 | Define clear responsibilities for everyone involved in the onboarding process | 2 |
| OT02 | Communicate company commitment to gender equality, diversity, and inclusion during onboarding | 3 |
| OT03 | Encourage managers and other employees to integrate and "socialize" new hires for their first year | 2 |
| OT04 | Develop and implement a "buddy system" for new employees as part of onboarding | 2 |
| OT05 | Establish system of regular check-ins with new hires in first year of employment | 2 |
| OT06 | Create standardized training plan with must-have trainings for all employees | 2 |
| OT07 | Create training plan for each employee with a focus on exposure of women to other work areas and duties to achieve skill parity | 2 |
| OT08 | Develop and conduct gender awareness, anti-discrimination, diversity and inclusion, and unconscious bias trainings | 3 |
| OT09 | Provide company-wide employee and specialized management training on gender equality and diversity strategies, policies, and codes of conduct | 3 |
| OT10 | Provide training to all male and female employees and managers on what sexual harassment is, how to prevent it, report it, and respond to it with a survivor-centered approach | 2 |
| OT11 | Provide leadership and technical skills training to women to prepare them for new roles and responsibilities | 2 |
| PERFORMANCE MANAGEMENT, COMPENSATION AND BENEFITS (8) | | 20 |
| PMCB01 | Design and implement a fair and unbiased employee performance management and appraisal system and process | 3 |
| PMCB02 | Conduct salary gap analysis to determine if there are gender differences and adjust salaries to close identified gaps | 1 |
| PMCB03 | Conduct equity and impact analysis of benefits, including usage/uptake of benefits | 3 |
| PMCB04 | Ensure that benefits — such as medical coverage, tuition reimbursement and retirement savings — are equally accessible to male and female employees | 2 |
| PMCB05 | Create working conditions that support improved reconciliation of work life and family life for women and men with care duties | 3 |
| PMCB06 | Institute an inclusive employee health and wellness program to improve the health, well-being, and productivity to support all female and male employees | 3 |
| PMCB07 | Establish an Employee Assistance Program (EAP) to support the mental and emotional health of female and male employees | 3 |

| PMCB08 | Review infrastructure gaps to ensure that the workplace has adequate facilities to accommodate women and other diverse social groups | 2 |
|---|---|---|
| **TALENT AND LEADERSHIP DEVELOPMENT (7)** | | **16** |
| TL01 | Assess diverse talent pipeline health by identifying talent and leadership development needs through gap analysis | 1 |
| TL02 | Develop structured talent development plan and process to counteract bias and gender parity and diversity imbalances in talent pool | 3 |
| TL03 | Develop structured and long-term leadership development plan to include women with diverse social identities at all leadership levels | 3 |
| TL04 | Provide mentoring for women with diverse social identities to cultivate their talent and mentoring for men to foster male allies | 2 |
| TL05 | Provide sponsorship for women with diverse social identities to make them more visible for promotion | 2 |
| TL06 | Introduce job sharing for management functions and other key roles | 3 |
| TL07 | Provide on-the-job learning opportunities, such as job shadowing and job rotations, especially for business areas in which women are underrepresented | 2 |
| **RETENTION AND EMPLOYEE ENGAGEMENT (5)** | | **10** |
| REE01 | Use workplace climate and employee satisfaction surveys to identify gender equality and diversity and inclusion challenges | 1 |
| REE02 | Devise a targeted strategy to retain top female talent including high-performing women, women in key technical functions, and women demonstrating leadership potential | 2 |
| REE03 | Engage senior leadership and staff in gender equality, diversity, and inclusion efforts | 3 |
| REE04 | Organize informal talks between the CEO and employees, ensuring inclusion of women with diverse social identities | 2 |
| REE05 | Leverage existing women's and diversity networks to support development of good practices | 2 |
| **SUCCESSION PLANNING AND PROMOTION (3)** | | **8** |
| SPPR01 | Establish and implement succession plans that are inclusive of women with diverse social identities | 2 |
| SPPR02 | Use skill mapping to support unbiased succession planning and promotion | 3 |
| SPPR03 | Develop promotion processes to counteract bias in promotions | 3 |
| **SEPARATION AND RETIREMENT (2)** | | **4** |
| SR01 | Address the gender inequality impact of retrenchment | 2 |

| SR02 | Ensure both men and women participate in retirement plan and/or financial education programs | 2 |
|---|---|---|
| **CORPORATE CULTURE AND LEADERSHIP (5)** | | **15** |
| CCL01 | Develop a business case for gender equality, diversity, and inclusion based on company-specific gender and diversity assessment | 3 |
| CCL02 | Develop a strategy and change management plan to promote gender equality, diversity, and inclusion throughout the company | 3 |
| CCL03 | Make gender equality, diversity, and inclusion part of the workplace culture | 3 |
| CCL04 | Support men's engagement through identification of male change agents and motivating them to act as promoters and ambassadors for gender equality | 3 |
| CCL05 | Model action that supports gender equality, diversity, and inclusion at leadership levels | 3 |
| **POLICIES (15)** | | **135** |
| P01 | Adopt and implement a gender equality and social inclusion policy | 9 |
| P02 | Establish a corporate-level equal employment opportunity (EEO) policy | 9 |
| P03 | Create and adopt an anti-discrimination policy that protects employees with all diverse identities | 9 |
| P04 | Adopt a salary equity policy with mechanisms for analysis and redress | 9 |
| P05 | Establish policies to promote reconciliation of work life and family life | 9 |
| P06 | Provide maternity leave that meets or exceeds the requirements of national legislation | 9 |
| P07 | Provide sufficient paternity leave even if it exceeds the legal requirements, ideally equal in length to maternity leave | 9 |
| P08 | Establish a childcare benefits policy that offers facilities (e.g., crèche or nursery) or provides monetary assistance with childcare arrangements | 9 |
| P09 | Establish family leave policies meeting the stated needs of parents and employees | 9 |
| P10 | Adopt a survivor-centered sexual harassment and gender-based violence (GBV) policy including grievance management | 9 |
| P11 | Develop workplace policies to prevent and respond to domestic violence | 9 |
| P12 | Implement a fair and respectful process and mechanisms for reporting and handling violations of policies | 9 |
| P13 | Establish health and safety policy that explicitly and equally considers the needs of women and men | 9 |
| P14 | Create and adopt a workplace menstrual health management (MHM) policy to ensure that those who menstruate can manage their MHM needs safely and with dignity while at work | 9 |

| P15 | Review and revise all other company policies to support gender equality, diversity, and inclusion goals | 9 |
|---|---|---|
| **COMPANY PERFORMANCE AND REPORTING (6)** | | **14** |
| CPR01 | Collect and analyze sex-disaggregated data at the company level and use the data to regularly monitor progress of gender equity interventions | 1 |
| CPR02 | Dedicate budget and track use of financial resources to increase gender equality and diversity | 3 |
| CPR03 | Develop and institutionalize targets and/or KPIs for individual managers and departments to support gender equality. | 3 |
| CPR04 | Disclose gender equality and diversity targets and/or KPIs on gender equality and D&I in publicly available reports and indices | 3 |
| CPR05 | Adopt international standards and endorse international commitments for gender equality | 3 |
| CPR06 | Participate in gender equality and diversity awards, rankings, and certification processes | 1 |
| **CORPORATE COMMUNICATIONS AND BRANDING (8)** | | **19** |
| COM01 | Assess and revise internal and external communications to communicate gender equality, diversity, and inclusion commitment and provide gender-equitable messaging, language, and photos | 1 |
| COM02 | Showcase talented female employees with diverse social identities and their professional achievements | 2 |
| COM03 | Create informal communication opportunities to discuss gender equality–related topics | 1 |
| COM04 | Develop and implement a social and behavior change communications (SBCC) strategy and plans to support the change management process, build support, and counter resistance. | 3 |
| COM05 | Build a successful employer brand that is attractive to female candidates and individuals with diverse social identities | 3 |
| COM06 | Showcase company commitment to gender equality, diversity, and inclusion through membership in relevant networks, associations, and conferences | 3 |
| COM07 | Showcase company commitment through adoption of international standards and participation in rankings or awards on gender equality, diversity, and inclusion | 3 |
| COM08 | Develop or join communication campaigns and organize events to promote gender equality, diversity, and inclusion | 3 |

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# ANNEX IV. PROFESSIONAL ORGANIZATIONS WITH MEMBER RESOURCES

The Engendering Industries Best Practices Framework was developed using open-source resources. The following organizations are member-based organizations, some with membership dues. These organizations also provide relevant and useful information regarding fostering gender equality through the employee life cycle for their membership. You can find out more information about these organizations on their websites:

- African Women in Science and Engineering: https://www.aawse.org/

- Association for Talent Development: https://www.td.org/

- Australian HR Institute: https://www.ahri.com.au/

- Catalyst: https://www.catalyst.org/mission/

- Equimundo: https://www.equimundo.org

- Gender at Work: https://genderatwork.org/

- Interagency Gender Working Group: https://www.igwg.org

- International Center for Research on Women: https://www.icrw.org

- International Finance Corporation: https://www.ifc.org

- International Labour Organization: https://www.ilo.org/

- Male Champions of Change: https://malechampionsofchange.com

- Men Engage Alliance: http://menengage.org/

- Society for Human Resource Management: https://www.shrm.org/

- Society of Women Engineers: https://swe.org/

- The World Bank: https://www.worldbank.org

- United Nations Women: https://www.unwomen.org

- University of Alberta, Women in Scholarship, Engineering, Science, and Technology (WISEST): https://www.ualberta.ca/services/wisest

- Voluntary Protection Programs Participants' Association: http://www.vpppa.org/

- WE EMPOWER: https://www.empowerwomen.org

**About Engendering Industries**

USAID's Engendering Industries program increases economic opportunities for women in traditionally male-dominated sectors. Expanding women's workforce participation in male-dominated industries leads to tangible economic outcomes for women, such as formal employment opportunities and higher income. Increased gender equality in the workforce also improves business performance, increases employee retention and satisfaction, reduces turnover, drives productivity, and enhances an organization's resilience to crises and economic shocks. Engendering Industries uses a unique approach to improve gender equality in male-dominated sectors. Using customized tools and best practices, demand-driven coaching, the Gender Equity Executive Leadership Program, the Workforce Gender Equality Accelerated Program, and male-engagement workshops, Engendering Industries, builds staff capacity to implement gender equality interventions at their organizations.

Learn more at [usaid.gov/engendering-industries](usaid.gov/engendering-industries)