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# GUIDELINES FOR GENDER EQUITABLE EMPLOYMENT PRACTICES

A REVIEW OF INTERNATIONAL PRACTICES AND SUGGESTED  
APPROACHES FOR JORDANIAN FIRMS

August 16, 2010

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# **GUIDELINES FOR GENDER EQUITABLE EMPLOYMENT PRACTICES**

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APPROACHES FOR JORDANIAN FIRMS

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## **DISCLAIMER:**

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## 1.0 Overview of Women's Participation in the Labor Market

Attention to gender equality as well as the political, social and economic empowerment of women has increasingly received attention over the years from international donors, governments, and development practitioners. The First World Conference on Women in Mexico City in 1975 marked the consolidation of an international women's movement that sought to draw attention to some of the ways in which women were being discriminated against in education, employment, the law, the economy, and the political sphere, among others – and how national and international development activities were perpetuating rather than removing this discrimination. Among other outcomes this movement led to a key international treaty: the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Other key international conventions relating to equality and non-discrimination include:

- Convention on the Rights of the Child (CRC)
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic Social and Cultural Rights (ICESCR)
- Beijing Platform for Action

In the early 1990s, the emphasis shifted from a focus on women in development to gender and development. One reason for the shift was that dealing only with women often ended up marginalizing them in special projects rather than changing the mainstream of socio-economic and political planning to address their human rights. By contrast, focusing on how development impacts on both women and men, given their different roles and responsibilities, helps to identify and address the power dynamics and stereotypes that result in discrimination against either sex. The Fourth World Conference on Women in Beijing, held in 1995, reiterated this shift and set a global platform for action on gender equality and women's empowerment, including equality for men and women in the workplace. The platform was adopted by 189 countries. The Millennium Declaration was also adopted by 189 countries in 2000.

Fifteen years later, despite international commitment and recognition of the importance of women's role in economic development, there remains a significant gender disparity in terms of both opportunities and quality of employment for women. Female employment-to-population ratios have generally increased over time but remain at levels well below those of men. Nearly one-fourth of women remain in the category of unpaid contributing, family workers, meaning they receive no direct pay for their efforts; and there is a clear segregation of women in sectors that are generally characterized by low pay, long hours and oftentimes informal working arrangements. (ILO: Women in Labor Markets: Measuring Progress and Identifying Challenges, March 2010) While aspirations for equality were verbalized in the international standards adopted in Beijing and the Millennium Declaration, the full participation of women in the labor market, at all levels, from executive management to the factory floor remains an elusive achievement.

Further exacerbating the situation is the present financial crisis which is likely to affect women more adversely. In many developing countries where women work in export-led factories, or in countries where migrant women workers are the backbone of service industries, women's jobs have taken the greatest hit. The International Labor Organization estimates that the economic downturn could lead to 22 million more unemployed women in 2009, jeopardizing the gains made in the last few decades in women's empowerment and further crippling the economies of developing countries.

## 2.0 Why Promote Women's Employment: Making the Business Case for Promoting Women's Employment

Promoting women's employment is an effective means to promote gender equity and women's economic empowerment. Furthermore such gains translate to improvements in family health, nutrition and basic education for children. In fact, there are distinct correlations that can and have been made to demonstrate how investments in women yield significant social and economic returns.

However, promoting women's employment opportunities is not simply good for women and their families. Mounting evidence suggests that gender equality is also good for a country's overall competitiveness and an individual firm's performance. The following sets forth the business case for the private sector to address gender inequality and promote equitable opportunities for women. The result will not only achieve social and equity gains, but also gains in a country's economy and in a company's bottom line.

### 2.1 Economic Development

As countries grapple with rapid population and high unemployment rates it becomes apparent that the solution to reducing unemployment necessitates increasing the number of women entering the workforce. Representing half the population and productive labor force, women represent a powerful resource that remains virtually untapped. Persistent gaps in women and men's participation in the labor force exacts high costs by reducing the skill pool available to employers, leading to higher labor costs and lower economic competitiveness. This can have serious adverse economic consequences. To illustrate this point consider the fact that a gap of 30 to 40 percentage points between men's and women's workforce participation rates is common in the Asia-Pacific region. The Social Commission for Asia and the Pacific Countries found this gap costs the region between US\$42 billion and US\$46 billion a year in GDP growth. (United Nations: Economic and Social Survey of Asia and the Pacific 2007).

### 2.2 Corporate Growth, Profitability and Competitiveness

To understand the potential at the firm/company level, there has been a substantial amount of research that establishes a causal linkage between encouraging women's participation in the labor market and firm level competitiveness, growth, and profitability. The following highlights recent research findings that demonstrate this linkage.

McKinsey & Company conducted a study entitled *The Business of Empowering Women* based on survey responses from over 2,000 senior private sector executives. Findings point to the important role women play in helping companies' growth and profitability targets. In fact, women are a powerful strategic choice for companies as they seek to improve business performance, diversity, staff retention, and productivity.

The Washington Post cited studies from such reputable research organizations and think tanks as Columbia University, McKinsey & Co., Goldman Sachs and Pepperdine University that document a clear relationship between women in senior management and corporate financial success. Pepperdine found that the Fortune 500 firms with the best records of putting women at the top were 18 to 69 percent more profitable than the median companies

"Women can make the difference between economic success and failure in the developing world, between good and bad decision-making in the industrialized world, and between profit and loss in the corporate world." – Washington Post, *Katty Kay and Claire Shipman*, July 12, 2009

in their industries. McKinsey looked at the top-listed European companies and found that greater gender diversity in management led to higher-than-average stock performance. (Washington Post, July 12, 2009 “Fixing the Economy? It’s Women’s Work”)

Additional research demonstrates a correlation between a higher share of women in top management and a firm's financial performance and governance. Fortune 500 firms with a high number of women executives outperform their industry median firms on three different measures of profitability. The firms with the very best scores for promoting women have been shown to be consistently more profitable than those whose scores were merely good. (Adler, Roy)

Companies with more women executives demonstrate better corporate governance practices. More diverse boards are also more likely to hold CEO's accountable for poor stock performance. (Women in the Boardroom and Their Impact on Governance and Performance)

Return on equity, return on sales and return on invested capital are higher in companies with at least one woman board member. Return on equity for companies with the highest percentages of women board directors is 53% higher than that of companies with lower percentages of women directors. (Catalyst).

### **2.3 Retaining a Talented Pool of Resources and Diversifying Workforce Base**

As education becomes a priority for countries globally there are more and more young women graduating from college and other higher learning institutions. By not taking proactive measures to recruit and retain these young women corporations are missing an important opportunity to retain a diverse talent base that will enable their business to grow, diversify and compete in the global market.

### **2.4 Improving Corporate Performance**

A McKinsey study found a positive correlation between women’s participation in management bodies and organizational excellence. Organizational excellence was measured against nine criteria: leadership, direction, accountability, coordination and control, innovation, external orientation, capability, motivation, work environment and values. A Gallup Workplace Study found that companies that promote a culture of inclusion score better on various components of organizational performance: Customer satisfaction +39%; Productivity +22%; Profitability +27%; Lower turnover -22%. Further, Catalyst, a research firm focused on women and business, found that Fortune 500 companies with three or more women in senior management positions score higher on top measures of organizational excellence

### **2.5 Purchasing Power of Women**

Women have considerable influence on purchase decisions. Even in industries where buyers are traditionally men, women represent a growing proportion of the consumer base. In response, companies increasingly need to integrate women into their decision making processes. In Europe for example, women are the driving force behind more than 70% of the household purchases although they account for only 51% of the population. (McKinsey & Company, Women Matter: Gender Diversity, A Corporate Performance Driver) The McKinsey & Company study mentioned above noted that economically empowered women, armed with increased income, are able to expand existing markets as well as create new markets. More than half of the survey respondents noted that creating new markets and expanding existing ones were two examples of how their investments in women had already increased their corporate profits.

“Economically empowered women are potential customers; the more of them there are, the larger the market for selling goods and services.” –McKinsey & Company, *The Business of Empowering Women*

Hindustan Unilever quickly caught on to this powerful resource. In 2000 they launched the Shakti Entrepreneur Program which offered microloans to rural women who then became distributors of Hindustan Unilever products. Inevitably the rural women distributors sold to other rural women, boosting sales in rural villages. By 2008, The Shakti network had increased to 45,000 saleswomen covering over 100,000 villages and three million homes. By promoting women's employment, Hindustan Unilever boosted sales and profits.

## **2.6 Corporate Social Responsibility**

It is no longer enough for companies to go into a country and sell a product. Rather companies must ask themselves how they can contribute to the development of that country and how can they ensure that their activities will not harm the population or environment. Media and public awareness campaigns have been instrumental in informing consumers of corporate actions with both positive and negative impacts. As a result, consumers are more discerning of what corporations to support and are in fact more likely to support corporations that invest in social development. In this context, investing in improving the lives of women in developing countries can be an effective way to enhance a company's reputation and brand image.

### 3.0 Jordanian Women: Untapped and Under-utilized economic asset.

#### 3.1 Overview of women's participation rates in the Jordanian economy

The Government of Jordan's investment in its human capital, particularly in the areas of health and education, has yielded social gains such as improved literacy, education and health rates. Women have equally benefited in these gains evidenced by high female education and life expectancy indicators as compared to comparable countries in the region.

Despite such efforts and gains women's participation in the economy is remarkably low. The female labor force participation rate in Jordan is approximately 27%, a low level when compared to 32% at the regional level. Research indicates that the existing level of female participation in the labor force is half of its potential. This exacts a high cost to the Jordanian economy which is mounting such challenges as increased populations growth coupled with high levels of unemployment. Jordan can therefore dramatically increase its productive capacity by facilitating women's entry into the labor force.

#### 3.2 Factors impeding women's economic participation

Several factors impede women's participation in the private sector. The policy framework does not support female labor force entry or women's entrepreneurship. Unequal labor laws and employment benefits, and wage differentials creates an uneven playing field for women and hinders their participation in the labor force. Complicated business registration and licensing procedures stifle women's entrepreneurship. As a result, some women choose to operate their business informally. This is further compounded by the limited voice women have in public decision making, despite efforts by the Government of Jordan to institute a quota system. A sound enabling policy environment that fully integrates gender issues into policy planning and implementation and levels the playing field for men and women in the labor force, is critical to integrating women into an economic growth strategy. Other factors that impede women's economic participation include lack of access to capital, business skills, financial education, market information and market linkages all of which are necessary to effectively compete in the private sector. Additionally, cultural and social norms tend to discourage female entrepreneurship.

Looking at factors that impede women's economic participation, they can be generally categorized into the following:

- **Access to assets:** Men and women often have different levels of access to tangible and intangible assets. This includes credit, capital, education, information and social networks. Inequality in accessing assets can potentially shape men and women's employment options. Another consideration is that women's inability to access one type of asset will limit their ability to access another. For example, women who cannot access professional networks may be unable to obtain timely information that would advance their careers.
- **Beliefs and perceptions:** Social beliefs and perceptions shape expectations about "appropriate" roles for men and women. These expectations affect men's and women's economic opportunities and access to assets. While they may differ from one household to another, certain beliefs and perceptions remain predominant even in the workplace. For example, since women are typically considered secondary bread-winners, this may cause differential wages for both men and women or even jobs.



- **Laws, policies and regulations:** Institutions mediate women's and men's access to assets and economic opportunities. Men and women are often treated differently by formal and informal laws, policies, and regulations including issues surrounding:
  - Employment opportunities
  - Wages
  - Retirement plans
  - Access to information and credit
- **Practices and participation:** Men's and women's economic participation often differs. For example, men and women are often:
  - Hired for different tasks within firms
  - Segregated into different economic sectors

### 3.3 Opportunities for the private sector to advance and invest in women

Studies on Jordanian labor market show that private sector firms employ the majority of the workforce, including both men and women. However, it is generally common that women prefer to work in the public sector for well-known reasons such as better pay, short working hours, longer maternity leave and job security. A study by Al Manar project indicated that women's economic participation is influenced by a number of factors. Although some of these factors have to do largely with the labor law, others are factors induced by private-sector practices when it comes to employing women.

#### 3.3.1 Maternity Leave

Non-discrimination against women due to employers' reluctance to have to deal with maternity leaves is one of the greatest opportunities for increasing women's economic participation. Most women would like to work for an employer that is supportive of their family choices. Working in a supportive environment reassures women workers and brings the best out of them. Although employers may-understandably- consider maternity leave as a financial burden on the company, it is important for them to see the bigger picture of society, where women can play dual roles if provided with needed support. The Social Security Corporation in Jordan recognized this strain on women's employment, and has passed a temporary law to establish a maternity fund, financed by private sector firms, in order to share the responsibility of supporting women workers during maternity leave.

#### 3.3.2 On-Site Childcare

Access to on-site childcare facility is one of the opportunities that private sector firms can provide to aspiring working women. Such commitment from employers will ultimately provide women workers with long-term commitment to their workplace. Despite the fact that this is typically a non-concern for women during their interviews, it is especially a favorable option to have. Private sector employers often fail to recognize the impact of such a facility on their men workers, as well their women worker.

#### 3.3.3 Unbiased Recruiting and Gender Considerations

Although it may be perceived by private sector employers that women dominate certain fields or occupations, while their male counterparts dominate others, it is important that these employers begin to recruit based on fairness and not pre-judgment. Companies can begin by changing their attitudes towards hiring women for certain jobs, as chances should be equally given to men and women who are interested in performing these jobs. Employers

often do not want to be risk-takers when it comes to assigning women for untraditional roles. However, when looking for a qualified candidate, companies should be willing to hire someone who is interested in performing the job, rather than hiring someone they perceive as more “appropriate” for the job. This is for the well-known reason that employees usually excel more if they are doing what they like when compared to those who perform jobs they dislike.

Another example of discrimination against women in recruitment is the way in which vacancies are published. For most companies, recruiting begins when advertising for a certain vacancy. Needless to say, it is important for companies to keep doors open for interested men and women workers when advertising for job openings. It is noted that private sector companies sometimes indicate the sex of the applicants in their vacancy announcements. Even if the official announcements do not state preferred sex of the applicants, employers may spread the word asking about either male or female candidates whether intentionally or unintentionally.

In order to prevent and stop any intentional or otherwise unintentional discrimination practices, private sector companies should consider drafting internal policies that systematically remove any type of such discrimination.

#### **3.3.4 Opportunities to Climb up the Career Ladder**

Private sector employers may attract and retain talented women through offering them a chance to grow within the firm. Climbing up the career ladder stems from the commitment of both the employer and employee. The former invests in training and developing the latter, while the latter responds to the training and development through exhibiting better performance. Therefore, employers should equally offer their women employees the chance to grow and occupy advanced positions within the firm, alongside their male colleagues. Offering women the chance to move up career ladders and occupying leadership roles increases their loyalty and provides companies the benefits of diversifying the workplace at all levels.

#### **3.3.5 Company Policies Fostering Diversity**

Private sector employers can play a major role in educating their own employees on the need for respecting each other, and embracing diversity at the workplace. While diversity at the workplace is not only bound to gender diversity, starting from promoting two-way respect between men and women employees presents an opportunity for changing certain negative attitudes towards diversity as a whole. Company-wide policies and guidelines that are well-enforced and promoted are necessary tools to monitor and track any counter-diversity behaviors. When both men and women employees realize that their company ascertains the value of its diversity, they will both feel respected and important. As well, being protected by company policies against any forms of sexual harassment, discrimination and/or abuse spreads a general feeling of safety and harmony amongst employees.

## 4.0 International Experience and Good Practices

With 189 countries as signatories to the Beijing Action Platform and the Millennium Declaration, there is no shortage of good will and commitment to ensuring that the doors of employment opportunity remain open to both men and women. Unfortunately, such good intentions have not translated into reality in both developed and developing countries. Gender disparities continue to exist not only in Jordan, but also in Europe and the United States. Women in Europe and the U.S. are now the majority of college graduates, but they still make up a smaller share of the labor force. Italy's female employment rate, for example, is 25 percentage points below its male employment rate, and the U.S. rate is 12 percentage points lower. (Goldman Sachs) In the U.S., fewer than a third of the leading 1,500 companies had even a single woman among their top executives in 2006 ('Girl Power: Female participation in top management and firm performance'). Across the European Union, women account for only 11 percent of the membership of governing bodies, such as boards of directors and supervisory boards (McKinsey). Women hold only 8.3% of board directorships in Australia, 13% in Canada, 14.3% in South Africa, and 15.1% in the United States (Catalyst). In the U.S., women still earn only 80 cents for every dollar that men earn. (U.S. Department of Labor). Faced with the frustrations of career stagnations and the need for better work-life balance, educated and talented women continue to opt out of the workforce at much higher rates than men. A Harvard Business Review survey found that 37% of women voluntarily stopped working at some point in their career, versus 24% of men. Out of the 93% of women who take career breaks, only 40% find full time employment again. (Harvard Business Review) Clearly much work remains to be done. However, the commitment of the private sector along with an unflinching conviction of the contributions of women to the economy offers a powerful catalyst to providing a platform for bringing more women into the workforce at all levels and with decent, quality jobs. Several companies are pioneering efforts by launching and documenting their efforts to bring more women into their companies. The following highlights the work that three major corporations are undertaking to promote women's employment and the lessons they have learned in doing so.

### 4.1 PricewaterhouseCoopers (PWC):

Recognizing the link between women's employment and the bottom line, PWC has demonstrated its commitment to equality in the workplace. Women represent half of their global workforce at the recruitment level, and 15 percent of the partnership, a number which continues to increase each year. In order to help women climb the corporate ladder they formed the Gender Advisory Council, which is an international group that advises on strategies to bring more women into the PWC workforce. PWC has launched ten global women's initiatives in various countries around the world. For example, in the Middle East PWC launched its Women in Business (WIB) initiative. The

#### **Lessons PwC has learned include:**

- The people driving the diversity agenda must be at the upper echelon of the organization. This has had a tremendous impact on leadership buy-in and action.
- Gender diversity efforts must be inexorably linked to the business strategy.
- Smash "unconscious incompetence." Many of the barriers women face result from incorrect assumptions, such as that they can't or won't want to go on an international assignment. PwC has implemented mandatory bias-awareness training for all network and global leaders.
- Communication is key. By establishing a global gender diversity website, PwC has enhanced its global brand and engaged the next generation in the gender debate.
- Connect external corporate responsibility initiatives with internal expertise. The impact of empowering women externally has been heightened by leveraging PwC's knowledge base.
- Use robust and reliable data to drive the diversity strategy. PwC has used internal expertise (i.e., actuaries) to deliver robust management data. This has been key in convincing leaders of the business case for change, and to identifying specific risk areas on which to focus attention and prioritize action.

goal is to attract, develop and retain women in the Middle East as PwC views women as a critical talent group to enable the firm to continue its growth in the marketplace. Globally, women face a number of challenges which impact their success in the workplace. In the Middle East there is a diverse international women community facing similar challenges. The Middle East WIB initiative was established to address these challenges, some of which include: Gender-based stereotyping; preconceptions of women's roles and abilities; exclusion from informal networks; lack of role models and mentoring; commitment to personal and family responsibilities; failure of leadership to assume accountability for women's advancement; and ethnicity issues and HR policies.

PwC Malaysia has made great progress in increasing the number of women in senior ranks of the organisation. With dedicated policies in place since 2001, the firm is among the PwC global network's most successful in terms of gender diversity. Thirty five per cent of its partners are women, 48% of its directors are women and 80% of its Tax Leadership Team is female (numbers as at October 2009). In addition, a survey of its people in 2008 found that across the board, both men and women agree that women are given equal opportunity for career progression (81%) and are valued and respected as much as men (90%).

#### **4.2 Ernst & Young:**

Ernst & Young's gender efforts began more than two decades ago with a business need: to stem the loss of female talent. A leader in assurance, tax, transaction and advisory services, the firm was losing a disproportionate number of talented female staff in the pipeline ranks leading to executive leadership roles. This led the organization to focus more on issues facing its female employees. Today, Ernst & Young has become a leader in advancing gender equality not only within the organization but also globally through conducting research, supporting women entrepreneurs, and supporting various women's organizations.

##### **Lessons Ernst & Young has learned include:**

- Strong gender diversity and inclusiveness programs result in a significant increase in the number of women in top management.
- A focus on flexible work arrangements facilitates employees' ability to integrate personal and professional commitments.
- External advocacy, research and involvement with key organizations is valued externally and has helped enhance the firm's brand.

#### **4.3 Heidrick & Struggles:**

For nearly 60 years, Chicago-headquartered Heidrick & Struggles has been searching, recruiting, and helping place new board members and corporate officers in multinational corporations. Working directly with company chairpersons, CEOs, and board nominating committees, Heidrick & Struggles has witnessed – and helped shape – this gradual evolution. As witnesses, the firm's partners have seen increasing demand for female board candidates, particularly in the last few years, as companies awake to the idea that boards should better reflect the markets and customers they serve. As an influence, the firm has helped women by educating corporate clients on the value of bringing diverse perspectives to a board and by making an extra effort to identify qualified female candidates. This has involved delving deep into issues of corporate culture to understand and meet this challenge. Alicia Yi, managing partner at Heidrick & Struggles' Singapore office, says, "A lot of international companies are now taking gender issues quite seriously. They are setting employee targets, tracking, and looking to improve." These

##### **Lessons Heidrick & Struggles learned include:**

- Support from the top is critical to advance gender-related initiatives.
- Research and data help embed the business case.
- Women need to help each other if the boardroom door is to open wider.

companies want to attract and retain the best talent possible from the widest talent pool. They are aware that women represent half of the market and are often responsible for more than half of consumer spending decisions. And when it comes to top management, they are increasingly aware that homogenous leadership teams can be less well equipped to do business in an increasingly complex business environment.

## **5.0 Principles for Promoting Gender Equity**

The previous sections have provided a background to the commitment, importance, and status of bringing more women into the private sector as well as the lessons learned and challenges along the way. Against this backdrop, this section provides some key overarching principles for promoting gender equity in the workplace.

### **5.1 Ensure support of senior management.**

For gender equality initiatives to take hold all facets of the company must understand that senior management has set the agenda for gender and is fully supportive of the strategy to promote gender equity in the workplace.

### **5.2 Create equal opportunity through employment policies and remuneration.**

Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men. Eliminate all forms of discrimination based on gender including wages, hours, benefits, job access and qualifications, and working conditions. Prohibit discrimination based on a woman's marital, parental status, or reproductive status in making decisions regarding employment or promotion.

### **5.3 Promote health and safety in the workplace.**

Ensure that women's health and safety, including reproductive health, are protected in the workplace. Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse. Prohibit all forms of violence in the workplace, including physical, sexual or verbal harassment. Allow time off from work for women employees seeking medical care or treatment. Establish unbiased, non-retaliatory grievance policy allowing employees to make comments, recommendations, or complaints concerning women's treatment in the workplace.

### **5.4 Implement measures to facilitate work-life balance.**

Such measures include flexible working hours for all employees as part of the company business model along with career flexibility that supports breaks such as maternity leave without negative effects on career paths or job security. Companies such as Wal-Mart, Capital One, Best Buy, Sun Microsystems and Sara Lee, to name just a few have discovered that allowing people to work the way they want -- from home; at night; from the sidelines of the soccer field -- actually increases productivity. Best Buy found that changing the work rules boosted productivity by an average of 40 percent. Support services and facilities should be developed to help reconcile work with family life (childcare, family support, family subsidies, etc)

### **5.5 Create transparency by developing and monitoring gender diversity indicators to track progress.**

Monitoring the following indicators should raise awareness about the magnitude of the gaps to be closed within the organization and serve as a tool for defining and directing priorities for action. Examples of indicators include:

- % of women in the company's various business lines, at each level of management and among new recruits
- Pay levels and attrition rates between men and women in similar functions
- The ratio of women promoted to women eligible for promotion

Participate in constructive dialogue with stakeholder groups, including NGOs, business associations, etc. to discuss progress of implementing gender equitable practices.

**5.6 Create public information campaigns targeted at women to make potential female employees aware of employment opportunities.**

Public information campaigns should also be used to educate employees on corporate gender policies as well as to educate the public on corporate efforts to promote women's employment.

**5.7 Support governance and transparency.**

Establish policies and undertake proactive efforts to recruit and appoint women to managerial positions and to corporate boards of directors. Establish policies and undertake proactive efforts to assure participation by women in decision-making and governance at all levels and in all areas of the business.

**5.8 Support education, training and professional development.**

Provide women employees with opportunities for and access to education, training, and professional development.

## **6.0 Appendices:**

### **6.1 Assessing Businesses' Gender Equitable Practices:**

# Assessing Businesses' Gender Equitable Practices

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## Baseline Survey

**USAID-Jordan Economic Development Program (SABEQ)**

This baseline survey will be distributed to participating companies to measure the degree of their business environment friendliness towards female employees. This survey is part of a project advance gender-equitable practices in private sector firms.



### 6.1.1 Foreword

Please answer thoroughly the questions below. Your objective input will be a guiding tool to help our team provide relevant insight into improving your business' female-friendliness.

### 6.1.2 General Information

1-

<b>Name of Company:</b>	
<b>Industry:</b>	
<b>Address:</b>	
<b>Sex of the Owner</b>	
<b>Total number of employees</b>	
<b>Number of female employees</b>	
<b>Company Hours of Operation</b>	

- 2- Does your company have a board of directors (BOD)? If yes, what is the percentage of women in the BOD?
- ☐ Yes
  - ☐ No

% of women on BOD:

- 3- How many of the women employees in your organization hold the following degree (please select the highest degree):

<b>High School</b>	<b>Community College</b>	<b>Bachelor's</b>	<b>Master's</b>	<b>PhD</b>	<b>Other</b>

- 4- Of your current employees, how many women fall into the following age categories? What is the number of married vs. unmarried women in each age category?

<b>Age Category</b>	<b># of Women</b>	<b># Married</b>	<b># Unmarried</b>
Under 20 years old			
20-25 years			
26-30			
31-39			
40-45			
46-55			
Above 55			
Total		Total	

### 6.1.3 Recruiting:

- 2- Where do you advertise job vacancies ?
- ☐ Newspaper
  - ☐ Recruiting websites
  - ☐ Other \_\_\_\_\_

- 3- When recruiting for vacancies, does your company make specific efforts to recruit women?
- ☐ Yes
  - ☐ No

If yes, please describe the company's efforts to attract women employees.

.....

- 4- During the interview process, do you ask female candidates any personal questions? If so, what are they? (Example: Are you married? Do you plan to have kids? Etc.)

.....

#### 6.1.4 Career Cycle:

- 5- What are the general occupational categories in your company? For example: associate, specialist, senior, manager, director, etc.? How many women occupy each of these categories?

Occupational Category	Total number of employees in category	Number of women in category

- 6- Over the last five years, how many employees have been promoted?

Of those promoted, how many were women?

- 7- Do you believe that men or women are better suited for particular jobs in your company?
- ☐ Yes
  - ☐ No

If yes, please provide examples and reasons.

.....

- 8- Are there aspects of your business that are believed to be more difficult for men or women?
- ☐ Yes
  - ☐ No

If yes, please provide examples and reasons.

.....

- 9- Are there aspects of your business that either men or women are prohibited from doing?
- ☐ Yes
  - ☐ No

If yes, please provide examples and reasons.

.....

### 6.1.5 Training and Development

Does your company offer training opportunities for employees?

- ☐ Yes
- ☐ No

If yes, please list number of training programs which your employees attended during last year?  
Please also note the participation rate by sex?

Total # of Training Programs	Total # of Males	Total # of Females

Does your company offer training opportunities abroad?

- ☐ Yes
- ☐ No

If yes, please list number of training programs which your employees attended abroad during the last three years? Please also note the participation rate by sex?

Total # of Training Programs Abroad	Total # of Males	Total # of Females

### 6.1.6 Employee Retention

10- Does your company have difficulty retaining employees?

- ☐ Yes
- ☐ No

If yes, is it more difficult to retain women employees?

- ☐ Yes
- ☐ No

If yes, what factors influence women's decision to leave your company? Please rank according to most repeated reasons (from 1-8)

Poor salaries
Work Hours
Lack of a clear career path
Getting married
Giving birth

Transportation
Harassment
Other (please specify)

11- What is the total number of employees who resigned during the last two years according to sex?

Total # Resigned	Total # of Males resigned	Total #of Females resigned	#Females Unmarried	Total # Females Married

12- Does your company have a policy whereby employees are paid equally for comparable work?

- ☐ Yes
- ☐ No

13- Does your company have an anti-harassment or anti-discrimination policy?

- ☐ Yes
- ☐ No

If yes, what actions are taken if a person violates the policy?

.....

14- What benefits/facilities does the company offer to its employees, and especially female employees:

· Family health Insurance for married employees		
· Additional vacation days		
· Child nursery facility		
· Separate restrooms		
· Additional sick days		
· Bonuses		
· Flexible work hours		
· Work from home		
· Overtime		
· Prayer area		
· Other .....		

15- Of the

benefits listed in question 14 above, which benefits do you believe are most important for attracting women to your company?

.....

Have we thought of the indicators that we want to measure prior to developing this questionnaire?

**Thank You!**

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