







Twinning Project

Equality between Men and Women
 Principle and Goal for
 Effective and Sustainable Enterprises

Methodology for Implementing Gender Equality in Enterprises

4th April 2008

Methodology Overview

1. Defining the potential advantages of gender equality policies in the company
2. Carrying out a gender (in)equality diagnosis of the company
3. Creating a gender equality « climate » in the enterprise
4. Integrating gender equality into human resources policies:
 - A. Recruitment
 - B. Training and career development
 - C. Wages
 - D. Work-life balance
5. Regular monitoring and evaluation

1. Defining the Potential Advantages of Gender Equality Policies

- Economic benefits:
 - Increase in motivation, productivity & performance
 - Reaching new target customers
 - Improving recruitment & reducing turnover...
- Public relations benefits:
 - Free positive publicity
 - Corporate Social Responsibility
- Compliance with legal requirements
- Benefits to society
 - Fundamental rights, ageing society, birth rates, investment in education

🔴 Important: without clearly defining why the new policy is adopted, the strategy will be unclear

2. Carrying out a Gender Equality Diagnosis of the Company ⁽¹⁾

- Gather company statistics and data **by sex**, i.e.:
 - Numbers of employees (total, types of contract, different departments and jobs, managers, education level...)
 - Working time arrangements (full/part-time, atypical hours, flexible working...)
 - Wages & bonuses
 - Promotions & access to training ...
- Analysis the data collected:
 - Are their differences between male/female employees?
 - In which fields, policies, jobs, levels?
 - What causes these differences?

2. Carrying out a Gender Equality Diagnosis of the Company ⁽²⁾

- Present the results:
 - To management
 - To employee representatives (or employees)
- Use the results:
 - To show that there are gender inequalities
 - To highlight the areas of company policy which need attention
 - As the starting point for a gender equality action plan

📌 **This is an essential first step and is not necessarily time-consuming**

3. Creating a Gender Equality « climate » in the Enterprise ⁽¹⁾

- Top-level formal commitment to gender equality: company documents, communication to staff...
- Proof-reading all company tools (website, brochures, reports...) for gender-sensitive language & images
 - 📌 Gender-neutral language can sometimes reinforce stereotypes
- Designating responsibility for gender equality, and allocating time for this new role
 - 📌 Make clear however that all have responsibility for this issue

3. Creating a Gender Equality « climate » in the Enterprise (2)

- Training and awareness-raising for staff & managers
- Fostering dialogue with:
 - employee reps/trade unions on this issue
 - or directly with employees (surveys, questionnaires, discussion groups...)
- Working with external partners where appropriate (training schools, experts, suppliers...)

4. Integrating Gender Equality into Human Resources Policies

- A. Recruitment
- B. Training & Career Development
- C. Wages
- D. Work-life balance

4A. Gender Equality in Recruitment

- Gather appropriate data & analyse the current situation
- Associate relevant staff members
- Make adjustments to recruitment policy in order to ensure greater equality of access, for example:
 - Choice of recruitment mode
 - Writing the job vacancy description & advertisement
 - Selecting the candidates
 - Carrying out the interview
- Other strategies: anonymous CV, positive action...

📌 Working on recruitment practices helps to ensure equal access to all jobs, in all fields and at all levels of responsibility

4B. Gender Equality in Training and Career Development

- Gather appropriate data & analyse the current situation
- Associate relevant staff members
- Make adjustments to policy, for example:
 - Advertise training possibilities to all
 - Remove barriers to participation in training
 - Ensure that criteria for promotions are not indirectly discriminatory (long hours...)
- Other strategies: mentoring, use of networks...

🔴 Working on training and career development policies can help to eliminate glass « walls » and « ceilings », and ensure that all talent is used to full potential

4C. Gender Equality in Wages Policy

- Gather appropriate data & carry out a basic equal pay review
- Associate relevant staff members
- Make adjustments to policy, for example:
 - Eliminating unjustifiable pay gaps over time
 - Change other policies that influence pay (recruitment, training, promotions...)
 - Neutralise the effects of maternity leave on wages
 - Consider other forms of pay (bonuses, fringe benefits...)
 - Make information on pay & bonuses public
- Other strategies: job evaluation system...

🔴 The gender pay gap in Estonia is one of the largest in the EU. However action is often difficult to implement as the pay gap is rarely a result of direct discrimination

4D. Improving Work-Life Balance

- Gather appropriate data & analyse the current situation
- Associate relevant staff members
- Make adjustments to policy, for example:
 - Reduce atypical working hours & long breaks in hours if possible
 - Establish internal rules on time
 - Introduce working time arrangements (flexibility, remote working, part-time...)
 - Facilitate the return to work after long leave (maternity...)
- Other strategies: employee services (childcare, elderly care, transport, everyday life...)

🔴 Promoting work-life balance policies can help alleviate the difficulties posed by personal constraints such as family, which have a major impact on an individual's career and on gender equality

5. Regular monitoring and evaluation

- The gender equality situation must be regularly monitored and evaluated
- A gender equality diagnosis can for example be carried out every year, and adjustments made to the strategy
